

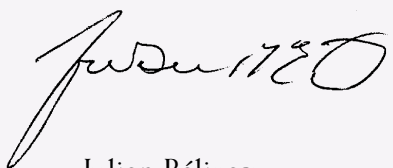
Strategic Plan Douglas Hospital 2001-2005
Final Report - Summary

MESSAGE FROM THE PRESIDENT AND THE DIRECTOR GENERAL

The Douglas of 2005

The Douglas of the new millenium is a hospital institute where the excellence of clinical care stems from the combination of state-of-the-art research activities and university teaching. In fact, it is this integration that allows for the transfer and advancement of medical and scientific knowledge and, hence, the continuing improvement in patient care. This approach is also based on a very dynamic view of the evolution of management practices and methods on the part of the staff. These are united together with the aim of improving the well-being of individuals suffering from mental health problems.

The 1997-2000 Strategic Plan introduced a number of changes in the organization of services and the Organization Plan brought major changes in the organizational structure, which gave rise to a renewed organizational culture. The present Strategic Plan aims to consolidate the elements that make the Douglas Hospital a true institute for scientific and clinical advancement in mental health. We depend on quality of care based on state-of-the-art teaching and on conclusive research results to achieve our goal of always improving services to patients. It is this worthwhile purpose that ensures the success of our project for the future.



Julien Béliveau
President



Jacques Hendlisz
Director General

MISSION, VISION, VALUES

Mission

The Douglas Hospital is an Institute for the advancement of knowledge and practices in mental health. Affiliated with McGill University and the World Health Organization, it is recognized, both at the national and international levels, as an integrated centre of excellence in specialized and ultraspecialized care, teaching and research.

Vision

- To be the reference centre of excellence in the field of mental health.
- To provide our patients with quality of care and services based on the highest international standards.
- To be, with our partners, the model of collaboration and organization for an integrated network of services in mental health.
- To be, for McGill University, a principal site for research and training in all disciplines related to mental health.
- To be an evaluation and development site for new technologies in mental health in Quebec.
- To be a learning organization model based on continued training and promoting the value of our human resources.

Values

To accomplish its mission the Hospital's Administration is intent on promoting and respecting the fundamental values which will be the basis for implementing the 2001-2005 Strategic Plan. These values are:

- To be committed to the patients' well-being;
- To respect ethics and each person's role;
- To show willingness to work in a team environment;
- To be committed to excellence;
- To provide efficient and effective management;
- To value human resources;
- To desire to learn and to progress;
- To be open to the community and to the world.

2001-2005 OBJECTIVES

Strategic Objectives

1. Continue Improving Clinical Excellence;
2. Obtain Designation as a University Institute: Consolidating Scientific and Academic Excellence;
 - 2.1 Excellence in Teaching;
 - 2.2 Excellence in Research;
 - 2.3 Integration of Research and Teaching with Clinical Activities;
3. Increase the Synergy Between the Objectives of the Foundation, the Hospital and the Research Centre;
4. Reposition the Hospital's External Image.

Operational Objectives

5. Consolidate Key Elements of the Organization Plan;
6. Consolidate and Link the Objectives Dealing with Human, Financial and Technical Resources with Strategic Objectives;
7. Consolidate Relations with our Partners;
8. Continue Improving Communications and Consolidate Communications and Management Information Mechanisms.

OBJECTIVE 1

Continue Improving Clinical Excellence

In order to fulfil its objective of increasing the level of clinical excellence, the Douglas Hospital targets thirteen areas of improvement:

1. Consolidate the clinical approach centered on the empowerment of patients;
2. Aim for continuously improving the health and quality of life of patients;
3. Implement strategies necessary to ensure that clinicians are at the forefront of knowledge;
4. Increase efforts in order to improve the quality of services provided to patients on a continuous basis;
5. Stabilize, by 2002, second-line specialized services (sectorized mandate);
6. Assert the distinctive expertise of the Douglas;
7. Consolidate and develop, by 2005, specialized and ultraspecialized third-line services (regional mandate) which are linked with the seven research themes, in order to properly integrate research and teaching within clinical activities;
8. Consolidate and develop, by 2005, ultraspecialized services with a national mandate potential, in line with the seven research themes, in order to properly integrate research and teaching within clinical activities;
9. Develop, by 2005, links with regional resources in order to ensure complementarity with respect to the Program for Alcoholism and Drug Abuse with Psychiatric Co-morbidity which is linked with one of the Research Centre's seven research themes;
10. Consolidate Emergency Service;
11. Consolidate the SHIPP Program (Program for the Intellectually Handicapped with Psychiatric Disorders);
12. Consolidate admitting services;
13. Improve the effectiveness and efficiency of services.

OBJECTIVE 2

Obtain Designation as a University Institute: Consolidating Scientific and Academic Excellence

The goal is to achieve official designation as a University Institute. As a centre of excellence in mental health, the Hospital integrates the three elements of care, teaching and research, in conformity with the principles upon which any institute is based. Other than clinical excellence, which we have just reviewed, the objective to be designated as a University Institute is composed of these three distinct elements:

- Excellence in Teaching;
- Excellence in Research;
- Integration of Research and Teaching with Clinical Activities.

Excellence in Teaching

To fully realize its teaching mission, the Hospital intends to:

1. Create the infrastructure needed for state-of-the-art mental health teaching in partnership with the university network;
2. Promote a university affiliation with different universities, while giving priority to McGill;
3. Set an administrative structure in place to improve coordination of activities, promote the teaching mission and ensure its integration within clinical and research activities;
4. Promote collaboration between the various actors in the area of teaching;
5. Increase training in all disciplines;
6. Develop a true centre of expertise to serve our partners in the network and in the community in order to contribute to the advancement of knowledge.

Excellence in Research

To strengthen its leadership in research, the Hospital intends to:

1. Pursue strategies aimed at maintaining the scope of influence of the Research Centre;
2. Increase the visibility of the Douglas by coordinating multi-site research activities at the provincial, national and international levels, in order to promote complementarity in mental health expertise in Quebec;
3. Pursue the development of the Research Centre.

Integration of Research and Teaching with Clinical Activities

In order to achieve a greater integration of research and teaching with clinical activities, the Douglas intends to:

1. Stimulate the commitment of everyone by creating a true value-added scientific environment at the Douglas Hospital;
2. Promote clinicians taking part or giving conferences;
3. Ensure close links between research projects and clinical concerns and ensure a mutual transfer of knowledge;
4. Emphasize close association with the network and community partners.

OBJECTIVE 3

Increase the Synergy between the Objectives of the Foundation, the Hospital and the Research Centre

In order to increase the synergy between the objectives of the Foundation, the Hospital and the Research Centre, the Hospital focuses on two specific strategies, which are to:

1. Bring the activities of the Foundation closer to those of the Hospital, whether it be in the area of care, research or teaching;
2. Improve the understanding of the relationship between the Foundation and the Hospital.

OBJECTIVE 4

Reposition the Hospital's External Image

To better position itself, the Hospital intends to:

1. Improve the corporate image of the Hospital, the Research Centre and the Foundation;
2. Develop links with the business milieu in cooperation with the Foundation;
3. Develop an external communications plan;
4. Build and communicate the image of the Institute by pointing out its dynamism, its innovative nature and the excellence of its resources and services provided.

OBJECTIVE 5

Consolidate Key Elements of the Organization Plan

To consolidate the key elements of the Organization Plan, the Hospital intends to:

1. Maintain the Divisions Directorate;
2. Consolidate certain elements of the Organization Plan (such as the roles of the treating physician, the case manager, the principal care giver and the clinical chief, as well as the concepts of interdisciplinarity, learning organization and shared governance) and publicize this information throughout the organization;
3. Complete the implementation of certain elements currently in progress.

OBJECTIVE 6

Consolidate and Link the Objectives Dealing with Human, Financial and Technical Resources with Strategic Objectives

To achieve this goal, the Hospital intends to implement the following strategies:

1. Review certain elements pertaining to financial management;
2. Bring the human resources management philosophy more in line with the learning organization culture;
3. Mobilize human resources around common objectives;
4. Review certain elements of the management of physical resources.

OBJECTIVE 7

Consolidate Relations with our Partners

To consolidate relationships with its partners, the Hospital intends to:

1. Clarify links between Douglas and mental health first-line services and develop agreements;
2. Improve relationships with general hospitals through a network of partners linked through agreements;
3. Work closely with the McGill Department of Psychiatry;
4. Intensify links with governmental authorities.

OBJECTIVE 8

Continue Improving Communications and Consolidate Communications and Management Information Mechanisms

The strategies the Hospital intends to implement to achieve this objective are the following:

1. Implement communication strategies to secure commitment to the triple mission;
2. Communicate the change towards the Institute by strengthening the role of managers in the communication process;
3. Create a true management information system based on identified needs and priorities.

Strategic Planning Process

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