



WOODSTOCK
HOSPITAL

CENTERED ON YOU



STRATEGIC PLAN
2025 to 2028

TABLE OF CONTENTS

03	LAND ACKNOWLEDGEMENT
04	INTRODUCTION
05	MESSAGE FROM OUR LEADERS
06	ABOUT OXFORD COUNTY
07	OUR HOSPITAL
08	ENGAGEMENT PROCESS
09	MISSION, VISION, VALUES & VALUES STATEMENT
10	STRATEGIC PILLARS
11	STRATEGIC DIRECTIONS
13	PATH FORWARD
14	ACKNOWLEDGEMENTS

LAND ACKNOWLEDGEMENT

Let us take some time to recognize the importance of this land where we live and work. With the intention of learning and unlearning, we are reaffirming our commitment to and responsibility toward Indigenous communities and their diverse, all-encompassing cultures. It is important to think about the past wrongs and mistakes, to acknowledge them, and to consider how we, as a group and as individuals, might continue to work toward justice, unlearning, and reconciliation.

Woodstock Hospital is located on the traditional Territories of the Nations of the Haudenosaunee - People of the Long House, Mississauga – Part of the Greater Ojibwa Nation and Attiwonderonk – Neutral Confederacy. We stand on the Anishinabewaki - the Homelands of the Anishinaabeg.



WOODSTOCK
HOSPITAL

An aerial photograph of Woodstock Hospital and its surrounding area. The hospital building is a large, multi-story structure with a flat roof and several wings. In the background, there is a large industrial area with many semi-trailers parked in a lot. The foreground shows a parking lot with several cars and a landscaped area with young trees. The overall scene is a mix of healthcare and industrial environments.

INTRODUCTION

Woodstock Hospital's (WH) Strategic Plan marks a significant shift from patient-centred care to people-centred care, to encompass not only our commitment to patients but also to families, our hospital team, the community, and our valued partners.

People-centred care is at the heart of our new strategic plan, embedded into our four strategic pillars: Caring, Empowering, Evolving, and Collaborating.

These pillars work together to create a strong foundation for our vision of evolving together to meet the needs of our community. Each pillar is supported by clear strategic directions, which serve as a roadmap guiding the initiatives we will undertake over the next three years. Hospital initiatives are detailed in our annual tactical plan, allowing us to measure our progress and successes, while continuously improving to enhance the quality of care and services we provide.

To stay current with the needs of those we serve, we have shifted the format of our strategic plan from a five-year plan to a three-year plan. This change will allow us to reevaluate and reconnect regularly with our patients, families, hospital team, community, and valued partners.

MESSAGE FROM OUR LEADERS

On behalf of the Woodstock Hospital Board of Trust and leadership team, we are excited to introduce our new strategic plan. Over the past five years, we have worked to expand our services, providing care closer to home, investing in innovation and technology, and continuing to support our hospital team. Woodstock Hospital's Strategic Plan will build on the positive momentum while advancing our new mission of *providing exceptional people-centred care for the well-being of our community*.

This plan reflects months of thoughtful collaboration and input from our patients and families, hospital team, community, and partners. Our strategic plan is more than a roadmap; it is our promise to uphold the values that define us, while driving meaningful progress. You will see this plan in action through specific initiatives designed to enhance patient care, improve operational efficiency, focus on quality and safety, and strengthen our organizational culture.

We invite each of you to join us on this journey. Your dedication, ideas, and passion are what make Woodstock Hospital an extraordinary place to work and receive care. Together, we will continue to build a healthier future for our patients and families, our community, and each other. With our shared commitment and unwavering focus, we will turn our vision into reality—creating a hospital where innovation, compassion, and excellence drive every decision.

Warm regards,



Perry Lang
President & CEO



Patrice Hilderley
Chair - Board of Trust



ABOUT OXFORD COUNTY

Oxford County is located in Southwestern Ontario and spans eight area municipalities (Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock, and Zorra).



POPULATION

121,781 9.9% increase from 2016 to 2021

- An estimated population growth to 161,000 by the year 2046
- This surpasses both the provincial growth rate of 5.8% and the national rate of 5.2%



RURALITY

62% Small - Medium Population Centres

29% Rural Small Towns

9% Rural/Small Communities Neighbouring Urban Areas



TOP 5 LANGUAGES SPOKEN AT HOME

- 1) English
- 2) Punjabi
- 3) German
- 4) Dutch
- 5) Spanish



GROWING NEEDS

- Aging demographic: 1 in 5 living in Oxford County are aged 65+
- Lack of access to primary care in Oxford County: over 9,300 people without a healthcare provider
- Mental Health: 65.8% of Oxford County residents report their mental health as very good or excellent, which is below the Ontario average (70.4%) and the Canadian average (71.1%)

OXFORD COUNTY. (2020). PHASE ONE COMPREHENSIVE REVIEW OXFORD COUNTY. RETRIEVED FROM: [HTTPS://WWW.OXFORDCOUNTY.CA/EN/SERVICES-FOR-YOU/RESOURCES/COMMUNITY-PLANNING/FINAL-PHASE-1-COMPREHENSIVE-REVIEW-REPORT.PDF?UTM_SOURCE=CHATGPT.COM](https://www.oxfordcounty.ca/en/services-for-you/resources/community-planning/final-phase-1-comprehensive-review-report.pdf?utm_source=chatgpt.com) (ACCESSED JAN, 2025)

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OUR HOSPITAL

We are a 178 bed, full-service community hospital, providing primary care and specialized services to the people within Oxford County.

OUR WORKFORCE



Over 1,240 Staff



90 Volunteers



100 Physicians



24 Patient & Family Advisors

OUR SERVICES 2023/2024



7,947

Inpatient Visits



11,259

Surgical Procedures



1,052

Births



40,503

Diagnostic Imaging Exams



3,012

Chemotherapy Visits



22,361

Outpatient Mental Health Visits



50,975

Emergency Visits

ENGAGEMENT PROCESS

Strategic Plan Steering Committee

The Strategic Plan Steering Committee played an instrumental role in developing our new plan, shaping it with dedication, collaboration, and a shared vision for the future. This diverse group included 22 members representing patient and family advisors, volunteers, front-line staff, and directors. The committee initiated the **SHARE YOUR VOICE, SHAPE YOUR CARE** campaign.

To ensure the plan reflects the voices of those we serve, the committee conducted extensive engagement efforts. This included bedside patient interviews, online surveys, virtual sessions with community partners, and 15 in-person community meetings. Additionally, the committee sought input from hospital team members through emailed surveys, internal engagement sessions, staff huddles, and a mobile cart that traveled throughout the organization to connect with staff directly.

The recurring priorities identified were timely access to care, continued recruitment of highly skilled and trained staff, broadening of mental health and pediatric services, and hospital expansion to align with our population growth. Our new strategic plan has incorporated these high priority areas into our strategic pillars and directions that will guide us over the next three years.



Over 1,600 Engaged

Over
800
Community
Members

650
Hospital
Team
Members

80
Patients &
Families

30
Community
Partners

45
Volunteers

A healthcare worker with brown hair in a bun, wearing a white stethoscope and a blue surgical mask, is leaning over an elderly woman with white hair lying in a hospital bed. The woman is looking up at the healthcare worker. The background shows a hospital room with medical equipment and a window.

OUR MISSION

Providing exceptional people-centred care for the well-being of our community.

OUR VISION

Evolving together to meet the growing needs of our community.

OUR VALUES

Compassionate

Innovative

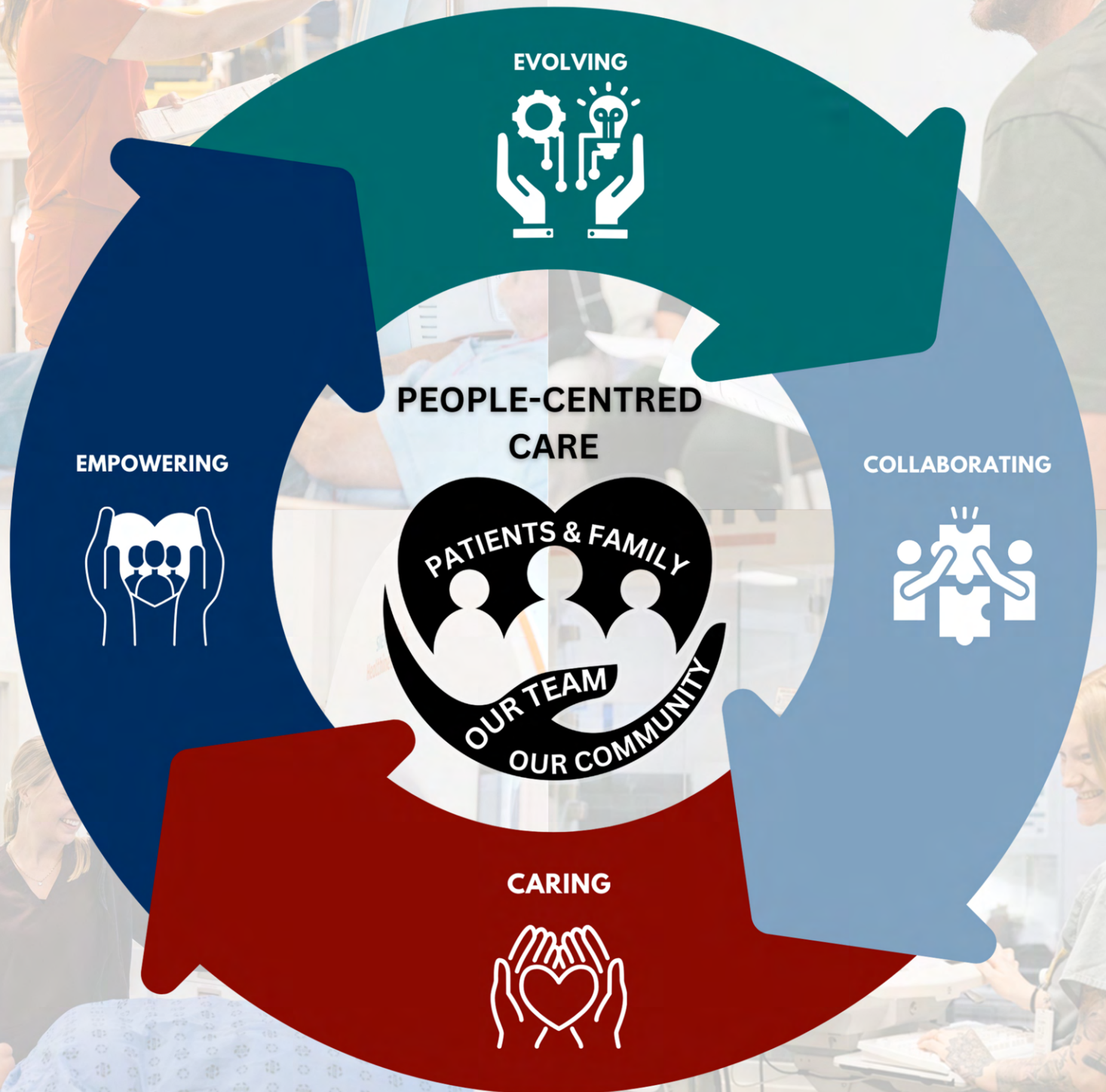
Collaborative

Accountable

VALUES STATEMENT

We are united in our commitment to compassionate care driven by innovation, collaboration, and accountability.

STRATEGIC PILLARS



STRATEGIC DIRECTIONS

CARING



Demonstrating empathy, respect, and compassion in everything we do, by prioritizing the well-being of patients, families, our hospital team, and the community. Through our hospital culture of kindness and Service Excellence we are committed to providing a sense of belonging for all.



Ensure a safe and healthy environment for all



Foster a culture of compassion that aligns with the guiding principles of people-centred care



Promote equitable access to resources and care

EMPOWERING



Fostering a culture of trust, collaboration, and growth, to enable individuals, patients, families, our hospital team, and community members to reach their full potential. Achieved by preparing people with the knowledge, tools, and confidence to make informed decisions.



Enhance well-being and resilience of our hospital team by investing in staff learning and development



Provide patients and caregivers with tools for self-management and informed decision-making



Recruit and retain highly skilled staff

STRATEGIC DIRECTIONS

EVOLVING



Evolving as our community grows, to meet its changing healthcare needs. Embracing innovation and cutting-edge technology to ensure we provide the highest quality care. An ongoing commitment to energy conservation and sustainability.

- ➔ Grow with our community while adapting to the changing needs and demographics
- ➔ Incorporate innovative solutions by embracing technology and adapting to emerging trends
- ➔ Commit to energy conservation and sustainable practices, integrating eco-friendly solutions

COLLABORATING



Cultivating strong partnerships and relationships beyond the hospital walls to better address the diverse needs of those we serve. Internally, we foster a culture of teamwork, encouraging open communication and shared responsibility, to achieve the best outcomes for all.

- ➔ Build and strengthen relationships with our community partners
- ➔ Strengthen internal, cross departmental collaboration
- ➔ Actively involve patients, families, and caregivers in hospital initiatives and decision-making processes

PATH FORWARD



CENTERED ON YOU

Our strategic plan is **CENTERED ON YOU**. Everything we do is for you, with you, and shaped by your voice, whether you are a patient or family member, part of the hospital team, a community member, or valued partner. This plan is our commitment to everyone we serve. Our annual tactical plan will allow us to measure our progress and successes along the way.

ACKNOWLEDGEMENTS

"We extend our heartfelt thanks to our patients and families, our hospital team, community, and valued partners for their invaluable feedback and input throughout the development of our strategic plan. Your voices have guided us in creating a vision that reflects the needs of those we serve. Your support and engagement are the foundation of our success."

Board of Trust Chair, Patrice Hilderley

President and CEO, Perry Lang

Chief Nursing Officer/VP of Patient Care, Cynthia Smart

Chief Financial Officer, Kathy Lavelle

Director of Strategic Planning, Community Engagement & Patient Experience Lead, Jennifer Lynch



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our strategic plan journey