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Examples of Quality and Patient-Safety Goals for Hospital Strategies

We have curated some publicly available hospital, health-system, and hospital-service strategies and selected goals that are sufficiently explicit to be adapted into strategic plans.

These goals should be translated into annual SMART objectives. For example, "eliminate preventable harm" is a strategic goal, while reducing a specified infection or medication-harm rate by a specified percentage and timeline would be an annual measurable objective.

Strategic Goal	Goal Statement	Examples and Sources	Possible Measures
1. Eliminate preventable harm	Achieve zero preventable harm by systematically identifying, reducing, and controlling risks across all clinical and operational processes.	Baptist Health, United States: zero preventable harm, supported by multidisciplinary improvement, education, event reporting, monitoring, and board oversight. Quality and Safety Strategic Plan FY2026. St George's, Epsom and St Helier, United Kingdom: reduce avoidable harm and achieve lower-than-expected mortality with better outcomes and experience by 2028. Group Quality and Safety Strategy 2024–2028. Institute of Living at Hartford Hospital, United States: eliminate needless deaths and monitor suicide, potentially lethal attempts, sentinel events, and readmissions. FY2025 Patient Safety and Quality Plan.	Preventable-harm event rate; serious safety-event rate; hospital standardized mortality ratio; percentage of corrective actions completed on time.
2. Build a just, psychologically safe learning culture	Establish a fair and just safety culture in which staff confidently report hazards, near misses, and adverse events, and the organization consistently converts reports into learning and improvement.	Campbellford Memorial Hospital, Canada: fair and just culture, near-miss reporting, transparent review, education, shared accountability, and equity in investigations. Quality and Patient Safety Plan 2022–2027. St George's, Epsom and St Helier, United Kingdom: psychological safety to speak up and trust in organizational response. Group Quality and Safety Strategy 2024–2028. South West Hospital and Health Service, Australia: staff wellbeing, cultural safety, just culture, and everyday learning. Safety and Quality Implementation Plan 2024–2027.	Safety-culture survey score; near-miss reporting rate; staff perception of psychological safety; percentage of incident reviews producing and disseminating learning.
3. Improve medication safety	Reduce preventable medication-related harm through standardized prescribing, dispensing, administration, reconciliation, monitoring, and closed-loop medication management.	Campbellford Memorial Hospital, Canada: medication safety and closed-loop medication management. Quality and Patient Safety Plan 2022–2027. Emirates Health Services, United Arab Emirates: six international patient-safety goals monitored through centrally approved indicators. Quality and Patient Safety Program. Abu Dhabi Department of Health: governance, accountability, risk reduction, event prevention, improvement, and data-driven decisions. Quality and Patient Safety Policy.	Medication errors causing harm; medication-reconciliation completion; high-alert medication compliance; clinical decision-support override rate.

Strategic Goal	Goal Statement	Examples and Sources	Possible Measures
4. Prevent healthcare-associated infections	Prevent avoidable healthcare-associated infections through reliable infection-prevention practices, antimicrobial stewardship, surveillance, and rapid response to identified risks.	Singapore General Hospital, Singapore: practices aligned with the WHO Global Patient Safety Action Plan, including infection prevention and antimicrobial resistance. Mapped practices. Provident Hospital of Cook County, United States: event analysis, root-cause analysis, proactive risk assessment, measurement, and annual evaluation. 2023 Quality and Patient Safety Plan. Emirates Health Services, United Arab Emirates: infection prevention within international patient-safety goals. Quality and Patient Safety Program.	CLABSI, CAUTI, and surgical-site infection rates; hand-hygiene compliance; antimicrobial utilization; timely prophylaxis.
5. Improve recognition and management of clinical deterioration	Reliably recognize, escalate, and respond to patient deterioration to prevent avoidable cardiac arrest, intensive-care admission, disability, and death.	North Bristol NHS: Under the broader goal **"High Quality Care: Better by Design,"** the Board-approved Patient Safety Incident Response Plan includes **"Responding well to clinically changing conditions."** *Quality Account 2024/25 — Quality Priorities 2025/26* Official Quality Account PDF Queensway Carleton Hospital ON, Canada: The broader strategic goal is **"Exceptional Care Experience,"** with "Zero Patient Harm" as an area of focus. Beneath it, "**Recognizing Deterioration"** is a named strategic section. *Patient Safety Plan 2025 – 2027* Official Patient Safety Plan PDF	Unexpected cardiac arrests; unplanned ICU transfers; rapid-response activation rate; escalation-protocol compliance.
6. Deliver reliable, evidence-based clinical care	Reduce unwarranted variation by reliably implementing evidence-based standards, clinical pathways, audit, and peer review across priority services.	University Hospitals Bristol and Weston, United Kingdom: reduce unwarranted variation through continuous, evidence-informed improvement. Quality Strategy 2021–2025. South West Hospital and Health Service, Australia: safe, individualized, reliable, evidence-based, person-centred care and risk-based audit. Implementation Plan 2024–2027. Metro South Health, Australia: safe, reliable systems and stronger use of safety and outcomes data. Safety and Quality Strategy 2024–2028.	Clinical-pathway compliance; clinical-audit completion; variation in outcomes between units; adherence to evidence-based care bundles.
7. Strengthen safe care transitions and continuity	Ensure reliable communication, medication reconciliation, follow-up, and coordination whenever patients move between teams, departments, facilities, or home.	Campbellford Memorial Hospital, Canada: integrated communication and coordination among patients, families, hospital teams, and community partners. Quality and Patient Safety Plan 2022–2027. South West Hospital and Health Service, Australia: review and improve care during transfer and discharge. Implementation Plan 2024–2027. Metro South Health, Australia: partnerships to improve transitions between providers and settings. Safety and Quality Strategy 2024–2028.	30-day readmissions; discharge-summary timeliness; medication-reconciliation completion; post-discharge follow-up; transition-related adverse events.
8. Improve access, flow, and timeliness without compromising safety	Ensure that patients receive the right care, in the right place, at the right time, while protecting quality, dignity, and safety.	St George's, Epsom and St Helier, United Kingdom: better flow, shorter waits, improved waiting-list management, hospital flow, emergency mental-health care, and timely discharge. Group Quality and Safety Strategy 2024–2028. Metro South Health, Australia: quality defined as safe, timely, effective, efficient, equitable, respectful, and reliable. Safety and Quality Strategy 2024–2028.	Emergency-department waiting time; elective waiting time; discharge before noon; delayed transfers; length of stay; left-without-being-seen rate.

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9. Partner with patients, families, carers, and communities	Make patients, families, carers, and communities active partners in care decisions, safety improvement, service design, and governance.	University Hospitals Bristol and Weston, United Kingdom: co-design better joined-up care. Quality Strategy 2021–2025. Metro South Health, Australia: consumer involvement in strategy and decisions. Safety and Quality Strategy 2024–2028. Singapore General Hospital: caregiver registration, orientation, bedside education, policy change, and workflow integration. Published improvement report. Australian Commission: governance to integrate patient, carer, consumer, and community voices at every level. Strategic Plan 2025–2030.	Participation in care planning; patient-reported experience; patient-family advisory council involvement; percentage of projects co-designed with patients.
10. Reduce health inequalities and deliver equitable care	Identify and reduce avoidable differences in access, experience, safety, and clinical outcomes among population groups.	St George's, Epsom and St Helier, United Kingdom: reduce health inequalities. Group Quality and Safety Strategy 2024–2028. South West Hospital and Health Service, Australia: inclusion, diversity, and equity in clinical outcomes. Implementation Plan 2024–2027. Australian Commission: consistent, reliable, equitable, and culturally safe care. Strategic Plan 2025–2030. NHS England: safety, effectiveness, experience, outcomes, satisfaction, and inequalities. Quality Strategy for NHS-funded care.	Stratified mortality, readmission, waiting-time, and experience results; interpreter access; treatment-completion disparities; equity impact assessments.
11. Strengthen quality governance and accountability	Establish clear board, executive, clinical, and departmental accountability for quality and safety, supported by timely data, transparent review, and reliable escalation.	St George's, Epsom and St Helier, United Kingdom: stronger governance, group-wide oversight, systematic learning, and shared understanding. Group Quality and Safety Strategy 2024–2028. Provident Hospital of Cook County, United States: defined responsibilities for board and clinical committees. 2023 Quality and Patient Safety Plan. Baptist Health, United States: leadership oversight, collaboration, training, measurement, and evaluation. Quality and Safety Strategic Plan FY2026. Metro South Health, Australia: clinical-governance foundation and organization-wide responsibility. Safety and Quality Strategy 2024–2028.	Board review frequency; overdue high-risk actions; departmental quality-plan completion; risk-escalation timeliness; percentage of strategic indicators meeting target.
12. Create organization-wide capability for continuous improvement	Build improvement capability at every organizational level so that teams routinely use data, evidence, improvement methods, and shared learning to achieve better outcomes.	Wirral University Teaching Hospital, United Kingdom: insight, involvement, and improvement. Quality and Safety Strategy 2022–2026. Campbellford Memorial Hospital, Canada: improvement capability, standardized processes, and safety education. Quality and Patient Safety Plan 2022–2027. Australian Commission: accountability, continuous learning, cultural safety, and readiness to speak up and improve. Strategic Plan 2025–2030.	Staff trained in improvement methods; number and completion rate of projects; improvement-coaching capacity; sustained achievement of project aims.