

UHN FINANCE
2021-2025
STRATEGY



UHN

Toronto General
Toronto Western
Princess Margaret
Toronto Rehab
Michener Institute

Strength in Numbers

Finance  UHN
Supporting A Healthier World

Financial Strength for A Healthier World

I am honoured to present the UHN Finance Strategy. The many talents and skills of the Finance Team are reflected in our mission to **enable strategic transformation, drive operational excellence, and ensure UHN's financial strength and sustainability.**

The **business of healthcare** is both unique and complex. We are accountable to, and must operate within, the frameworks of our many funders, including multiple levels of government, grantors, and philanthropic donors. We continue to play a vital role of managing fiscal responsibility, in helping UHN realize its triple promise of excellence in care, discovery, and learning. The growth of an organization of this size requires UHN Finance to integrate changes to existing processes and optimize the use of technology – while operating in a constrained fiscal environment.

This strategy – our “north star” – aims to address these changes and challenges by realizing the full utilization of the strengths and skills of our people. A strategically-focused Finance Team will be even more nimble and prepared to lead decision-making, support informed risk taking, and grow with the needs of our business, ensuring **UHN's financial strength** for years to come.

The work we do is complicated and challenging. I have so much pride in our significant contribution, and now with this strategy, I envision we will add even more value to UHN's vision of **A Healthier World.**

Darlene Dasent

Vice President and
Chief Financial Officer



Our Mission

As the Finance Team within UHN, the leading Canadian academic health sciences centre:

We enable **strategic transformation**, drive **operational excellence**, and ensure UHN's **financial strength and sustainability**.

By fulfilling our Mission we enable UHN to deliver on its triple promise of excellence in care, discovery, and learning.

Our Areas of Impact

Three Areas of Impact are embedded in, and central to our Finance Team Mission:

Enable Strategic Transformation

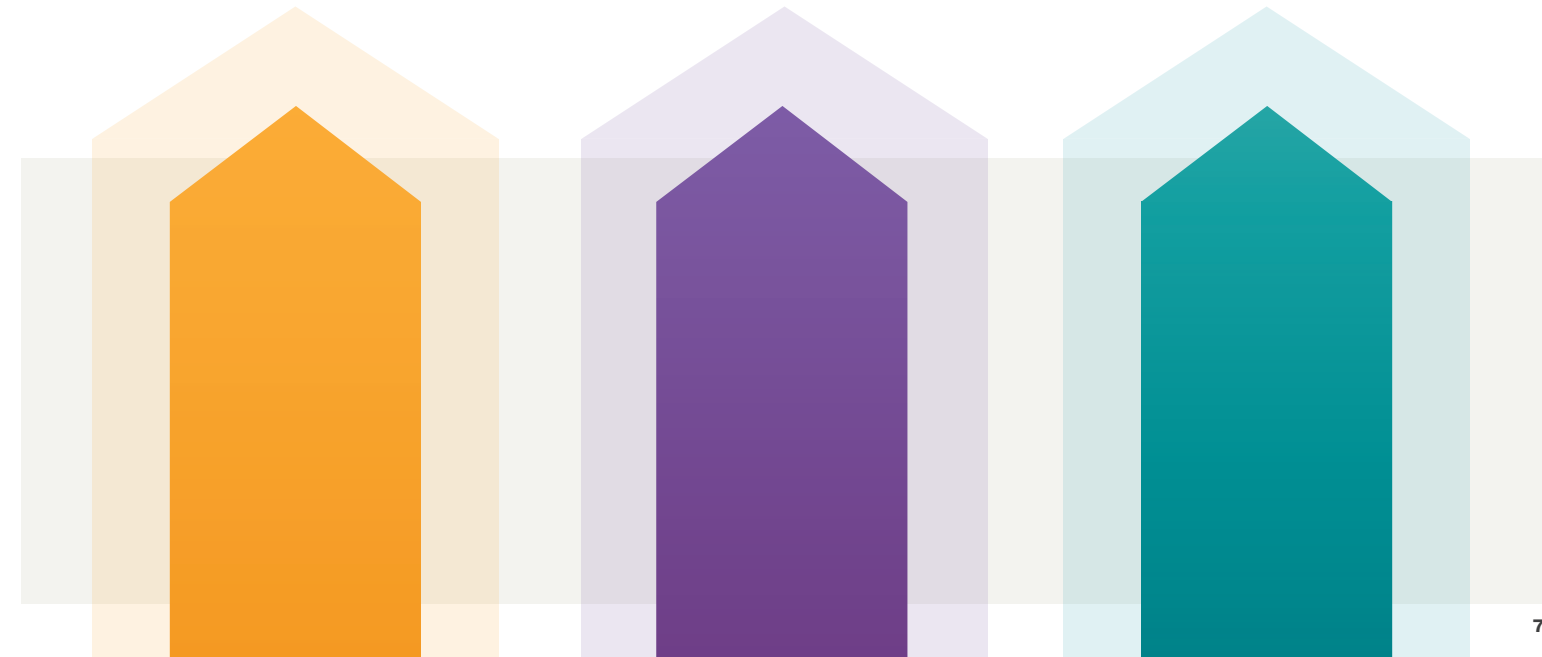
We are business partners that provide trusted insight and advice to empower transformation across the organization

Drive Operational Excellence

We optimize efficiency, employ financial expertise, and deliver excellent customer service

Ensure UHN's Financial Strength and Sustainability

We protect, preserve, and manage UHN's financial health now and for the future



Supporting UHN's Purpose and Vision

AREAS OF IMPACT

Enable
Strategic
Transformation

Drive
Operational
Excellence

Ensure UHN's
Financial Strength
and Sustainability

SUPPORTING UHN'S PURPOSE

Transforming lives and communities through
excellence in care, discovery, and learning.

SUPPORTING UHN'S VISION

A Healthier World.

Our Goals

By aligning strategic and financial initiatives with patient and TeamUHN priorities, we will **enable the best to deliver the best** in care, discovery, and learning.

BY 2025 WE WILL



Be a more cohesive and empowered Finance Team, equipped and inspired to deliver our essential services to UHN



Deliver enhanced data, tools, and advice to enable better decision making and drive strategic transformation across UHN



Be innovative thought leaders in the business of finance

We will have strengthened our position as valued partners driving financial health and sustainability for UHN.

Our Strategic Priorities

To achieve our Goals and drive financial success for UHN, we will increase our focus and investment in four priority areas:

FINANCE TEAM
IMPACT



Elevate, Empower,
and Engage the
Finance Team



Innovate to
Optimize Efficiency
and Outcomes

Our
Strategic
Priorities

CUSTOMER-FACING
IMPACT

Enhance
Insight and
Advice



Strengthen
Team Integration
and Collaboration



ORGANIZATIONAL
IMPACT

Valued Partners Driving Financial Health
and Sustainability for UHN.

Strategic Priority



Elevate, Empower, and Engage the Finance Team



Innovate to Optimize Efficiency and Outcomes



Strengthen Team Integration and Collaboration



Enhance Insight and Advice

From current state (2021)...

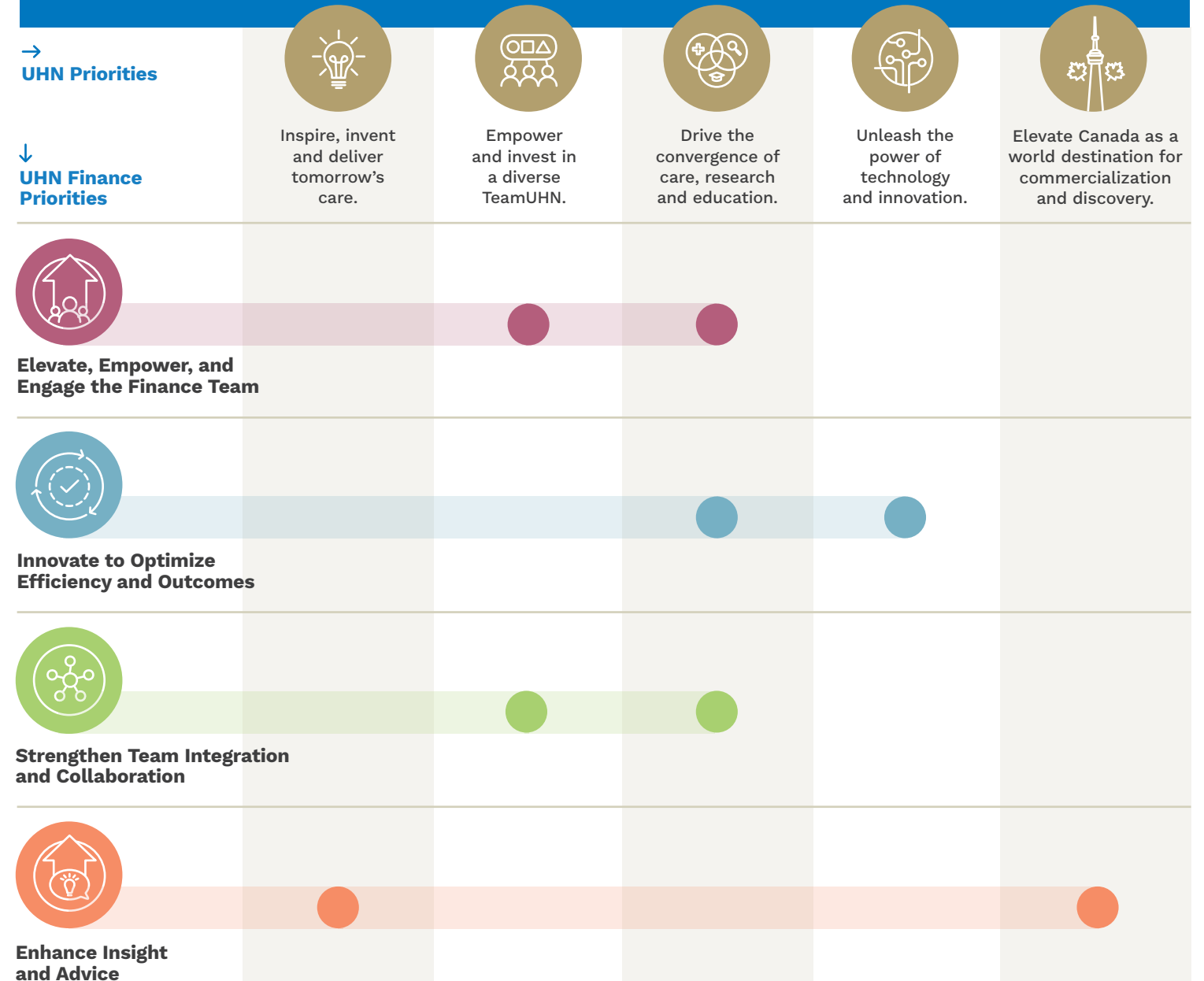
- Varying degrees of clarity regarding roles, skills required, and opportunities for career progression
- Sporadic opportunities for training
- Staff required to spend a portion of their time on manual processing, cumbersome data retrieval, and non-value added activities
- Day-to-day work and specialized knowledge can reside in silos
- Customer interactions can feel transactional and dis-jointed across different departments
- Finance staff perceived to be overly focused on data, reports, and policy
- Certain data/reports are not always aligned with business needs

... to future state (2025)

- Clearer expectations and decision rights, and a shared framework for career advancement
- Educational opportunities to elevate skills and financial fluency, especially as roles evolve
- Streamlined, technology-enabled, efficient processes that free up time and resources to engage in more valuable priorities
- Digitized, accessible data on a user-friendly central platform
- Increased understanding and collaboration through cross-Finance teams, training and knowledge sharing
- Coordinated and consistent customer service experiences across Finance
- Finance staff consistently seen as business partners and advisors, who inform and inspire TeamUHN
- Information and advice promotes effective decision-making and accountability

Alignment with UHN's Priorities

The Finance Team's four strategic priorities are aligned with UHN's priorities – allowing the two strategies to reinforce each other:



Living UHN's Values

Our Primary Value and above all else:
The Needs of Patients Come First



Safety
Safest health care
for patients and staff

1. Ensure the accuracy of data, analysis, and reporting
2. Safeguard personal and organizational data
3. Speak up without fear of retaliation, intimidation, harassment, or discrimination



Compassion
Kindness and respect
in every interaction

1. Take the time to understand the view and needs of others
2. Be patient and show empathy in my interactions
3. Prioritize my colleagues, customers, partners, and our patients



Teamwork
Collaboration,
Cooperation,
and Diversity

1. Treat my colleagues with respect and dignity; and value differences
2. Support consistent customer service values across my teams
3. Contribute in positive ways and support the efforts of others



Integrity
Ethics, Respect,
and Responsibility

1. Communicate honestly and objectively
2. Behave ethically, with transparency
3. Take responsibility for resolving problems



Stewardship
Optimize our resources for
the greater common good

1. Effectively manage UHN's health care, research, teaching, and operational resources
2. Hold myself and others accountable for performance
3. Drive business solutions for long-term sustainability



What's next?

We will develop an action plan for each Strategic Priority with metrics of success to implement, track, and evaluate our progress. The plans will be determined in partnership with key stakeholders to ensure continuous alignment, shared responsibility, and achievement of our priorities.

Contact us

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