UHN’S 2019-23 STRATEGIC PLAN

UHN

Toronto General
Toronto Western
Princess Margaret
Toronto Rehab
Michener Institute

A Healthier World.
Our commitment to you

We are pleased to introduce UHN’s 2019-23 Strategic Plan, which will serve as our guide for contributing to A Healthier World. The plan is bold, ambitious and inspired by the history of world-class care, discovery and learning that established UHN as Canada’s preeminent Academic Health Sciences Centre.

The plan includes a number of Strategic Priorities, built on your ideas and commitment to putting the needs of patients first. It also celebrates our clinical, academic and professional diversity at every level of UHN, which, in turn, reflects the diversity of the city we call home.

As President & CEO and Board Chair of UHN, we know that empowering future generations to make critical choices about their well-being will help unlock a new age of treatments and health. Our commitment to you is that we will clear the path ahead and implement the Strategic Priorities introduced in this plan. At the same time, we are counting on you to help champion our shared goals. You all play an important role in UHN’s success and the societal benefits of your efforts will be many and far reaching.

UHN’s vision is A Healthier World. Let that be our driving force going forward. By working together, we can deliver a future that is worthy of patients, families, TeamUHN, and those around the world whose lives will be changed by our discoveries and innovations.

Acknowledgements

Our 2019-23 Strategic Plan is dedicated to the many people who shape and support University Health Network (UHN).

Thank you to the patients and families we are privileged to serve. You define our purpose at UHN and we are honoured to partner with you to deliver A Healthier World.

Thank you to our staff, physicians, researchers, learners and volunteers – TeamUHN – for sharing your insights and ideas so we may work towards A Healthier World. Thank you to The Princess Margaret Cancer Foundation, Toronto General & Western Hospital Foundation, and Toronto Rehab Foundation for enabling UHN to deliver world-class care, research and education every day.

Thank you to the University of Toronto, our partner in the creation of new knowledge that improves health and well-being for all. Our deepest appreciation to our community-based partners and peers across the Toronto Academic Health Sciences Network, and the academic hospitals of Ontario and Canada for working with us to deliver on the promises of care, research and education. Finally, a special thank you to the Government of Ontario’s Ministry of Health and Long-Term Care and Ministry of Economic Development, Job Creation and Trade for their remarkable investment on behalf of the citizens of Ontario. We pledge to ensure your investments are wisely made.

Dr. Kevin Smith
President & CEO
UHN

Mr. Brian J. Porter
Chair,
UHN’s Board of Trustees
We have the people.

We have the track record.

We have the vision:

A Healthier World.

UHN’s Purpose: Transforming lives and communities through excellence in care, discovery and learning.

To transform lives, we take bold steps. This means continuously elevating our ambitions and not setting for less when it comes to improving the lives of others and all those on TeamUHN.

We know the road to excellence is not covered by a single plan, but a shared commitment to the betterment of all. UHN’s 2019-23 Strategic Plan is built on that shared commitment and serves as our guide for harnessing our efforts across care, research and education. This plan will help us make important choices and guides our way to a better future – A Healthier World for all.

Featured in the background on page 4: A few of the many quotes we received from patients, families and TeamUHN to help shape our 2019-23 Strategic Plan.
UHN’s triple promise: Care, research, and education.

Driven by world-class expertise across diverse disciplines, we are proud to make vital contributions to our health system and A Healthier World.

Funding
Including The Princess Margaret Cancer Foundation; Toronto General & Western Hospital Foundation; Toronto Rehab Foundation; Granting Agencies; Government of Ontario; Ministry of Health and Long-Term Care; Ministry of Economic Development, Job Creation and Trade; and many more.
When people come to UHN, they can and should expect the highest quality in our seven Essentials – and it’s our privilege to deliver on them. UHN’s Essentials represent our central responsibilities as a leading academic health sciences centre. **UHN’s Strategic Priorities** build on and leverage our Essentials, helping us deliver **A Healthier World**.
UHN’s Strategic Priorities.

Built on the passion and ideas of patients, families, partners and all those on TeamUHN. Developed to work in harmony, these priorities will guide our work for 2019-23 and drive us toward our vision of A Healthier World.

- Inspire, invent and deliver tomorrow’s care.
- Empower and invest in a diverse TeamUHN.
- Drive the convergence of care, research and education.
- Unleash the power of technology and innovation.
- Elevate Canada as a world destination for commercialization and discovery.
Inspire, invent and deliver tomorrow’s care.

We are the place where tomorrow’s care is invented today.

People rely on UHN to address local care needs while delivering specialized services to all Canadians and those around the world. We have the breadth and depth of world-class expertise to shape a new era of care.

From 2019-23, we will partner with patients, communities, and industry to design a care journey fortified by transitions that are seamless, high quality and safe. We will focus on advancing models of compassionate care that address pre-acute, acute and post-acute care experiences.

We will lead the integration of physical and mental health to establish new standards of care, as health and well-being require both.
Empower and invest in a diverse TeamUHN.

We envision a world where the best and brightest are empowered to strive for excellence in all they do.

UHN is renowned because of its people. There is no success without the contributions of our staff, physicians, researchers, learners and volunteers. We owe it to every single person on TeamUHN to be their champions.

From 2019-23, we will work to deliver a best-in-class work experience for all those on TeamUHN. We will maximize the advantages of our location in Toronto and Canada – places that boast a wealth of diversity – and build a diverse, healthy and aligned culture. Ultimately, we will be a place where people’s careers are made.
Drive the convergence of care, research and education.

We bring together care, research and education for the betterment of all. UHN stands out because we unite a huge range of disciplines and expertise. We have the opportunity to further integrate our three key domains, and converge them to catalyze new knowledge and skills for maximum impact.

From 2019-23, we will develop new models of collaboration to accelerate the translation of research into clinical practice. Further, we will harness the collective power of Canada’s academic health sciences ecosystem. This will lead to new roles and disciplines in the health sciences, allowing us to make care better and more efficient. New treatments will reach patients faster than ever before and we will contribute to research and education for every person we care for.
Unleash the power of technology and innovation.

We unite the finest in science and medicine with technology to produce the remarkable.

Healthcare is on the cusp of a seismic shift largely driven by technology. Our goal is to challenge today’s fragmented system and put consumer-friendly apps and tools in the hands of patients, families and providers. Together, we can ensure better experiences, outcomes and efficiencies.

From 2019-23, we will enable patients, families and TeamUHN through digital platforms and data, while safeguarding privacy. This includes delivering a new Health Information System to reimagine the way we care for patients and learn from them. We will transform our health system through consumer-centric innovation and emerging technologies.

In our connected future, technology will support outstanding experiences in every interaction.
Elevate Canada as a world destination for commercialization and discovery.

Canada already punches above its weight in scientific output – now is the time for it to do so commercially.

Our starting point is Toronto, a city poised to become the partner of choice for public-private collaboration in the health sciences field. UHN will make this a reality with our partners across the Toronto Academic Health Sciences Network and beyond.

From 2019-23, UHN will help strengthen the health sciences ecosystem by achieving a disproportionate share of investment in research and development. We will build and strengthen partnerships with peers, innovators and industry leaders both locally and internationally.

By doing so, we will diversify our economy, help create high-quality jobs and become an international hub for producing world firsts with tangible societal benefits.
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<tr>
<th>From today...</th>
<th>...to 2023</th>
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<tr>
<td>• Fragmented care experiences</td>
<td>• Integrated care within UHN and across healthcare system</td>
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<td>• Acute services delivered at UHN sites</td>
<td>• Services and support delivered in most appropriate setting</td>
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<td>• Episodic education and development</td>
<td>• Competency-based education within an environment that supports health and well-being</td>
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<td>• High stress levels and risk of burnout</td>
<td>• Integrated approaches across programs and services that accelerate discovery and clinical adoption</td>
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<td>• Disparate priorities and operations across clinical, research and education domains</td>
<td>• Focused agenda on digital health and innovation to evolve care and scholarship</td>
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<td>• Spotty technology implementation, application and data practices</td>
<td>• Focused enterprise-wide commercial partnerships</td>
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<td>• Siloed coordination with industry</td>
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When we think of A Healthier World, this is a glimpse of the impact we aspire to have:

**Tomorrow’s care is being invented today** by putting the needs of those we are privileged to serve first.

**The best and brightest are empowered** to deliver excellence in all we do.

**Care, research and education come together** for the betterment of all - supported by the most diverse, engaged and driven culture.

**The finest in science and medicine come together with technology** to produce the remarkable.

**Canada is known for commercial excellence in health sciences** by being a destination of choice for public-private partnerships.

By working together – guided by our shared vision and the Strategic Priorities we’ve collectively built – we can achieve this and so much more.
What’s next?

With our Strategic Priorities established, we will now set goals across our programs and services so we can measure our progress against our bold ambitions. These goals will be developed by TeamUHN with the help of patients, families, and partners, as will the metrics we create which our Board will use to evaluate progress.

We will share the processes and outcomes of our work so that we are accountable to those we support and those who support us.

Contact us

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