

UHN'S 2019-23
STRATEGIC PLAN



UHN

Toronto General
Toronto Western
Princess Margaret
Toronto Rehab
Michener Institute

A globe of the Earth is shown from a perspective that includes North America, Europe, and parts of Africa and Asia. The globe is rendered in shades of blue, green, and yellow. Overlaid on the globe is a complex network of thin, glowing orange lines that connect various points across the continents, symbolizing global connectivity, data networks, or a global health network.

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.

Dr. Kevin Smith
President & CEO
UHN



Mr. Brian J. Porter
Chair,
UHN's Board of Trustees



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.

Recruiting and retaining the best talent in ensuring that patients needs are addressed. As a long time patient, I have gratefully seen the culture shift continuously upward. The organization as a whole is addressing the top mandate of our stakeholders, especially the patients. // The connections between UHN sites enable patients to receive the best kinds and levels of care more seamlessly. The connections enable doctors and other health care professionals to share information and collaborate more easily. // UHN is a collaborative network of people that use their collective experience and instincts to devise treatment plans considering the needs of the patient and caregivers. // UHN has well educated, experienced and caring staff - both administrative and medical professionals. // Staff seem proud to work there. The organization seems genuinely concerned about patient experience and health outcomes. // My team worked together, focusing on each individual case to achieve the patient's goal. // I love the myUHN Patient Portal. I am able to immediately review doctor's notes regarding my clinic visit and am able to update my information for when we see each other again. // UHN has many clinicians and clinics running world-class programs and training to give our patients the best care. // Listening to & valuing the input of patients and their caregivers. // Recognizing the importance of the patient experience in all aspects of care, not just medical. // UHN seeks out ways to improve and involve the patient's feedback. UHN makes the patient feel like they are part of the treatment plan and not just a patient to be diagnosed and treated. // My experience as a patient was excellent for a number of reasons: the environment, the excellent care, consideration from all staff, coordination between practitioners. // As a patient, I feel I matter. The relationship between patient and medical team only works when it is truly collaborative and I feel at UHN, I feel my concerns, questions are addressed. // The strengths of any organization are found in the people who work in it. There are many health care providers at UHN who treat patients with honesty and compassion. I need a hospital that works with me to create an individualized treatment plan and does not try to bundle those into a single or typical treatment. I need a hospital that has no problem with reaching out to others to create a plan that meets my needs as a caregiver and does the best it can for my loved one. I need a hospital that listens and remembers the humanity side of the medical system. I need a hospital that is transparent to all things good and bad. I need a hospital that respects lessons learned across the staff base to ensure that what has been learned is not forgotten. I need a hospital that is respectful and at risk that it could be done by others. // Respect - that all staff will treat every patient & caregiver equitably and with dignity. Communication - that patients will be well-informed and able to ask questions regarding their care/treatment. Trust - that UHN will provide the best care possible every day. Accountability - that staff can/will admit to mistakes without fear of reprisal - that more often than not, we will see improvements where needed. // What matters to me is to be able to speak the truth to my patients to say you are in the best place possible, you will receive exemplary care in all episodes of your journey. To be able to practice in a safe and evidenced based environment. // I am passionate about providing the best quality care possible through the doors of UHN. When we pride ourselves that we provide the best care to our patients, we need to support that the culture of that organization is such that every voice is heard before making major decisions that will impact patient care. // I love working in such a big organization! I don't want to retire from the same job I'm in today, and being part of such a huge organization ensures ample opportunity to grow without leaving. UHN has a history of innovation and trying new things. // I live the mantra "Patients are first" and I will continue to work hard to develop and improve the patient experience at this hospital. // Staff are what make UHN special, and you can rely on staff to help you with what they do and bring their best to their corner of UHN knowing that it contributes to the overall good of the organization. // Where good teamwork happens in complex programs and services. // What matters is for staff to feel supported in our career development.

VISION

**We have the people.
We have the track record.
We have the vision:
A Healthier World.**

INTRODUCTION

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

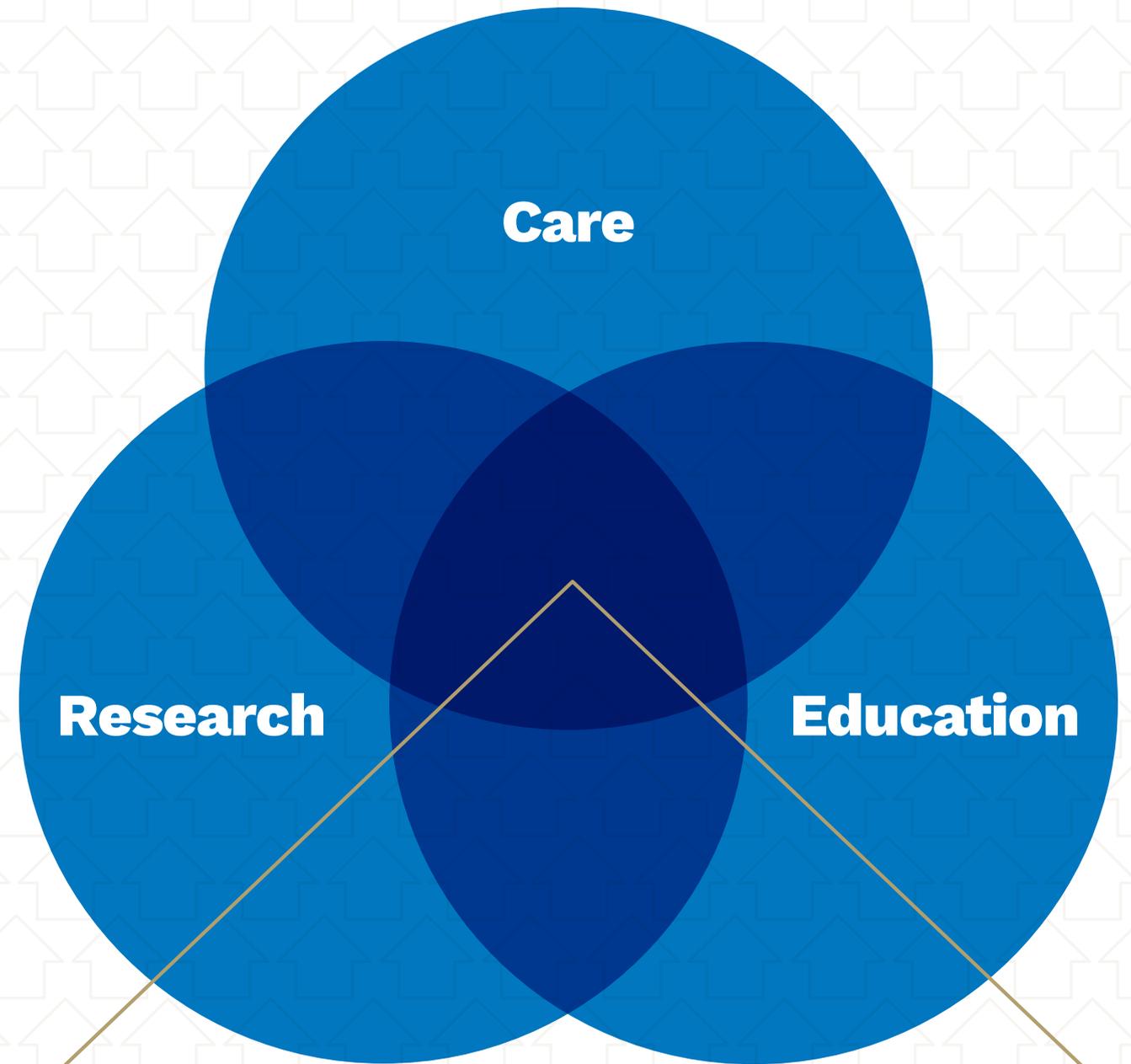
To transform lives, we take bold steps. This means continuously elevating our ambitions and not settling for less when it comes to improving the lives of others and all those on TeamUHN.

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.

UHN's Strategic Priorities.

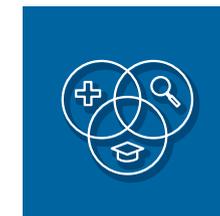
Built on the passion and ideas of patients, families, partners and all those on TeamUHN. Developed to work in harmony, these priorities will guide our work for 2019-23 and drive us toward our vision of A Healthier World.



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.

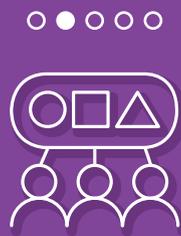
We are the place where **tomorrow's care is invented today.**

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.



From today... ..to 2023



Tomorrow's care

- Fragmented care experiences
- Acute services delivered at UHN sites



TeamUHN

- Episodic education and development
- High stress levels and risk of burnout



Convergence

- Disparate priorities and operations across clinical, research and education domains



Technology and innovation

- Spotty technology implementation, application and data practices



Destination for commercialization

- Siloed coordination with industry

- Integrated care within UHN and across healthcare system
- Services and support delivered in most appropriate setting

- Competency-based education within an environment that supports health and well-being

- Integrated approaches across programs and services that accelerate discovery and clinical adoption

- Focused agenda on digital health and innovation to evolve care and scholarship

- Focused enterprise-wide commercial partnerships



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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