

A photograph of a modern hospital building with a courtyard at sunset. The building has large windows and a brick facade. The courtyard has a paved walkway, benches, and young trees. The sky is a mix of orange, pink, and blue. A red sign with 'Emergency' written vertically is visible in the distance.

**Humber River Hospital**  
2017-2020 Strategic Plan  
*Moving Forward Together*

Exceptional care...healthier community.



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## A message from Humber River Hospital's Board Chair and President and CEO



Serving our community is why we created the model for the digital future of healthcare right here in North West Toronto and why we will continue to work hard to stay ahead of the curve.

What an exciting time for Humber River Hospital (HRH)! With the unveiling of North America's first fully digital hospital after 15 years of planning, we have already accomplished so much. Building on this strong foundation, we are well positioned to leverage our state-of-the-art facility to achieve even better patient care for our community. As your Board Chair and President and CEO, it is a great privilege to be part of an incredible team – especially during this transformational time at HRH and in health care generally.

Getting to this point has been very rewarding. Patient satisfaction has exceeded standards for hospitals of our size and scope. Many of our programs have grown in size and stature gaining national and international recognition.

There's no doubt we have a lot to celebrate. To ensure we continue and sustain our success, our way forward will be guided by our *2017-2020 Strategic Plan*, developed in partnership with our community.

Our team completed many individual and group consultations with patients and families, community members, primary and community care providers, acute care facilities, educational institutions, Local Health Integration Network representatives, and municipal and provincial

governments. More than 500 HRH management, staff and physicians participated in focus groups, one-on-one interviews and technology surveys.

This input provided us with deep and valuable information to construct a meaningful and inclusive Strategic Plan designed to meet the needs of many. Furthermore, this approach is a clear example of how we will strive to be “doing with, not doing for” as we work hand in hand with our community going forward.

Serving our community is why we created the model for the digital future of healthcare right here in North West Toronto and why we will continue to work hard to stay ahead of the curve. The tools and technologies at our disposal today are groundbreaking and we aim to leverage them to ensure we continue to make a difference in the experience of our patients, families, staff, physicians and volunteers, in the health outcomes we achieve, the work environment and in the wise use of precious public resources.

Please take the time to read our Strategic Plan. It's about how we are committed to our patients, families, community, donors, staff, physicians, volunteers and other stakeholders to provide exceptional care for a healthier community.

**Terry Leon, Chair, Board of Directors**

**Barb Collins, President and CEO**





## Humber River Hospital Building on our Success

Humber River Hospital's transformation began as a quest to give our community the kind of hospital facility it deserves.



Our commitment goes well beyond the new building.  
Our priority is to accelerate and intensify our efforts to  
improve the healthcare of those we serve.

In 2015 we opened the doors to our new hospital and began leveraging the facility to provide exemplary care for our patients and families. Our Strategic Plan commits to seeking out innovative ways to provide exceptional care.



Humber River Hospital is one of Canada's largest regional acute care hospitals, serving a catchment area of more than 850,000 people in the north-west Greater Toronto Area. On October 18, 2015, we opened

the doors of the first fully digital hospital in North America. At 1.8 million square feet, the new building is designed to maximize the benefits of technology, lean design and environmental planning.

Built with patients and families in mind, the new site supports a healthcare team dedicated to providing the highest quality care with professionalism, respect and compassion and in collaboration with our patients, families, and partners.

As we look to a new era for Humber River Hospital, we are committed to working together to understand the needs of the community and advance the healthcare of those we serve.

While we approach the future from a place of strength, it is not without challenges. Our local environment is changing at a fast pace and necessitates collaboration with our partners to create a more integrated health system and overall positive experience for patients, families and the community.

Through our diversity of clinical programs, we will continue to build our reputation as a hospital that is increasingly looked to by other health system stakeholders as a 'go to' organization for digitally-enabled, innovative ideas. Furthermore, we are positioned in our community as the preferred destination for professional, respectful, and compassionate health care.

An essential part of our future will involve engaging as a key partner in the community and the healthcare system. Our success will be tied to our ability to develop both relationships and shared accountabilities for health outcomes and to work together to deliver exceptional patient and family experiences.

The *2017-2020 Strategic Plan* focuses on enabling staff and physicians to enhance the high quality, safe and efficient care they provide by optimizing our investments in our people, technology, and our facility. Anticipating the future of healthcare, our strategy is bold, ambitious and sufficiently nimble to adapt to the changing healthcare environment.

# 2017-2020 Strategic Plan

## Focus on Leading Programs

Affiliated with the University of Toronto and Queen's University, and in partnership with other education institutions, Humber River Hospital offers a full range of acute care programs and services considered to be provincial, national or international leaders.



### Here are some of the highlights:

- Canada's first hospital to offer a revolutionary program to diagnose and fight bladder cancer using the Cysview Blue Light Cystoscopy
- Ontario's first Centre of Excellence for laproscopic bariatric surgery – including an MBSAQIP Accreditation – for exceeding standards for treating morbid obesity
- We are expanding our services to improve patient care and outcomes in many ways:
  - Our Vascular Interventional Suite offers a less invasive hybrid approach to vascular surgery and limb and life saving leg vascular surgery
  - Our Interventional Radiology Suites revolutionize care using minimally invasive approaches with less trauma to the patient and faster recovery time
  - Quality improvements and support of our new Patient Flow Managers have improved our patient satisfaction scores
  - The Surgical Program is opening an additional operating room and cystoscopy suite to provide an additional 7,492 procedures, adding 14 new full-time nursing positions
  - Our Mental Health Program is expanding to accommodate more than 750 additional clinic visits
  - Our Maternal Child Program is adding more beds and staff to accommodate an additional 500 births on our way to 6,000 births by 2020

As a fully digital and energy efficient hospital, HRH has been acknowledged with the following awards:

- **Gold Medal Winner** in the 31st Annual Modern Healthcare Design Awards from Modern Healthcare Magazine
- **ENR Award** for taking a revolutionary approach to hospital design and construction
- **LEED® Gold** through Canada Green Building Council
- **Ashrae Technology Award** for New Healthcare Facilities from American Society of Heating, Refrigerating and Air-Conditioning Engineers
- **Intelligent Healthcare Association Award** for demonstrating leadership as the first fully-digital hospital in North America
- **V2R Innovator of the Year Award 2017** from PricewaterhouseCoopers Vision to Reality (V2R) for our commitment to 'lean, green and digital' innovation, strategy and implementation.



# **Humber River Hospital** Our Vision, Mission and Values

Humber River Hospital's Strategic Plan incorporates our Vision, Mission and Values in a framework to guide the delivery of exceptional patient care.



# Our Vision, Mission and Values

Our new facility receives attention from around the globe: our plan is to match that with exceptional patient care and partnerships with our community.



As we embarked on a journey to define our way forward, we realized that our Vision and Mission statements needed to reflect our environment and our relentless pursuit of delivering high quality patient care.

Why we exist

our  
**VISION**

Exceptional care...  
healthier community

What we aspire  
to achieve

our  
**MISSION**

Working together to  
deliver innovative and  
compassionate healthcare  
in our community

How we will  
behave every day

our  
**VALUES**

Compassion  
Professionalism  
Respect



## Humber River Hospital Elements of our Strategic Plan

Our Strategic Plan guides us to future accomplishments as we work towards achieving our vision – Exceptional care...healthier community.

# Elements of our Strategic Plan

The Plan represents where we will focus our time, effort and resources over the next three years to advance the healthcare of the community.

Guided by our Vision, Mission and Values, the five Strategic Directions (what we will do) work together to create a path forward for Humber River Hospital. The progress we will achieve toward each direction is identified through our Strategic Objectives (how we will do it).

Over the course of the next three years, our leadership team will renew our commitment to achieving the goals and directions in our Plan through Annual Operating Plans (what are our goals per objective).

## Tracking our Progress

The Balanced Scorecard is a tool used to measure our activities and initiatives against our Vision, Mission and Values as outlined in our Strategic Plan. It shows us when and where we are on the right track and when and where further work and resources may be needed.

Embedded in the Balanced Scorecard are Key Performance Indicators (KPIs) based on the premise that “what gets measured gets managed”. These indicators need to be SMART which stands for Specific, Measurable, Achievable, Realistic and Timely.







## Humber River Hospital 2017-2020 Strategic Directions & Objectives

Our Strategic Directions define the five areas of focus that help us achieve our Vision and Mission.

# Five Areas of Focus for 2017-2020 Strategic Plan

Reflecting a large community hospital serving a diverse and growing population, our Strategic Plan leverages our successes, strengths, people and resources to focus on quality, reliable and safe patient care.

As we pursue our renewed Vision and Mission, we have developed five distinct but complementary Strategic Directions on which to focus our efforts in the next three years.

Improve the health of the diverse community we serve



Achieve excellence in patient centred care by being a high reliability hospital



**H+**  
HUMBER RIVER  
HOSPITAL

2017-2020  
Strategic Plan

Achieve sustainable, responsive and efficient growth and asset utilization



Foster a culture of engagement and inclusivity to make a positive difference every day



Advance HRH as a community academic hospital

## Improve the health of the diverse community we serve

The Strategic Plan demonstrates our commitment to promoting a healthier community, a community which is characterized by a high degree of diversity including age, ethno cultural composition, geography, and socioeconomic status.

Through a robust outreach program, we met with and listened to diverse stakeholders – internal and external – and heard a uniform message: to commit to strong community engagement and collaboration ‘by doing with, not by doing for’ and working with the community as a partner.

### What We Will Do

#### Strategic Objectives

- Advance our role in the community to advocate for health
- Working with patients and partners, we will develop programs that are responsive to the healthcare needs of our community

“HRH is uniquely positioned in the community to bring together partners in all areas of social and healthcare supports. Working together, we will coordinate care and advocate with government for needed resources to improve our communities’ health and well-being.”

- Terry Leon,  
Chairman, HRH Board of Directors

## Achieve excellence in patient care by being a high reliability hospital

We’ve built a strong foundation by making substantial investments in leading technology. Now we will ensure our staff and physicians are able to use these technologies and our facility to deliver consistently high quality, safe care as part of our relentless pursuit to reduce preventable patient harm to zero.

Our community and internal stakeholders are waiting to see what’s next for Humber River Hospital as we continue our path to distinction as a facility founded on lean, green and digital principles. What we will demonstrate is our continuous rethinking and reinventing regarding how we deliver care to ensure high reliability excellence.

### What We Will Do

#### Strategic Objectives

- Achieve consistently high-quality, safe care
- Optimize the use of real time data, predictive analytics and professional expertise to continuously improve quality and safety
- Enhance our robust process improvement culture

“HRH has invested to become a fully digital hospital. One of the key benefits of this investment is the ability to use the rich data bank of information we now have to improve health outcomes and find safer, more effective ways of delivering care as a high reliability hospital.”

- Vanessa Burkoski,  
Chief Nursing Executive



## Foster a culture of engagement and inclusivity to make a positive difference every day

Evidence demonstrates that meaningful patient engagement can result in better health outcomes.

New approaches to service delivery care focus on improving the patient experience across multiple providers and placing the patient at the centre. Health providers are increasingly

engaging patients in designing elements ranging from new delivery models to physical spaces to better meet their needs.

At HRH, our state-of-the-art facility presents an opportunity for us to surpass expectations especially in the current environment of evolving scopes of practice, demographic diversity and economic constraints.

### What We Will Do

#### Strategic Objectives

- Champion a people centered workplace with excellent staff and physician engagement
- Nurture a culture of learning and professionalism as a foundation for improving care and developing leaders
- Strengthen patient and family engagement for excellence care experiences

**“We have developed an excellent culture of change and innovation. We have demonstrated how the new facility and its capabilities can make a difference in the work experience of our staff and physicians as well as outcomes for patients.”**

**- Rochelle Stenzler,  
Member of the Board of Directors**

## Advance HRH as a community academic hospital

As a community academic hospital, we support learning for all health professionals. Students come to Humber River Hospital because of the diversity of education opportunities, potential for experiential and technology-enabled learning and access to knowledgeable, skilled and experienced physicians and staff.

Our role in developing the health professionals of tomorrow will become even more critical as the system evolves to demand greater value for money, increased personalization of care and more integrated models of care. We are ready to accelerate our commitment to learning.

### What We Will Do

#### Strategic Objectives

- Evaluate opportunities to meet the requirements for designation as a community academic hospital
- Strengthen our reputation as a preferred teaching site for healthcare professionals
- Foster, grow, innovate and disseminate research that leads to care improvements
- Lead the advancement of digitally-enabled, integrated and team-based care

**“Humber River Hospital offers student physicians, residents and fellows an opportunity to learn and practice in our advanced community care hospital. This strengthens our academic partnerships with Queen’s and the University of Toronto as well as other education institutions. It also leads to a new pool of graduates eager to bring their expertise to help our community.”**

**- John Hagen, MD, FRCS(C),  
Chief/Physician Director Surgery**

## Achieve sustainable, responsive and efficient growth and asset utilization

The dynamic nature of the healthcare system, and its current operating environment, determine the boundaries within which healthcare organizations are required to operate. We have an opportunity, however, to continue to push the envelope to meet the needs of our diverse community. As we work to meet the targets outlined in our Post Construction Operating Plan and blueprint for beyond, we will create

a new approach that is sustainable, responsive and resilient. Our choices will be guided by our commitment to the patients, families and community we serve; evidence-based best practices; and demonstrated value for taxpayers' dollars.

We are well positioned to deliver higher value services by using innovative models of care by leveraging our fully digital facility and expert staff.

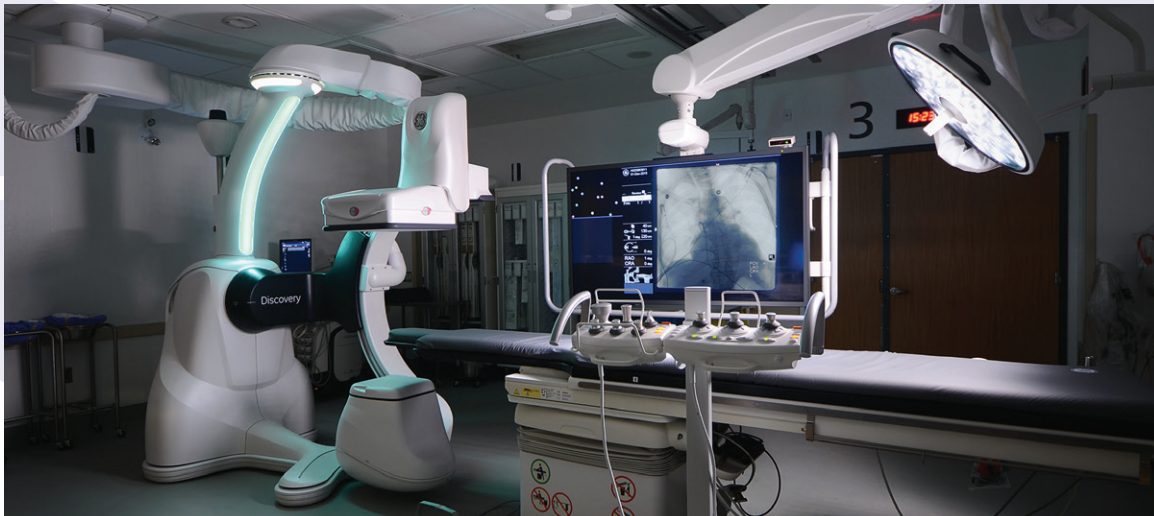
### What We Will Do

#### Strategic Objectives

- Grow programs and services in alignment with community needs and the Post Construction Operating Plan
- Optimize asset and resource use to balance system needs and organizational priorities
- Implement tactics to enhance organizational resilience when faced with capacity challenges
- Invest in innovation and technology to support patient care initiatives

**"Humber has been designed to be extremely energy efficient and capitalize on our digital strengths. Both help us save money on operations which provides an opportunity to invest precious resources in priority services for our community. We plan to keep innovating to stay ahead of the inevitable demands for growth."**

**- Scott Jarrett,  
Vice President Patient Services**





## Humber River Hospital Moving Forward Together

The next three years will be an exciting time for Humber River Hospital and the community we serve.



## Our sights are set on continuing to achieve excellence in patient care and advance the health of the community



As a large community hospital affiliated with University of Toronto and Queen's University as well as other education institutions, we will continue to teach the next generation of health professionals

and transform our health system in new and impactful ways. We will grow existing networks and develop new ones.

As a partner working to build capacity across the continuum of care and in our community, we are committed to being responsive to the evolving needs of the wide range of people we serve.

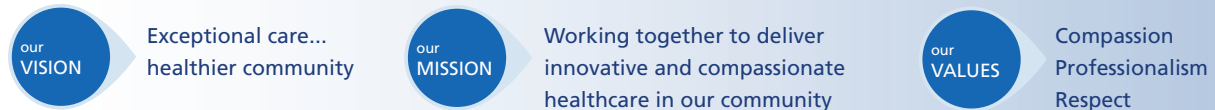
Across the organization, we continue to be tremendously inspired by our ongoing journey. Our Strategic Plan is bold, ambitious and sufficiently nimble to allow us to move forward in partnership with our patients, families, community, staff, physicians and volunteers.

To thrive in our constantly evolving healthcare system, the plan commits us to:

- Develop effective networks and opportunities to bridge services
- Meet the needs of our community
- Build capacity and optimize investments in people, and
- Work together to deliver innovative and compassionate healthcare in our community.

## Exceptional care...healthier community

Working together to deliver innovative and compassionate healthcare in our community



## Strategic Directions

<p><b>Improve the health of the diverse community we serve</b></p>	<p><b>Achieve excellence in patient care by being a high reliability hospital</b></p>	<p><b>Foster a culture of engagement and inclusivity to make a positive difference every day</b></p>	<p><b>Advance HRH as a community academic hospital</b></p>	<p><b>Achieve sustainable, responsive and efficient growth and asset utilization</b></p>
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## Strategic Objectives

Advance our role in the community to advocate for healthcare initiatives	Achieve consistently high-quality, safe care	Champion a people-centered workplace with excellent staff and physician engagement	Evaluate opportunities to meet the requirements for designation as a community academic hospital	Grow programs/ in alignment with community needs and the Post Construction Operating Plan
Develop programs with patients and partners that are responsive to the healthcare needs of our community	Optimize the use of real time data, predictive analytics and professional expertise to continuously improve quality and safety	Nurture a culture of learning and professionalism as a foundation for improving care and developing leaders	Strengthen our reputation as a preferred teaching site for healthcare professionals	Optimize asset and resource utilization to balance system needs and organizational priorities
Develop and implement a senior friendly strategy and continue to influence our community through leadership and partnership	Enhance our robust process improvement culture	Strengthen patient and family engagement for excellent care and experiences	Foster, grow, innovate and disseminate research and innovation that leads to care improvements	Implement tactics to enhance organizational resilience when faced with capacity challenges







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