

# Lighting New Ways in Healthcare

2023 - 2026 Strategic Plan

### Our Vision

**Lighting New Ways in Healthcare**

### Our Mission

**Working together with our community to deliver innovative, safe and equitable healthcare.**

### Our Values

**Compassion**

**Professionalism**

**Respect**

# A Message from Our Board Chair and President and CEO

It is a pivotal time for healthcare and Humber River Hospital is ready to respond. We are emerging from the intensity of the COVID-19 pandemic and with the lessons learned from it, more motivated than ever before to facilitate a brighter future for our patients, community, staff, physicians and volunteers. We have seen our team exercise tremendous strength and compassion while under pressure and continue to provide lifesaving care. We have witnessed something truly profound emerging from this adversity: we are resilient. And it is this resilience – our collective desire to keep pressing on and carving out new paths – that has inspired our 2023-2026 Strategic Plan.

We are excited to introduce our new vision, Lighting New Ways in Healthcare, in this Strategic Plan. This statement speaks to our identity as a leader in healthcare innovation and our aspiration to address healthcare challenges with effective solutions. Our desire is to inspire and help other healthcare providers adopt our proven strategies that revolutionize the delivery of patient care.

This plan was informed by a comprehensive engagement strategy that incorporates the valuable feedback and insight of our stakeholders. This includes members of our community, partners, donors, patients, and our staff, physicians and volunteers. We would not be where we are today without the dedication and investment of our community in the work we do and their belief in our vision.

Looking ahead to the next three years, we will be guided by four strategic directions:

- 1. embrace equity, diversity and inclusion;**
- 2. advance the empowerment of our people and patients;**
- 3. deliver comprehensive, quality care closer to home; and**
- 4. foster innovation, research and academics.**

We are dedicated to taking tangible steps to improve and build upon our work in these areas and look forward to sharing progress with our community and team along the way.

This Strategic Plan signals a renewed sense of clarity as we embrace the next phase of healthcare discovery and advancement. We are confident in the future of our organization and the impact we will have in our community and beyond.

**Michael Iacovelli**  
Board Chair

**Barb Collins**  
President and CEO

## Our New Name: Humber River Health

Over the years as Humber River Hospital, our desire has been to meet the unique health needs of our community creatively and innovatively. We have changed our name to Humber River Health, which reflects the growth of our organization into a truly integrated health system in our community.

Over time, we have expanded our services from those provided at our hospital to include the Schulich Centre for Family Medicine, a Research Institute, Reactivation Care Centres at both our Finch and Church Campuses, and the construction of Humber Meadows Long-Term Care Home on our Finch site. We continue to grow our partnerships,

programs, and collaborations with healthcare service providers in the Jane and Finch community, including with the North Western Toronto Ontario Health Team to establish a health hub that strengthens community services, and with LOFT Community Services to convert six residential homes in the Jane and Finch area into supportive housing units.

Moving forward as Humber River Health, we are focused on building additional community based programs and developing new strategies for delivering integrated care. Our new name encompasses our evolving identity, expands how we approach innovation, and will guide us into the future.



## Lighting New Ways in Healthcare

We are emerging from the pandemic with a new perspective and a stronger sense of purpose in being a global healthcare leader. As our new vision and guide for this Strategic Plan, Lighting New Ways in Healthcare captures our focus on innovation and dedication to continually finding new, better, and more efficient ways of providing outstanding healthcare.

To light new ways in healthcare we need to ask questions about today's most pressing healthcare challenges.

We believe the healthcare system is always evolving, and our work is never done. Through continual learning, training and teaching, adopting new technologies and innovations, and empowering our people, Humber River Health is instilling more confidence in healthcare for our patients: we are lighting new ways.

We pursue idea after idea to improve and save lives so that healthcare providers around the world are inspired to join in the journey.

**We are just getting started.**

# Our Strategic Plan

The development of this Strategic Plan was guided by an extensive stakeholder engagement strategy that involved working sessions, surveys, interviews, focus groups, and touchpoints. We also undertook five analyses to better understand health trends in our community and the context in which we operate, including public perception, population health and demographic data, employee engagement, and patient experience. The voices of the physicians, staff, volunteers, patients, community members, and partners we engaged are reflected in this plan.

Our 2023–2026 Strategic Plan outlines how we are taking our vision of Lighting New Ways in Healthcare and making it a reality. This Strategic Plan is also guided by our mission and values, with Strategic Directions outlining what we will do and Strategic Objectives explaining how we will do it.

### This Strategic Plan was informed by:



# OUR VISION

Lighting New Ways in Healthcare



# OUR VALUES

Compassion, Professionalism, Respect

# Embrace Equity, Diversity and Inclusion

We serve a community characterized by diversity and this makes our organization stronger. We recognize the significant impacts that access to care, social determinants of health, and inequities can have on patient outcomes. We also acknowledge that discrimination and bias occurs and exists towards patients, colleagues and learners. As a provider of care driven to improve the wellbeing of our community, including both our patients and our people – we need to do more to address discrimination, health inequities, and issues of inclusion.

We are committed to the important work of ensuring an inclusive and safe place for everyone that walks through our doors and interacts with our team throughout the community. Embracing our unique identities and characteristics is vital to our mission and a necessary component of collaboration that leads to innovation.

WE WILL

**Embed equity,  
diversity and  
inclusion in  
everything we do**

WE WILL

**Address racism,  
with a focus on  
anti-Black racism**

WE WILL

**Pursue partnerships and integration  
opportunities to advance equitable  
and inclusive care for our community**



## Advance the Empowerment of Our People and Patients

Healthcare is strengthened when patients, staff and physicians are empowered. This means inspiring and investing in our people – helping expand skills, exercise creativity, and innovate with boldness. We are here to extend recognition to our team and provide them with the tools and resources required to provide outstanding care, as well as the encouragement they need to explore new ways of delivering that care.

Empowering patients is just as important: they hold us accountable. When patients are empowered, they expect high quality, safe and timely care and demand greater transparency to make informed health decisions. It is our responsibility to provide patients with the information and insight they need to be proactive and preventative with their health. We are committed to implementing the tools patients need to confidently take ownership of their health journeys.

WE WILL

**Evolve workflows and align scopes of practice to improve patient care and the provider experience**

WE WILL

**Expand learning, career development, and recognition opportunities**

WE WILL

**Empower and enable our patients**

## **Deliver Comprehensive, Quality Care Closer to Home**

Our differentiator is innovating to provide care in modern and unique ways. Building on the momentum of our adoption of new technologies and digital infrastructure, we are positioned to drive innovation to better meet the needs of the population we serve.

Our community – which has higher disease prevalence compared to surrounding regions – deserves equitable, quality care that is closer to home. We will help our community by implementing ways for them to receive the appropriate level of care right where they live.

WE WILL

**Expand tertiary  
hospital services for  
North West Toronto**

WE WILL

**Build community  
based programs  
with our partners**

WE WILL

**Develop innovative strategies to deliver  
integrated care in our community, with  
a focus on seniors care**

## Foster Innovation, Research and Academics

We are ambitiously furthering our pursuit of innovation, research, and academics to drive more breakthroughs in healthcare. To us, research and innovation go hand-in-hand and play a vital role in orienting us towards the future. Our research is helping us understand new technologies, improve patient outcomes, and proactively address the needs of our community.

Digital infrastructure such as our Command Centre and state-of-the-art technology like surgical robotics make us an organization of choice for inspiring the next generation of medical professionals. Through teaching and academics, including the Schulich Centre for Family Medicine, we are helping educate and train the medical leaders of tomorrow. Our willingness to do things differently is improving retention and attracting top talent.

WE WILL

**Advance our  
teaching programs**

WE WILL

**Advance our digital  
and community  
health research**

WE WILL

**Adopt and adapt technology to promote  
exceptional patient care, and outcomes**



[www.hrh.ca](http://www.hrh.ca)

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