

Humber River Hospital: 3-year Strategic Plan

2023 - 2026 Strategic Plan

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Preface

OVERVIEW

Humber River Hospital (HRH) initiated a strategic planning process with the Board of Directors and Strategic Planning Steering Committee to **shape the hospital's first post-pandemic plan**. Strategic planning included refining and aligning on a refreshed vision, mission, values, strategic directions and objectives to set the foundations for HRH's role as an **anchor in the North West Toronto community**.

BACKGROUND

The strategic planning process was initiated in July 2022 and involved a tailored approach of targeted internal and external stakeholder interviews, research on leading global and provincial trends shifting the health system, and working sessions with HRH leadership, patients, community partners, staff, physicians, and volunteers.

Over **36 targeted working** sessions and interviews were conducted with key stakeholders, resulting in over **700 staff, 200 physicians, and 70 patients and community members engaged throughout the strategic planning process**. Inputs gathered through the environmental scan research and stakeholder engagement were collated into materials for workshops with the Steering Committee, Senior Team and Board to revise and align on HRH's vision, mission and values, and align on strategic directions and objectives to anchor the organization over the coming three years.

OUTCOME

The outcome of this work is a 3-year strategic plan which positions HRH to **innovate how they serve patients and the community** to advance a seamlessly integrated, high quality health system and to work with community partners to solve the **unique health equity challenges** in the North West Toronto community.

Overview of the 2023 – 2026 Strategic Plan

Our 2023-2026 strategic plan will enable us to innovate how we serve patients and the community to advance a seamlessly integrated, high quality health system and work with our community partners to solve the unique health equity challenges in our community.

Strategic Directions

Strategic Objectives

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



Embrace equity, diversity and
inclusion



Advance the empowerment of our
people and patients



Deliver comprehensive, quality
care closer to home



Foster innovation, research and
academics

- Embed equity, diversity and inclusion in everything we do
- Address racism, with a focus on anti-Black racism
- Pursue partnerships and integration opportunities to advance equitable and inclusive care for our community

- Evolve workflows and align scopes of practice to improve patient care and the provider experience
- Expand learning, career development, and recognition opportunities
- Empower and enable our patients

- Expand tertiary hospital services for North West Toronto
- Build community based programs with our partners
- Develop innovative strategies to deliver integrated care in our community, with a focus on seniors care

- Advance our teaching programs
- Advance our digital and community health research
- Adopt and adapt technology to promote exceptional patient care, and outcomes

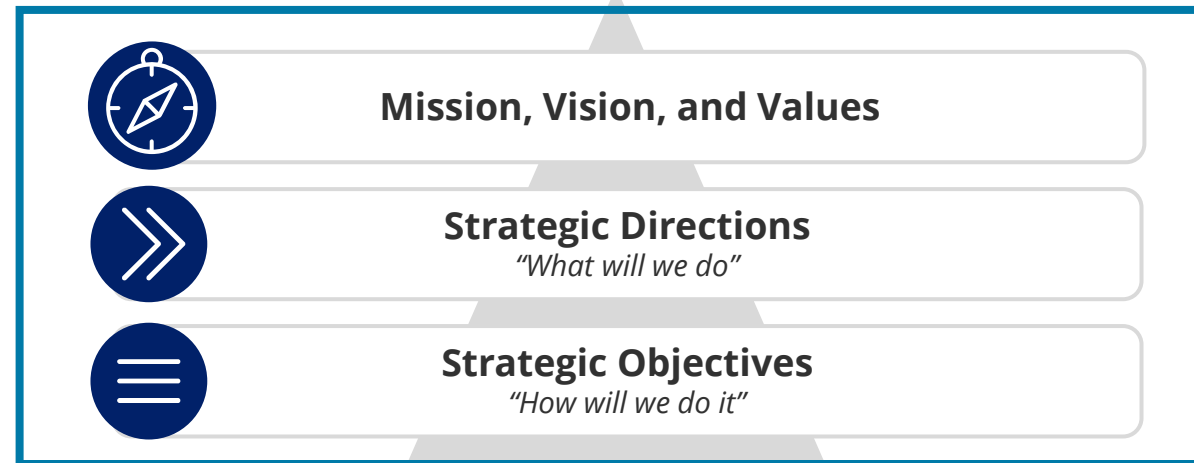
Introduction

Overview of the strategic planning process

The key elements of the strategic plan include mission, vision, and values, the strategic directions, and strategic objectives. Annual operating planning builds on the key elements of the strategic plan and is conducted by Senior Team.

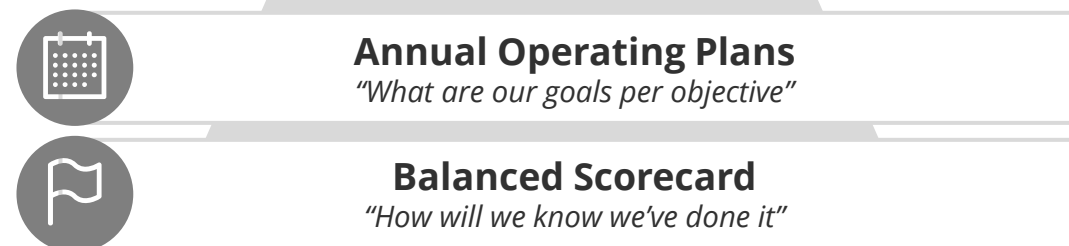
Focus of the Strategic Planning Process

Elements of a Strategic Plan



After the strategic planning process, the Senior Management Team will lead operational planning

Operating Planning



HUMBER RIVER HOSPITAL 3-YEAR STRATEGIC PLAN

Project plan

Legend: ▲ Key Deliverable ◆ Stakeholder Interviews / engagement sessions ● Workshops with the Steering Committee ○ Ongoing Transition and Knowledge Transfer

	June 2022				July 2022				August 2022				September 2022				October 2022				November 2022				December 2022				January 2023						
Week starting	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30
Phase 1: Plan																																			
1.1 Kick-off				◆																															
1.2 Refine approach to develop the strat. plan						▲																													
1.3 Develop a stakeholder engagement plan						▲																													
1.4 Engage the Senior Team for early input into key decisions										◆																									
1.5 Engage board in early planning													◆																						
Phase 2: Env. scan & current state assessment																																			
2.1 Develop an Environmental Scan												▲																							
2.2 Current State Assessment & Analysis							◆	◆	◆	◆	◆	◆		◆	◆	●	▲																		
2.3 Identify relevant performance data to leverage for strategic plan development																																			
Phase 3: Strategic option & plan development																																			
3.1 Review and refine initial opportunity areas															◆	◆	◆	◆																	
3.2 Articulating key goals and aspirations aligned to our vision and mission																			●	▲															
3.3 Evaluate, prioritize, and align on the proposed strategic opportunities															◆	◆	◆	◆	◆	◆	▲														
3.4 Gather directional input from Board																						◆													
3.5 Sequence the initiatives onto a high-level execution roadmap																							◆			●	▲								
Phase 4: Socialization & plan refinement																																			
4.1 Refine strategy recommendation																																▲			
4.2 Provide update to Board																												◆							
Phase 5: Activation																																			
5.1 Identify metrics to track progress																																		●	
5.2 Prepare package for final Board presentation																																		▲	
5.3 Transition and Knowledge Transfer	🔄		🔄		🔄			🔄		🔄			🔄		🔄			🔄		🔄			🔄		🔄		🔄		🔄			🔄		🔄	

HUMBER RIVER HOSPITAL 3-YEAR STRATEGIC PLAN

Snapshot of key workshops and activities

Workshops and sessions with Senior Team conducted to date have informed the direction of the draft strategic plan.



Engaging HRH stakeholders at existing forums

Inputs obtained:

- Environmental scan
- Consultations with internal and external stakeholders, Senior Management Team, Medical Advisory Committee, Leadership Development Institute, Patient Family Advisory Committee, Medical Staff Association, Corporate Performance Council, and the HRH Foundation Board

Engaging staff, physicians, and community partners

An engagement plan was developed and actioned from September to the end of November to gather feedback from a broad group of stakeholders, including front line staff, physicians, community partners, among others to help prioritize opportunities for HRH.

1. **LDI** (~130 staff)
2. **PRESIDENT'S FORUM** (~270 staff)
3. **CPC** (~40 staff)
4. **POP-UP BOOTH SURVEY** (344 staff and volunteer survey responses)

5. **MSA** (~100 physicians)
6. **MAC (X 2)** (~20 physicians)
7. **POP-UP BOOTH SURVEY** (54 physician survey responses)

8. **HRH FOUNDATION** (20 members)
9. **OHT FOCUS GROUP** (9 participating partners)
10. **PFAC** (3 members)
11. **POP-UP BOOTH SURVEY** (38 patients and community members)

Over 80 posters had been put up across all 3 sites¹

>700

Staff and volunteer touchpoints

>200

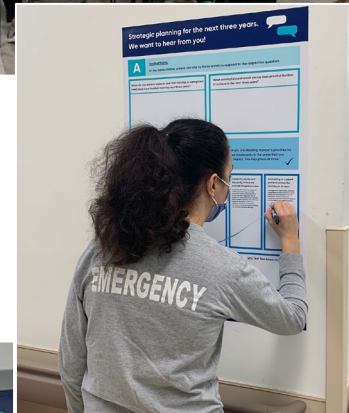
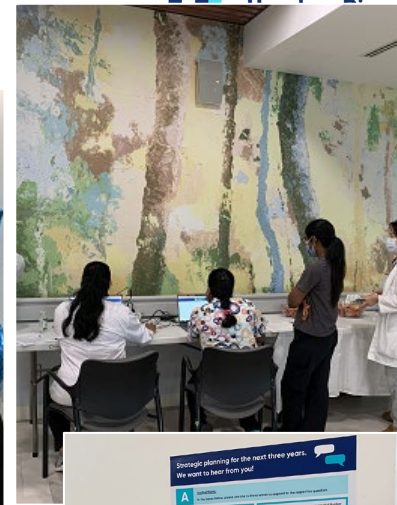
Physician touchpoints

>70

Patients, community members and partner touchpoints

1. 80 posters were placed across all three hospital sites to gather input from staff, volunteers, physicians, patients, community members and partners. The specific distribution of input cannot be determined.

Note: there is a degree of duplication across stakeholder participants (e.g., a member at LDI may have also participated in the survey)



Structural changes since the last strategic planning cycle

The last fulsome strategic planning cycle took place in 2016 to draft the 2017-2020 strategic plan. A refresh was then conducted to develop the 2021 – 2023 strategic plan, and since then, the organization has evolved across a variety of key areas.

ORGANIZATIONAL CHANGES	ACHIEVEMENTS AND ACCOLADES
<ul style="list-style-type: none"> • Joined the Toronto Academic Health Science Network (TAHSN), a network of academic health organizations providing leading edge research, teaching, and clinical care as an Associate Member • Founding member of the North Western Toronto Ontario Health Team (NWT OHT) • Started construction on the Humber Meadows Long-Term Care Home, located at the Finch RCC Campus and set to open in 2023 • Opened a second Reactivation Care Centre (RCC) at the Church Street site to provide specialized care for patients awaiting transfer to an appropriate facility • Committed to establishing a Family Medicine Teaching Unit, which will be an official teaching site for the University of Toronto's program for Family Medicine accepting residents in July 2023 	<ul style="list-style-type: none"> • Played an instrumental role in helping North West Toronto which was one of the hardest hit by COVID-19 through a range of activities in community such as establishing testing and assessment centres to setting up mass clinics as well as hyper local clinics with community members resulting in the vaccination of more than 400,000 people <p>Academic Excellence</p> <ul style="list-style-type: none"> • Award of Excellence in Teaching in Emergency Medicine from the Department of Community Medicine at the University of Toronto- 2022 (Dr. Vince Brienza) • Queen's University Regional Education Team Award for the advancement of medical education in community sites- 2022 (Humber River Hospital's Internal Medicine Teaching Group) • Funded 3 research chairs with a focus on <ul style="list-style-type: none"> ○ Optimizing Care Through Technology ○ Community Connections ○ Family Medicine <p>Clinical excellence</p> <ul style="list-style-type: none"> • Patient Safety Award (2021) • Canadian College of Health Leaders' 3M Health Care Quality Improvement Award (2022) • OMA Emerging Leader Award 2022 (Dr. Sinzi Avramescu) • What's Right in Health Care® Hero Award 2022 (Dr. Sinzi Avramescu) • CPSO Council Award 2021 (Dr. Sinzi Avramescu) <p>Operational Excellence</p> <ul style="list-style-type: none"> • One of Canada's Best Employers for Diversity 2022 (Forbes)

Strategic Planning Inputs

Context in which HRH operates

To understand the evolving demands on the community and new systems trends post pandemic, three key analyses have been completed to generate a comprehensive view of the context in which HRH operates, including public perception, population health data, employee engagement results, patient experience survey results, and other demographic data inputs. Subsequent slides outline the approach and key findings for respective studies.

INPUT 1

Nik Nanos Report - Public Perception of HRH

Nanos Research engaged HRH catchment area residents to gather input on public perception (e.g., important aspects when choosing a hospital, awareness of HRH and the services offered)



INPUT 2

Population Health Data

Deloitte was engaged to aggregate data on the North Western Toronto OHT and synthesize population health insights to inform a view on how to best serve the community



INPUT 3

HRH Engagement Results

HRH employees, physicians, and volunteers were invited to participate in engagement surveys to gather perspectives on what elements of the work environment bring satisfaction and joy, as well as the elements that need further attention to enhance their overall experience



INPUT 4

CIHI Patient Experience Survey 2022

The Canadian Institute for Health Information (CIHI) released their 2022 Patient Experience survey, compiling patient feedback on the quality of care they received while in hospital



Canadian Institute
for Health Information
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d'information sur la santé

INPUT 5

Documentation on anti-Black racism in North West Toronto

HRH gathered analysis and documentation on the impacts of COVID rooted in anti-Black racism in the North West Toronto community





Summary: Approach to deriving insights from the public

The research gauged the opinion of the residents of Toronto in the Humber River Hospital Catchment area on healthcare on their area. Participants were asked about their top issue of concern related to healthcare, important factors when choosing a hospital, the importance of attributes for a hospital, their awareness of best reputed hospitals, their thoughts concerning Humber River Hospital and their awareness of services offered.

Nanos conducted an RDD dual frame (land-and cell-lines) random telephone survey of 1,069 residents of City of Toronto in the HRH catchment area in the catchment area of the Humber River Hospital from March 1st to March 26th, 2022. Participants were randomly recruited by telephone using live agents and administered a survey. Nanos also conducted a parallel online survey of 1,012 residents of the City of Toronto in the HRH catchment area in the catchment area for the Humber River Hospital, from March 1st to March 26th, 2022. No margin of error applies to the online survey.

The research was commissioned by Humber River Hospital and was conducted by Nanos Research.

Please note the data from the random telephone survey and the non-probability online survey have been reported separately. For comparison purposes, the charts containing tracking data and the donut charts have been populated with data from the random telephone survey, which can be associated with a margin of error.



Key findings: Public perception of HRH

1

SATISFACTION WITH HRH SERVICES DURING COVID-19

Over four in five residents of the Humber River Hospital catchment area that have accessed their services during the pandemic are satisfied (score of 7-10 out of 10) (82%) with their experience (mean of 8.4). Older residents (55 plus) of the Humber River Hospital catchment area were more likely to be satisfied (mean of 8.6) compared to younger residents (18-34) (mean of 7.8)

2

AWARENESS OF HRH

There was a significant increase in the proportion of residents of HRH catchment area that say they have heard of Humber River Hospital with over four in five that say so in 2022 (82%) compared to just over seven in ten in 2019 (72%). Older residents (55 plus) are more likely to say they have heard of Humber Hospital (92%) compared to younger residents (18-34) (76%)

3

IMPORTANT ATTRIBUTES OF HOSPITALS

Residents of the Humber River Hospital catchment area rate “professional” as the most important attribute (mean of 9.2) when it comes to a hospital. In addition, Residents of the Humber River Hospital catchment area also rate “professional” and “respectful” as the most accurate attribute when it comes to their view of Humber River Hospital (mean of 7.8 each)

4

AWARENESS OF HRH SERVICES / PROGRAMS

Residents of the Humber River Hospital catchment area are most likely to be aware that Humber River Hospital has an emergency department compared to a variety of other services/programs offered, with close to six in ten reporting awareness (55%). Four in five of those who accessed any of these services at Humber River Hospital say they were satisfied (80%) with their most recent experience

Summary: Approach to deriving insights from population health data

Deloitte was engaged to explore multiple sets of data and information provided to the North Western Toronto (NWT) OHT to:

- Aggregate and organize the vast volumes of information provided
- Create an amalgamated source of information across multiple sources of OHT and related information
- Develop a new data visualization tool for the OHT data sources to aid in insight generation and to look for unique trends in data
- Aid HRH and the NWT OHT in understanding and planning for the needs of community served

Key takeaways from North Western Toronto (NWT) OHT analysis

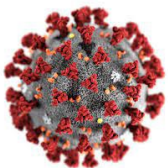


The NWT OHT has a **significantly higher proportion of 80+ population compared to Ontario**, with a trend towards increasing even further

In addition, NWT OHT also comprises a significantly **greater number of recent immigrants** as compared to Ontario.



Majority of the population (57%) fall in the bottom income quintiles (**low income**) and material deprivation quintiles (**inability to attain basic needs**)



NWT OHT saw a **disproportionally high COVID incidence and mortality rate**, at 4,693 cases per 100,000 and 123 deaths per 100,000, compared to 2,401 and 52 in Ontario, respectively



This population has **higher disease prevalence rates** compared to Central LHIN averages:

- **Diabetes** (15.9%) OHT vs 12.7% Central LHIN
- **Asthma** (16%) OHT vs 14.5% Central LHIN
- **High Blood Pressure** (29.1%) vs 25.6% C-LHIN
- **COPD** (9.6%) OHT vs 7.9% Central LHIN
- **Mental Health and Addictions** (10%)



As of March 2020, approximately **11%** of patients are "**uncertainly attached**", with the NWT OHT described as a **primary care desert** – low number of physicians surrounded by areas of high demand



NWT OHT has the **2nd highest rate of Emergency Department visits** per 1,000 population

Insights for strategic planning

North Western Toronto OHT has:

An **older**, more **marginalized population** with a **higher prevalence of chronic diseases**, in a population that **struggles to find primary care doctors** and therefore **over-utilizes emergency departments** for their care needs

Potential considerations for strategic planning at HRH:

- 1 Health equity and access
- 2 Senior's care
- 3 Social supports outside of hospital
- 4 The role of community care
- 5 Transition between care settings

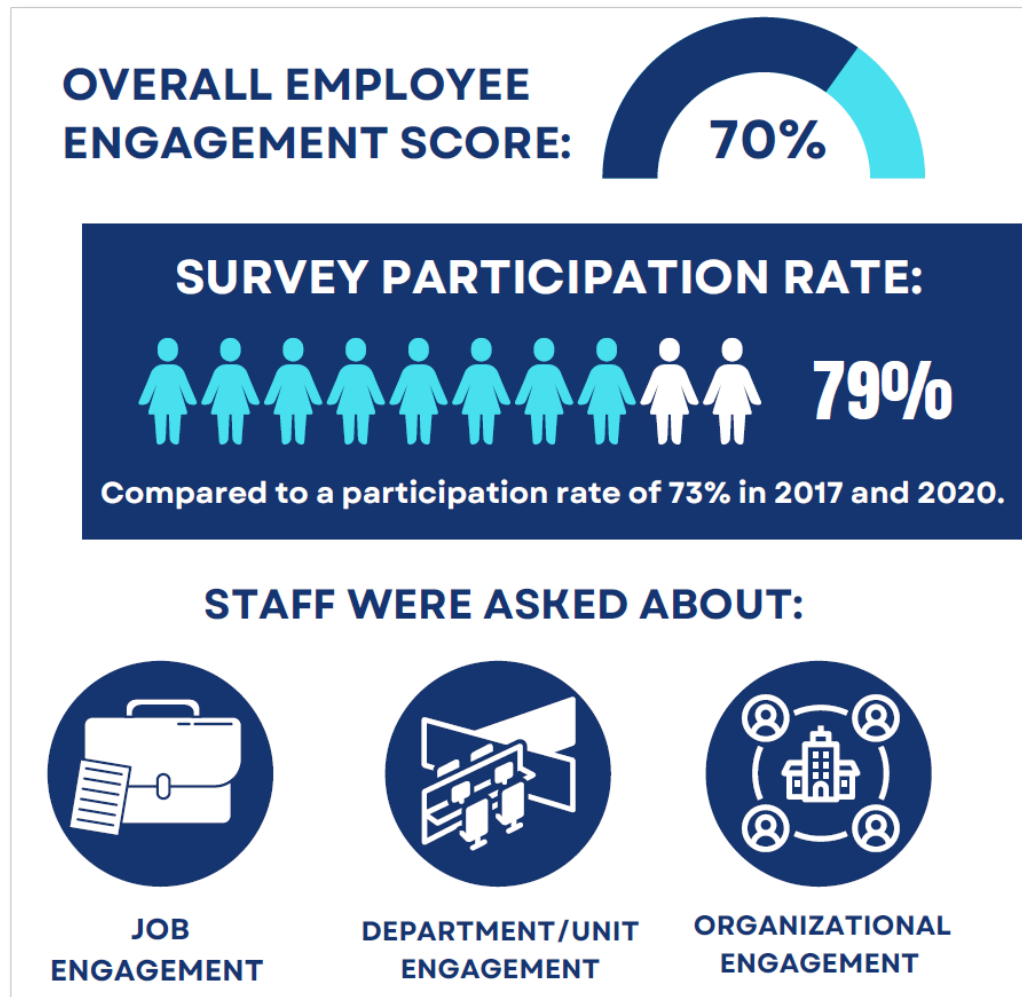
Summary: Approach to gathering HRH engagement insights

From **May 16 to June 6, 2022**, Humber River Hospital **employees**, **physicians**, and **volunteers** were invited to participate in engagement surveys, each designed for respective audiences.

Surveys were designed to help HRH understand what elements of the work environment bring stakeholder groups joy, as well as the elements that need further attention to enhance their experience at work.

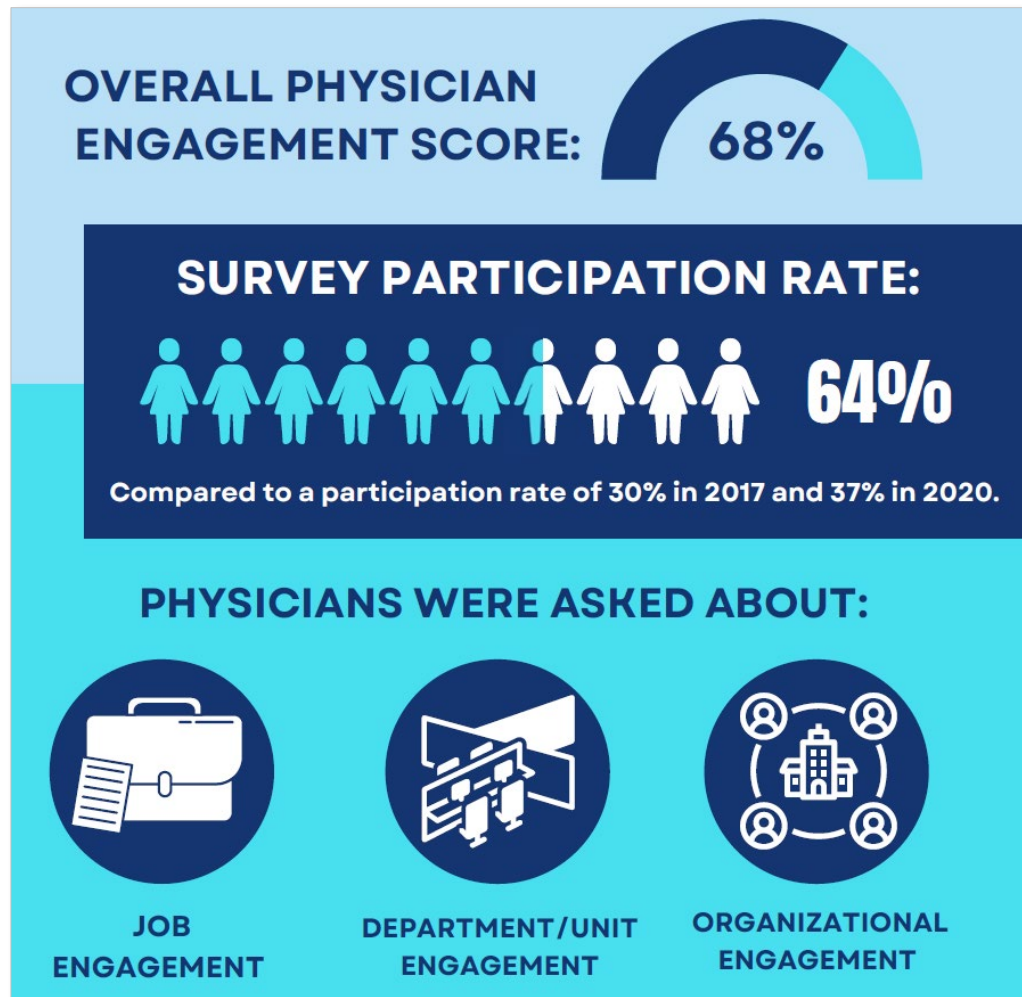
Key findings: Employee engagement results

► Employees



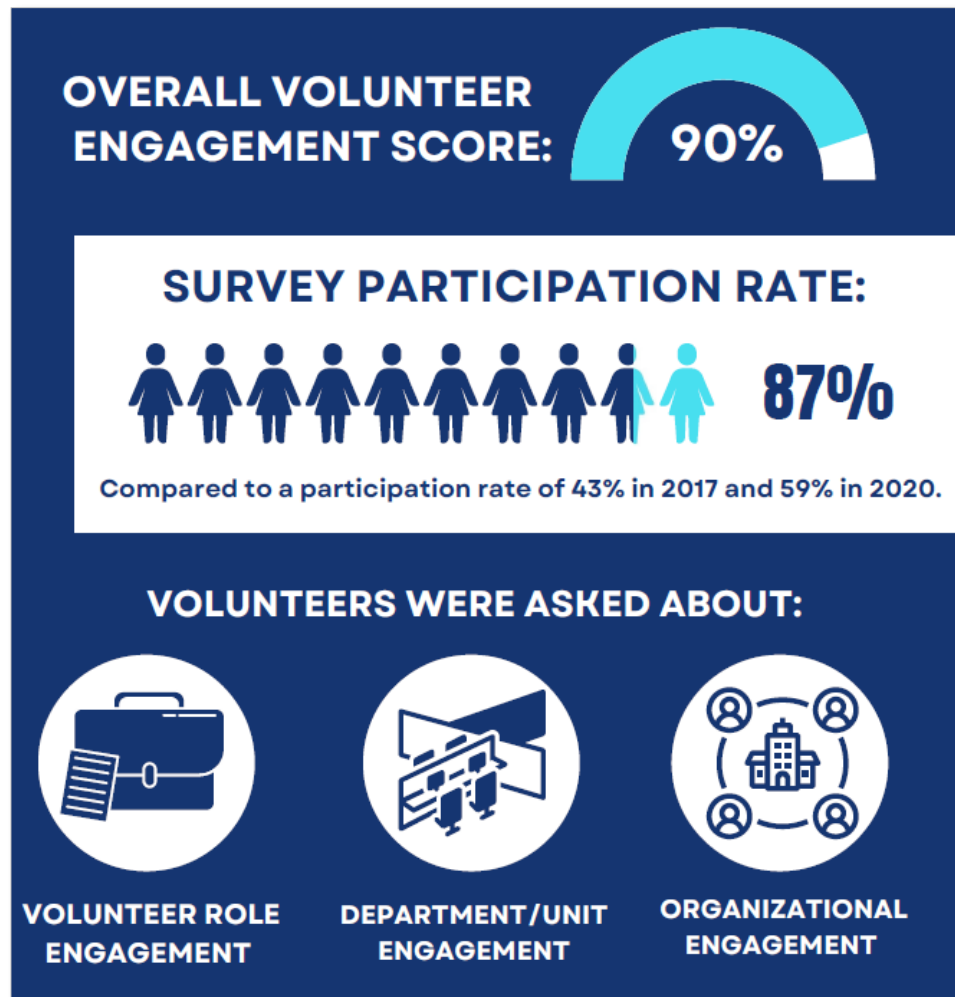
Key findings: Employee engagement results

► Physicians



Key findings: Employee engagement results

► Volunteers



Summary: CIHI Patient Experience Survey Results

The Canadian Institute for Health Information (CIHI) released a report titled, *Patient Experience in Canadian Hospitals 2022*. This report details the results of the Canadian Patient Experience Survey (CPES), a standardized and validated tool patients use to provide feedback about the quality of care they received during their most recent stay in a Canadian acute care hospital.



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Key findings: CIHI Patient Experience Survey

HUMBER'S PATIENT EXPERIENCE RESULTS EXCEED PROVINCIAL AND NATIONAL AVERAGES IN ALL PUBLICLY REPORTED PATIENT EXPERIENCE MEASURES.



84% OF PATIENTS WOULD RECOMMEND HUMBER RIVER HOSPITAL TO FAMILY AND FRIENDS.

PATIENTS HAVE RATED THEIR OVERALL HOSPITAL EXPERIENCE NEARLY 10% BETTER THAN THE PROVINCIAL AVERAGE.



CLEANLINESS

Patients rated our cleanliness at 78%, higher than the provincial and national averages.



PAIN CONTROLLED

Nearly 3/4 of our patients rated their pain to be well controlled.

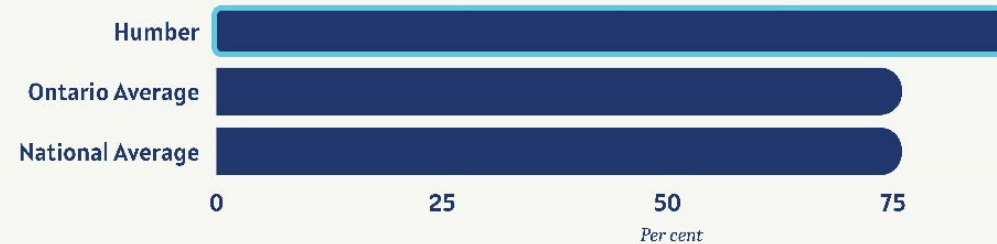
COMMUNICATION WITH NURSES



80% of our patients experienced exceptional communication with our nurses compared to 72% across Ontario, and 73% across Canada.

COMMUNICATION WITH DOCTORS

90% of our patients experienced excellent communication with doctors, which is 14% higher than the provincial and national averages.



INVOLVEMENT IN DECISION-MAKING



Humber exceeds the national and provincial averages by almost 5%.

INFORMATION AND UNDERSTANDING WHEN LEAVING THE HOSPITAL



Humber also scored **higher** than Ontario and Canada regarding information and understanding when leaving the hospital.

Summary: Documentation on anti-Black racism in NWT

Through conversations with Ontario Health, Toronto Academic Health Sciences Network, (TAHSN), and through research on the HRH's community, the impacts of COVID on the Black population in Toronto has risen as a key priority for the health system, including HRH.

Findings have informed the articulation of HRH's strategic directions and objectives to communicate a focus on addressing racism, with a focus on anti-Black racism.

Anti-Black racism in the community

Trends in NWT



In 2017, the City of Toronto announced a **Toronto Action Plan for Anti-Black Racism**, and have invested \$25.8 M over the last 3 years to progress initiatives against the plan

One concrete action was the **Black Scientists Taskforce on Vaccine Equity** which led the vaccine equity strategy in Toronto (with a focus on NWT and Scarborough)

Throughout the pandemic, we saw a strong association between **high coronavirus rates** and low income, conditions of work, visible minority status, and low levels of education. There was an even stronger association between neighbourhoods with a high number of coronavirus cases and those with a **higher population of Black people**

Shifts in Provincial Direction



Ontario Health has provided direction to encourage efforts to **address equity, inclusion, diversity, anti-indigenous and anti-Black racism**



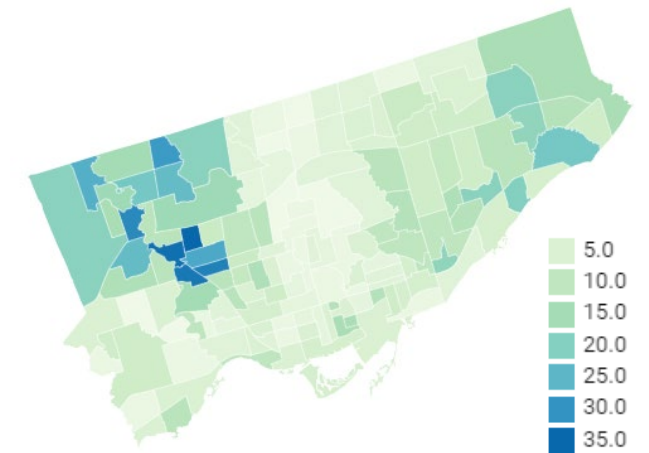
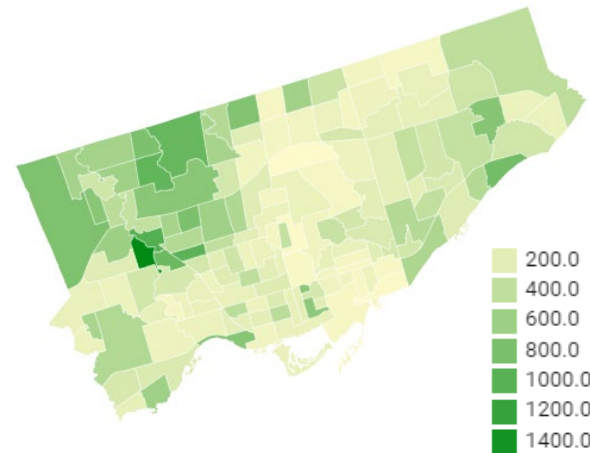
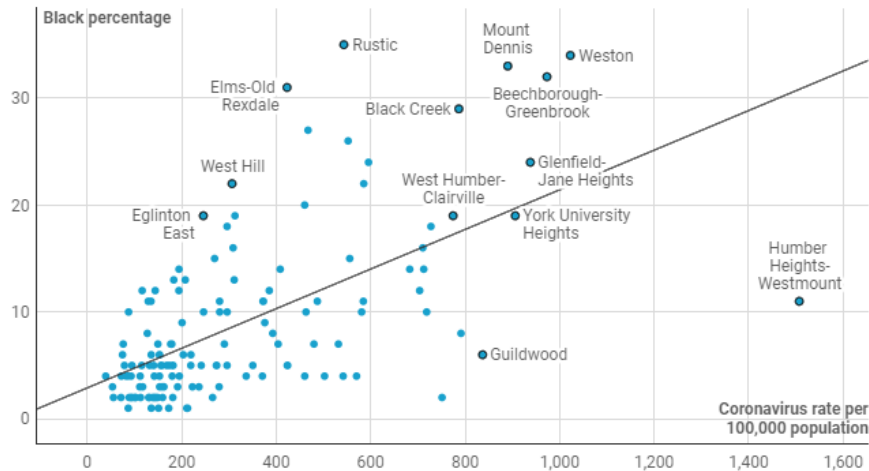
TAHSN hospitals issued a statement acknowledging that anti-Black and anti-Indigenous racism towards patients, colleagues, and learners occurs in TAHSN hospitals, and committed to its eradication through a deliberate focus on anti-Black and anti-Indigenous racism over the next several years. **As a TAHSN member, HRH is encouraged to align its strategic priorities** and ensure an equitable lens is applied to strategic plan development

Impact of COVID rooted in anti-Black racism

Coronavirus and people identifying as Black

Coronavirus cases per 1000

Visible minorities: Black

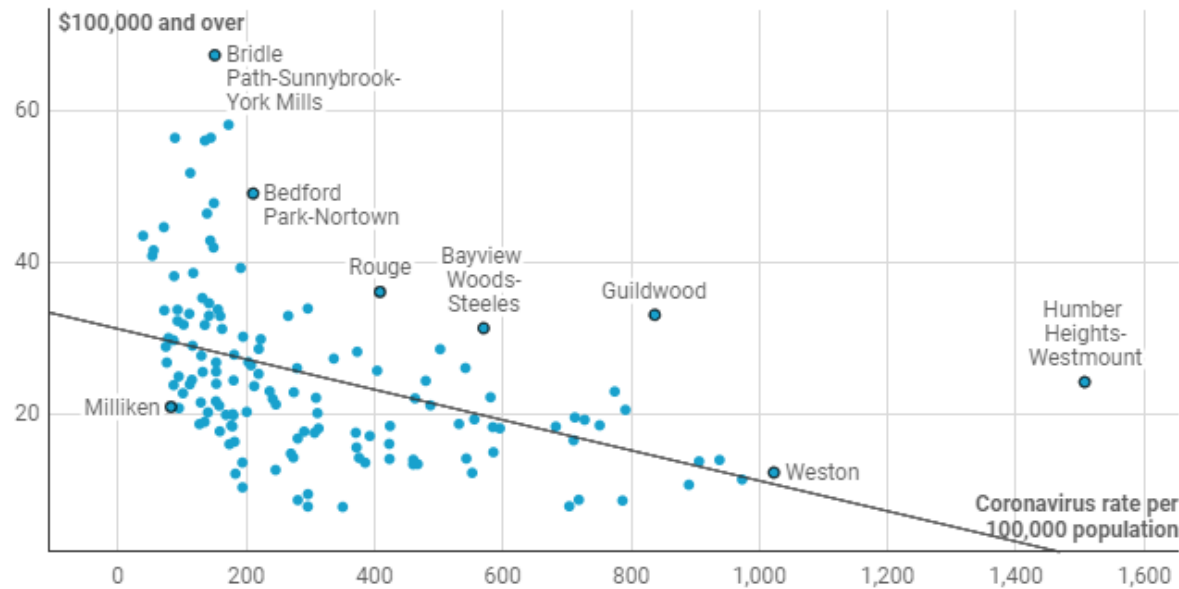


- **Strong association** between high coronavirus rates and **low income, conditions of work, visible minority status and low levels of education**. There was an even stronger association between neighbourhoods with a high number of coronavirus cases and those with a **higher population of Black people**.
- “There are multiple layers and intersections of discrimination that all compound into a population facing worse health outcomes

Impact of COVID rooted in anti-Black racism

Coronavirus and after-tax household income over \$100K

Percentage of households with after-tax household income over \$100,000

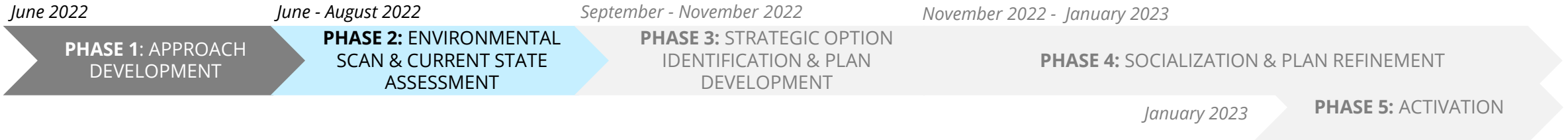


- **Denser, lower-income** neighbourhoods
- Coronavirus infection rates in Toronto had a strong association with low-income neighbourhoods
- Neighbourhoods with the highest number of households that had after-tax household incomes from \$20,000-40,000 and \$40,000-60,000 have the strongest positive association with coronavirus rate
- **As incomes get higher, the relationship weakens.** At \$60,000-80,000, it's diminished, and at \$80,000-100,000 it's no longer detectable.
- And over \$100,000, the relationship reverses: the more households over that level, the lower the infection rate.

Approach

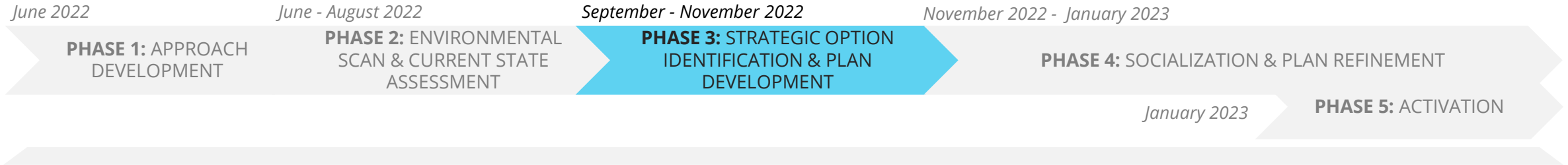
HUMBER RIVER HOSPITAL 3-YEAR STRATEGIC PLAN

Approach and Engagement | Phase 1 and 2



PHASE 1		PHASE 2	
OBJECTIVES	<ul style="list-style-type: none"> Conduct a Kick-Off Workshop with the Strategic Planning Committee and Senior Team to validate work plan, review project goals / objectives, and confirm engagement approach Consolidate feedback and develop a stakeholder engagement plan 	OBJECTIVES	<ul style="list-style-type: none"> Conduct an environmental scan of the broader health care landscape leveraging Deloitte expertise and perspectives (e.g., Global Subject Matter Experts, research-based thought leadership) Seek and consolidate input from internal and external stakeholders (e.g., staff, physicians, Foundation) to inform a perspective on the current strategic plan, trends in the global and Ontario health ecosystem, and opportunity areas
APPROACH AND METHODOLOGY	<ul style="list-style-type: none"> Stakeholder engagement plan was developed to set the frame for extensive engagement with key stakeholders including the Steering Committee, Senior Team, Board, and other stakeholder groups, internal and external to HRH, throughout the following four phases of strategic planning 	APPROACH AND METHODOLOGY	<ul style="list-style-type: none"> Internal and external stakeholder input was gathered, and jurisdictional research was conducted to support the development of a fulsome environmental scan, and the identification of early opportunities for further exploration
OUTCOMES	<ul style="list-style-type: none"> Engagement workplan outlining key phases of work, stakeholder interactions, and deliverable deadlines Stakeholder engagement plan highlighting the key internal and external stakeholder groups, objectives and lines of inquiry per discussion, facilitation style, and proposed timing throughout all phases of engagement 	OUTCOMES	<ul style="list-style-type: none"> Environmental Scan Report summarizing the themes and trends in the health ecosystem that will impact the strategic choices underpinning HRH's strategy Report of consolidated insights from consultations summarizes ambitions for HRH and the community, as well as supporting opportunities for further consideration and analysis

Approach and Engagement | Phase 3



PHASE 3

OBJECTIVES

- Develop view of the potential strategic directions and objectives that HRH could explore as a foundation for its 3-year strategic plan using insights from Phase 2
- **Evaluate, prioritize, and align** on the proposed strategic direction and objectives

APPROACH AND METHODOLOGY

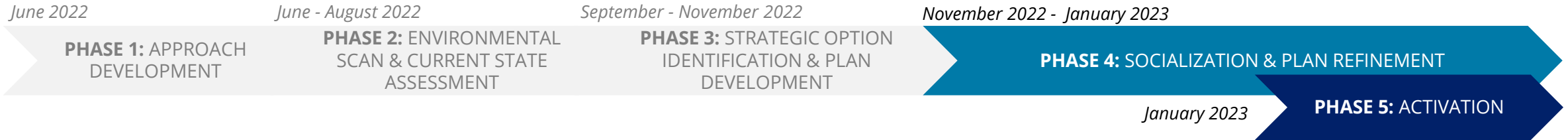
- **Conducted working sessions and focus** groups with stakeholders internal and external to HRH, hosted **pop-up booths** for staff, patients, caregivers, volunteers, and physicians, and collected input on **wall posters** from staff and physicians to gather perspectives to reflect in the strategic plan
- **Consolidated input from internal and external stakeholder engagement** to draft a list of strategic directions and strategic objectives
- Applied the **Innovated Ambition Matrix** to contextualize strategic objectives based on the degree to which they were incremental changes to existing offerings or novel serving new care areas and patient needs
- Utilized the **Desirability, Viability, Feasibility (DVF) framework** as a guide to contextualize strategic objectives and implementation considerations (e.g., how desirable and motivational is the strategic priority, how might we create the means to execute on the strategic priority, what is the viability of the strategic priority?)

OUTCOMES

- **Report of summarized insights** consolidates the ambitions and strategic themes that were raised through stakeholder consolidates conducted throughout Phases 1, 2 and 3
- **HRH and Community Ambitions** to anchor the development of HRH's strategic directions and objectives
- **Future-State Vision, Mission, and Values** aligned to the direction and community emphasis raised through consultations
- **Strategic directions and objectives** aligned to HRH's revised mission and vision

HUMBER RIVER HOSPITAL 3-YEAR STRATEGIC PLAN

Approach and Engagement | Phase 4 and 5



PHASE 4		PHASE 5	
OBJECTIVES	<ul style="list-style-type: none"> Conduct Strategy Recommendation Presentation to key audiences (Board, physicians, senior team, leadership) to review the results of insights collected throughout the project Refine strategic plan with feedback received 	OBJECTIVES	<ul style="list-style-type: none"> Make final amendments to the draft strategic plan Prepare package for final Board presentation Align on next steps to realize the strategic plan
APPROACH AND METHODOLOGY	<ul style="list-style-type: none"> Facilitated Board and Steering Committee sessions to ensure strong alignment and buy-in from key stakeholders 	APPROACH AND METHODOLOGY	<ul style="list-style-type: none"> Conducted a close-out session to ensure strong knowledge and materials transfer
OUTCOMES	<ul style="list-style-type: none"> Refined Strategic Plan with feedback integrated from Steering Committee and Board interactions 	OUTCOMES	<ul style="list-style-type: none"> Finalized strategic plan approved by the Board (to be completed) Summary of next steps to operationalize the strategic plan

Strategic Plan

Overview of the 2023 – 2026 Strategic Plan

Our 2023-2026 strategic plan will enable us to innovate how we serve patients and the community to advance a seamlessly integrated, high quality health system and work with our community partners to solve the unique health equity challenges in our community.

Strategic Directions

Strategic Objectives

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



Embrace equity, diversity and
inclusion



Advance the empowerment of our
people and patients



Deliver comprehensive, quality
care closer to home



Foster innovation, research and
academics

- Embed equity, diversity and inclusion in everything we do
- Address racism, with a focus on anti-Black racism
- Pursue partnerships and integration opportunities to advance equitable and inclusive care for our community

- Evolve workflows and align scopes of practice to improve patient care and the provider experience
- Expand learning, career development, and recognition opportunities
- Empower and enable our patients

- Expand tertiary hospital services for North West Toronto
- Build community based programs with our partners
- Develop innovative strategies to deliver integrated care in our community, with a focus on seniors

- Advance our teaching programs
- Advance our digital and community health research
- Adopt and adapt technology to promote exceptional patient care, and outcomes