

UNITY HEALTH TORONTO

STRATEGIC PLAN 2019 - 2024



A MESSAGE FROM OUR BOARD CHAIR AND CEO

Welcome to Unity Health Toronto's first strategic plan.

It was nearly a year ago when we began reaching out to our community, asking people what matters most to them about their health care, what they imagine to be the best possible care experience and how they see Unity Health Toronto partnering with them and others to create a healthier future for everyone.

The response was overwhelming and inspiring. We received more than 4,000 suggestions from different people across our network and our communities. People's passion and commitment to health care and to our network resonated throughout. Your hopes and dreams for Unity Health Toronto helped us create this bold plan. It is our road map for the next five years to delivering leading edge health care that is built around understanding the unique needs of each person in our care.

Thank you for your engagement and support.

Together we will tackle some of the most complex health care challenges facing our city, province and the world – where social determinants intersect with health, equity and access to care. This is where the mission of Unity Health will shine as we contribute much needed leadership in planning and providing care for those experiencing disadvantage in our communities and beyond.

We will work collaboratively with our partners to coordinate services and offer a seamless care experience for all of our patients, residents and families. We will continue to lead globally in tertiary and quaternary care, research and education. We also know that in order to provide exemplary care experiences, we must be mindful of the health and happiness of our 10,000-plus employees and physicians. Thus, joy in work will be a focus. All of our strategic initiatives will be supported and driven by continually pursuing excellence in quality improvement, digital and data-enabled care and value creation.

This is an aspirational and visionary plan that is founded in the mission and values of our three sister hospitals. It imagines new ways of understanding, delivering and improving care. While Unity Health Toronto may be new, together we have a collective history of over 160 years of providing care to our communities. Each of our facilities and service areas is a leader, bringing unique strengths and experiences that stretch the full continuum of care along the patient journey.

Thank you to the many people who have contributed to this plan. Together, we have charted a course for a truly inspiring journey.



Tim Rutledge

Dr. Tim Rutledge
President & CEO
Unity Health Toronto

Tom Woods

Tom Woods
Chair, Board of Directors
Unity Health Toronto



Trauma surgeon Dr. Najma Ahmed is frequently called into action when a patient with catastrophic injuries arrives at St. Michael's, one of Toronto's three trauma centres. It's a job with extreme highs and lows. "I chose this career because I felt if I worked very hard and had compassion for my patients I could have the ability to save a life that otherwise would have been lost. It is mysterious and awesome and miraculous," says Dr. Ahmed. "But in my world sometimes things don't turn out so well. And it breaks my heart every single time."

EXECUTIVE SUMMARY

Unity Health Toronto came together in August 2017 when Providence Healthcare, St. Joseph's Health Centre and St. Michael's Hospital created Canada's largest Catholic health care provider. Built on the foundation of our harmonized mission and values, this plan outlines our vision for the future of Unity Health Toronto and the commitments we are making to the people we serve. It positions us to embrace new opportunities in Ontario's evolving health care environment and to fully harness the knowledge, skill and commitment of our people.

Unity Health's founding congregation, the Sisters of St. Joseph of Toronto, took bold and courageous action to establish our hospitals. They responded to the health needs of the times and provided innovative care. Unity Health Toronto continues this legacy through our mission and our advancement of Catholic health care.

A great deal of effort and engagement went into developing our shared vision, which is the "true north" of Unity Health Toronto's 2019-2024 strategic plan. It is our commitment to care for the whole person – body, mind and spirit. It also emphasizes that the best care experiences will be created together with our patients and their families, our partners and the people who work across our network.

This plan will prepare us to meet the challenges and opportunities ahead. As we developed our vision and strategic priorities, we carefully considered the changing needs of our communities, our city and our province. We also reviewed growing global trends in health care, technology and policy. The following trends emerged:

Patients and families are more informed and have greater expectations of our health care system

People's expectations of their health system and their health care providers continue to evolve. An exponential increase in the availability of information and new technologies is leading to the democratization of health care. Patients and their families increasingly want to be engaged in decisions about their care.

Costs of health care continue to rise

As a result of population growth, increasing complexity of care related to aging and advances in technologies, the costs of health care continue to rise. As health care in Ontario consumes over 40% of the provincial budget, the government will be focused on finding opportunities to optimize value in health care spending.

Transformation mandate from the provincial government

As part of their quest to optimize value, the provincial government has undertaken a major transformation in Ontario's health care system. This will involve significant structural changes and moving towards more integrated care delivery models. Hospitals and other health providers are forming partnerships to deliver better, more integrated services. Unity Health will continue to embrace new opportunities to better serve our communities.

Using data to predict outcomes

As we move into the era of big data and artificial intelligence, we will apply cutting edge computational and digital approaches that use data to enable us to make better decisions in real time.



Our Vision

The best care experiences. Created together.



Our Mission

Unity Health Toronto is a Catholic health care organization providing compassionate physical, emotional and spiritual care to all in need. We advance excellence in health care through world-class education, research and innovation.

Our Values

COMMUNITY
EXCELLENCE
COMPASSION
HUMAN DIGNITY
INCLUSIVITY

OVERVIEW OF THE STRATEGIC PLAN COMPONENTS

There are nine interrelated components of our strategic plan that will contribute to the achievement of our vision.

Integrated care for our urban communities

We will work closely with our patients and partners to seamlessly integrate each person's health care journey, doing all we can to create healthy communities across our city and beyond.

Excelling in care for people experiencing disadvantage

We will work with our teams and our partners to make sure everyone can access the care they need with respect and compassion. Consistent with the mission of Catholic health care, we will make particular efforts to meet the needs of those in our communities at risk of being marginalized or who experience disadvantage in our society.

Leading in world-class specialty care

We will create care experiences that support and empower our patients with complex diseases throughout their care journey and we will contribute to leading practices in our specialty areas.

Joy in work for our people

We will foster a culture that empowers our people to realize meaning and purpose in their work.

Impactful research and innovation

We will create a seamless bridge between research findings and patient care delivery.

Reimagining teaching and learning

We will be leaders in integrated health education, driving system change.

Achieving quality together

We will have a relentless focus on all dimensions of quality care, which include care that is: effective, safe, timely, patient and family partnered, efficient, equitable, integrated and supportive of provider wellness.

Revolutionizing care through digital transformation

We will harness the power of information and advanced digital solutions to positively impact quality, the care experience and operational excellence.

Investing in our future

We will build a more nimble culture that makes decisions through a value lens and we will be stewards of the environment by reducing the impact we have on the planet.

NEXT STEPS

Thank you to the many voices that helped us to develop this strategy. Your input was invaluable in helping us shape our directions for the future. Thank you for your ongoing commitment as we embark on this new journey together.

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Trevor Kampen is the first patient to take part in the new Providence-St. Michael's clinical collaboration that could eventually help double the number of pressure wound surgeries performed at St. Michael's each year. Pressure wounds are caused by prolonged or intense pressure to a specific area of the body and often develop in individuals with impairments in sensation or motor function. "My health has been a lot better and my walking has improved greatly since the surgery," Kampen says. "I'm now able to return back to work slowly and to enjoy the outdoors more."

INTRODUCTION

This plan is the culmination of months of research and engagement. We reviewed emerging local, provincial, national and global trends in health care. We took a deep dive into our own work to examine our service areas and patient mix across our three sites. We looked carefully at the communities we serve and how they are growing and changing.

We invited our partners, our patients, families and our communities to join us in our planning journey. Through interviews, focus groups, surveys and pop-up booths, we asked people to tell us what they want from Unity Health Toronto, where they feel we should and must contribute, and we asked people to tell us about their aspirations for Unity Health. We asked people to dream big.

This plan is the result. This document outlines our vision for the future of Unity Health Toronto and the commitments we are making – together.

At some point in life, every person comes into contact with the health care system. We are patients, family members, loved ones – each with our own values, history, perspectives and hopes. We are staff, physicians, learners and volunteers – each with our own goals, priorities and challenges. Each one of us is unique and important.

Throughout this document we have tried to use inclusive language reflecting the wide range of people receiving and providing care. There are a few terms we use throughout this document that we will explicitly define in this introduction.

When we use the word "patient" in this document, we are referring to our patients, clients and residents – all those we serve. When we say "family," we are including anyone who our patients consider to be their family; e.g. their caregivers and loved ones.

The many people who are part of our care team include nurses, allied health workers, physicians, environmental services teams, porters, trainees, volunteers and many more. In fact, everyone who works at Unity Health makes important contributions to patient care, as well as those we partner with outside our hospitals.

When we say "patient and family partnered," we are referring to how we work together with our patients and families to provide the best possible care experiences that are respectful of the needs and values of each individual. To do this, we will collaborate with patients in a meaningful way in everything we do from individual care decisions to organizational choices.

When we say "people experiencing disadvantage," we are thinking of the vulnerable members of our community who face complex social or health challenges, often as a result of systemic inequities and marginalization. We acknowledge that there is no single way to represent the variety of individuals, groups and populations that face such challenges and we continue to listen and learn from the lived experience of those we serve.



Ken Slak (centre)
walks around the
ICU with assistance
from physiotherapist
Danny Slack and
physiotherapy
assistant **Kelly Hyduk**.



A HISTORY OF CARE AND SERVICE

Our first hospital was founded by the Sisters of St. Joseph of Toronto more than 160 years ago. Today, Unity Health Toronto is Canada's largest Catholic health care provider.

The Sisters took bold and courageous action to establish our hospitals before publicly funded health care was available. They responded to the needs of the times and provided innovative care to the poor and the homeless. Today, Unity Health Toronto continues the legacy of the Sisters by ensuring that care is available to all, especially to those who face both economic and social hardship.

Over the past year, we have been engaging our people, our patients and our sponsor – the Catholic Health Sponsors of Ontario – to ensure we have set a foundation for the future inspired by the Sisters. It began with the development of our network name "Unity Health Toronto" – a name that reflects our past and brings forward an integrated and inclusive vision of the strength of partnership. Likewise, our new mission statement and values were developed in collaboration with our staff, physicians, learners, volunteers, patient advisors and many others. They reflect the same core values of compassion, respect and dignity that guided the Sisters in their work. These values transcend time and are still as compelling and relevant as they were over a century ago.



“Our special focus, our **mission**, is to work for **unity** and reconciliation: where there is division, we try to bring people **together**. Our aim is to **help** those who are struggling in today's world, especially the **poor**, by walking with them.”

Sisters of St. Joseph of Toronto

OUR MISSION

Unity Health Toronto is a Catholic health care organization providing compassionate physical, emotional and spiritual care to all in need.

We advance excellence in health care through world-class education, research and innovation.

At Unity Health Toronto, we are deeply committed to our mission and values. These are foundational to everything we do. They set the foundation and guide our decisions. Our three hospitals have a strong history of seeing the need in the communities we serve and then doing whatever is necessary to meet those needs with compassion and care. This was the commitment made by the Sisters of St. Joseph to those they served, and now united, it is one that we uphold together. Our values are the guiding principles that express of our commitment to each other, to those in our care, and to our legacy.

OUR VALUES

HUMAN DIGNITY

We affirm that every person has sacred value and is worthy of respect.

COMPASSION

We enable health and healing by understanding each person's needs.

EXCELLENCE

We strive to innovate and continuously improve to achieve quality and the best care.

COMMUNITY

Together we embrace diversity, trust and teamwork to fulfill human potential.

INCLUSIVITY

We foster an inclusive, welcoming environment where everyone is treated equitably and without judgement.



Obaidur Rahman (left), a patient of Providence Healthcare's Outpatient Stroke and Neuro Clinic, shares a laugh with his son Mohian Rahman during an appointment. Obaidur is currently rehabilitating at Providence from a stroke that he had in January 2018.



WHO WE SERVE

With Providence Healthcare in the east, St. Joseph's Health Centre in the west, and St Michael's Hospital in the heart of downtown, Unity Health spans the breadth of Toronto's core.

OUR REACH

Unity Health Toronto is a multi-site network that spans across Toronto with three large hospitals, one long-term care home, seven family health team locations, two withdrawal management centres, two community-based dialysis sites, one ambulatory care building, one large research and education facility and other satellite academic offices.

Together, we operate 1,400 beds and welcomed more than 360,000 patients in 2017-18. Our services cover the full spectrum of care, from pre-hospital through our primary care providers to post-acute to rehabilitation, palliative and long-term care. Through our academic mission, we are a hub of educational and research excellence. As responsible care providers, we strive to use every dollar wisely while ensuring we deliver the highest quality care.

OUR DIVERSE AND EVOLVING COMMUNITIES

Unity Health Toronto is committed to delivering exceptional care to all who walk through its doors, regardless of their background or life circumstances. We believe in providing compassionate physical, emotional and spiritual care to anyone in need.

Our patients, families and communities are our partners in care. By better understanding their diverse perspectives, we will continue to deliver excellent care that is respectful, dignified and inclusive. Unity Health Toronto serves almost 1.5 million people¹ across the communities surrounding our three hospitals, as well as patients from a broad distribution across Ontario who are cared for in our regional specialty programs. A wide range of people and communities, each with unique needs, rely on Unity Health to provide them with the best possible care experiences.

¹ Statistics Canada. 2016 Census of Population Program

UNITY HEALTH TORONTO AT A GLANCE

177,658
emergency department visits

51,711
admissions

1,100
inpatient beds

\$76 million
research funding

288
long-term care beds

49,742
primary care patients registered across seven family health team sites

55
local, national and international teaching and faculty development awards

853,359
ambulatory care visits

2017/2018 data

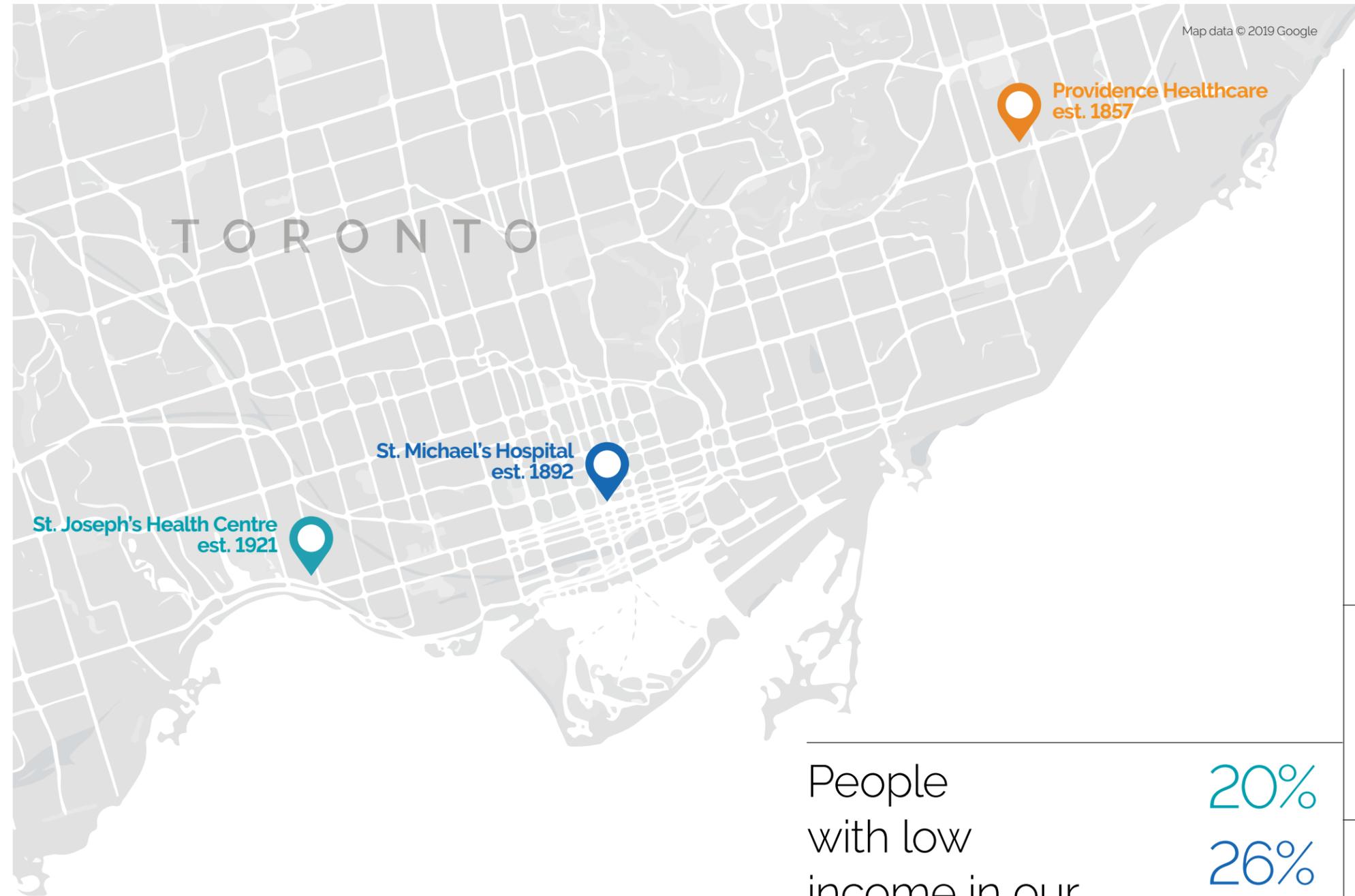
Our Evolving City

Each person who comes through our doors is unique. Each brings with them their own history, culture and values. Many arrive with complex and multi-faceted care needs.

Between 2011 and 2016, about 357,000 newcomers chose to move into the Toronto area. This represents more than three quarters of the new arrivals who settled in the province during that time¹. Over the next five years, more than 200,000 people from across Canada and from around the world will make Toronto their home². About half of those new arrivals will choose to live in a community served by Unity Health³.

This increasing urban density means more and more people and families in our communities will live in high-rise condominiums or apartments¹.

The newcomers to Toronto and the people living around Unity Health sites are generally families and young adults. However the population is aging, and as such, the number of seniors will continue to grow³. Over the duration of our strategy, the population over 75 in Toronto is projected to increase by 20%². Looking out even further, over the next 20 the population of Toronto is estimated to grow by 27% with the population over 75 projected to more than double, growing by 109%².

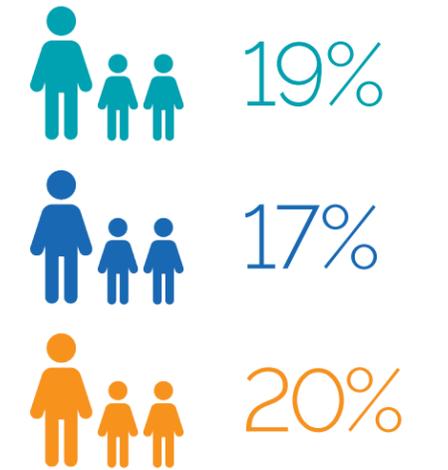


15% live with 2+ chronic conditions⁴

1 Statistics Canada. 2016 Census of Population Program
 2 Ontario Ministry of Finance. Population Projections 2018-2041
 3 Statistics Canada. Canada's population estimates: Subprovincial areas July 1 2017
 4 Ontario Community Health Profiles Partnership; www.ontariohealthprofiles.ca; April 2019

- St. Joseph's Health Centre
- St. Michael's Hospital
- Providence Healthcare

Single parent families⁴



38%

identify as a visible minority⁴

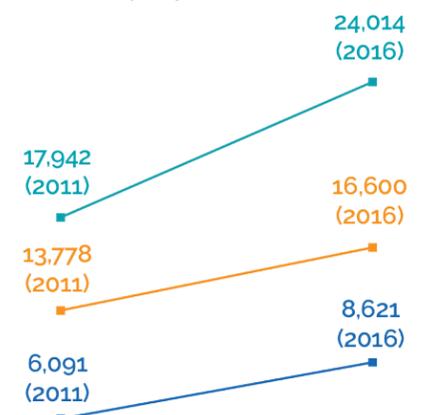
People with low income in our communities⁴

20%
26%
23%

Seniors with low income in our communities⁴

15%
21%
18%

Growth in Indigenous population



Rotondi MA et al. Our Health Counts Toronto, BMJ Open 2017



OUR PEOPLE

We are proud to call Toronto home.

Our city's diverse population has always been a strength. The 2016 census confirmed that Toronto is home to the largest number of recent immigrants of any Canadian city. The staff, physicians, learners and volunteers of Unity Health Toronto reflect this diversity.

Our more than 10,000 staff, physicians, learners and volunteers are at the heart of our care delivery. As a network, we provide a broad range of in-house expertise and specialty programs. Each one of us shares a desire to advance excellence in health care through high quality education, research and innovation.

Unity Health Toronto is home to leading health care researchers, educators and practitioners. We have approximately \$76 million in funding and teach more than 6,000 medical trainees and health professional learners each year.

10,000
employees

1,400
physicians

6,050
medical trainees and
health professional learners

1,500
researchers and scientists
research staff and students

150
patient and family
advisors



"I transfer patients throughout the hospital. I love talking with them. I help keep them calm; if they're worried I always say, 'let the team take care of you – you're in good hands.' Making them smile and feel better means I'm smiling when I go home," says porter Jerry Canosa (left), photographed here with fellow porter Chrisanto Tanega at St. Joseph's Health Centre.

You can usually hear George before you see him. The volunteer travels around St. Joseph's and St. Michael's inpatient units with his guitar in hand, brightening patients' spirits and bringing smiles to their faces. He's learned songs from countries around the world so that when he bumps into someone from Poland or Iran, he's able to play a song they recognize. He also takes requests. George is one of our more than 1,400 volunteers at Unity Health Toronto living our mission and values and making patient experience better every single day.





TRANSFORMATION ALL AROUND US

As we developed our vision and strategies, we carefully considered the changing needs of our communities, our city and our province. We also reviewed growing global trends in health care, technology and policy.

PATIENTS EXPECTING MORE

People's expectations of their health system and their health care providers continue to evolve. Patients and their families rightly want to be more actively involved in their own well-being and manage their own health.

Today, patients have access to more information and more options than ever before. Be it wearables that track heart rates or the ability to access lab results directly, patients are informed health consumers who want a system that is customized for them. More timely access and convenience are the words patients use to describe where they expect health care to move – and fast. They want the convenience to be able to email their doctor or speak to them on the phone. They often want their care from the comfort and familiarity of their home and to be connected virtually. The hospital building as the hub of care is changing. And health care providers are changing as well. Technology and other consumer-focused companies are disrupting the market looking to provide services and tools to meet patients' needs.

COSTS FOR HEALTH CONTINUE TO RISE

Health care costs consume a large portion of the provincial budget – about 42 cents on every dollar in Ontario. In an effort to contain costs, hospitals have not seen noticeable increases to their budgets in several years despite ongoing inflation, population growth and increases in complexity of care related to aging and advances in medicine.



Jim (James) Fleming received life changing heart surgery at St. Michael's Hospital. His spouse, Christine, says she is thankful for the exceptional compassion and care shown by the Unity Health team.

TRANSFORMATION MANDATE FROM QUEEN'S PARK

The management and delivery of health care in Ontario is changing. The new Ontario Health agency is transforming the governance of health services in Ontario. Government is looking to hospitals and other health providers to form Ontario Health Teams to deliver better integrated services across the province. Unity Health is evolving and opening up new opportunities to better serve our communities.

USING DATA TO PREDICT OUTCOMES

Using evidence to improve care and make the best decisions has been the foundation of modern medicine. That evidence has been rooted in research, basic science and knowledge translation. As we move into the era of big data and artificial intelligence, we will use data to help us make better decisions in real time. Advanced analytics including approaches such as machine learning and simulation can make meaning out of complex data relationships, which we will use to guide clinical practice and policy decisions. Unity Health is well positioned through early investments in our data infrastructure to use advanced analytics to help our care providers and administrators improve the quality of care we provide.

OUR PLANNING JOURNEY

We heard from our people, patients, families and partners through surveys, focus groups, workshops, pop-up events and existing forums. We received more than 4,000 individual suggestions. Our consultation process allowed us to build ideas over time, testing and refining concepts to make sure our strategic plan captured what was most important to the people we serve.



MISSION AND VALUES

Harmonizing our mission and values across Unity Health

DREAMING BIG!

Engaging our people, patients and families in big ideas for the future

VISION CONSULTATION

Testing vision concepts with our people, patients and families

REFINING OUR FOCUS

Testing draft vision and strategic opportunities

DRAFTING AND REFINING THE PLAN

Engaging internal and external stakeholders to refine our strategic opportunities

LAUNCH

Board approval and launch

JULY
2018

SEPTEMBER
2018

NOVEMBER
2018

DECEMBER
2018

JANUARY
2019

APRIL
2019

The future of health care

Unity Health Toronto is rapidly becoming an international leader in applied artificial intelligence (AI) in health care. We're currently using AI to accurately predict our emergency department volumes days to months ahead of time, giving us the power to plan and map resources to peak times when patients need us the most. We're also using it to simplify processes that take a lot of time to do by pen and paper, for example creating nursing assignments in seconds using computer-generated algorithms, allowing us to spend less time doing administrative work and more time caring for our patients. AI will soon be able to give clinicians an early warning about which patients' conditions may suddenly change or lead to requiring intensive care. Providing advance notice – as early as 24 hours – helps teams make quick decisions and interventions in treatment and medication that can save lives.





OUR VISION

The best care experiences. Created together.

This vision reflects the aspirations of the hearts and minds of the people of Unity Health Toronto and the people in our care.

This is a shared vision of the best possible experiences for those we serve. It is our commitment to care for the whole person – body, mind and spirit. And, it emphasizes that the best care experiences will need to be created together.

We will focus on a number of key dimensions to achieve the best possible care experiences:

- the best outcomes by using the best available evidence
- safe care by developing highly reliable systems and processes and doing all we can to avoid harm
- timely access to care – that is, the right care, in the right place, at the right time – that is close to home or even at home where possible
- partnerships with patients and families to determine what is right for them – personalized care that meets their unique needs
- service excellence at all levels of our organization
- efficient care
- equitable care that meets our patients' unmet needs – our commitment to excel in care for those experiencing disadvantage
- a seamless, coordinated care experience

We will create the best possible care experiences, together:

- with our patients and their families
- with our teams across our network
- in partnership with other care providers in our communities

We will be excellent partners, helping to smooth the transitions of care across our network and the health system. Whether it is finding specialized services, understanding and responding to the effect of someone's socioeconomic determinants of health or acknowledging that home might be the best place to heal, we will contribute to the total health of our urban communities.

Unity Health has skilled, passionate people inspired by a purpose to make a positive contribution to the lives of others. Together, we will create a health care system that allows us to give our best to our patients and to derive joy in providing it.

To drive excellence in our work, we will foster a quality improvement culture of continuous learning, integrating evidence-based research, teaching and knowledge sharing into our daily practice. Under our academic mission, we will all be learners and teachers. We will harness the power of our data infrastructure and use predictive analytics to make real-time, evidence-based decisions as leaders in the field.

We will create the best care experiences, together.

Best was selected to demonstrate our high level of ambition for positive change.

Care experiences captures the desire for enhanced health outcomes as defined by the recipient of care, while shifting beyond a treatment focus and beyond a sole emphasis on extension of life, but rather to embrace the total experience as defined by the context of the individual.

The best care experiences. Created together.

Created demonstrates the active, tangible role Unity Health Toronto will aim to play in improving the care experience.

Together demonstrates the strong need to collaborate internally and externally with our patients and families, and to work across clinical, teaching and research to accomplish Unity Health Toronto's future.



What's unique at Unity Health Toronto is our vision — *The best care experiences. Created together.* — which crosses all of our clinical and residential settings. A great example of this is the work that Shannon McManus, a registered dietitian in the Cardinal Ambrozic Houses of Providence, does with our long-term care residents like Lisa Fitzsimmons, pictured here, to create diet plans that fit both health challenges and personal preferences - making sure there is a balance between healthy eating and quality of life.

Our Vision

**The best care experiences.
Created together.**



Our Mission

Unity Health Toronto is a Catholic health care organization providing compassionate physical, emotional and spiritual care to all in need. We advance excellence in health care through world-class education, research and innovation.

Our Values

**COMMUNITY
EXCELLENCE
COMPASSION
HUMAN DIGNITY
INCLUSIVITY**

Integrated care for our urban communities

Unity Health is proud to deliver a comprehensive spectrum of health care across the full breadth of Toronto. With St. Joseph's in the west, St. Michael's in the downtown core and Providence in the east, Unity Health's sites have been an integral part of our city's communities for generations. Every person who turns to us for care brings with them their personal history, needs and experiences. Every person's health care journey is different. Over the next five years, we will work closely with our patients and partners to seamlessly integrate each person's journey across the spectrum of care. Through the use of technology, research and data, we will make sure people receive the right care, at the right time, in the right place.

IN FIVE YEARS, UNITY HEALTH TORONTO WILL:

- Be the leader in integrated care for diverse urban communities.
- Provide integrated care that encompasses enhanced 24/7 access, seamless transitions, innovative options for provider/patient interaction including virtual care, increased patient autonomy and choice in care.
- Continue to be a trusted and valued partner that collaborates well with all providers in the health system.

OUR COMMITMENT

- Work with patients, families and our partners to create a seamless health care journey where each person is able to define their best care experience.
- Create a Care Experience Institute to advance innovation and collaboration within Unity Health and with health care partners across the province, the country and the world.
- Use the power of data, information and analytics to help Unity Health and our partners shape a patient care experience that meets each person's individual circumstances and need.
- Strengthen existing relationships and create new partnerships to advance excellence in integrated patient and family partnered care.

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SUCCESS MEANS

- Our patients and families tell us they are experiencing a seamless care journey, particularly during transitions in care.
- Our Institute is shaping how health care organizations partner and how they share innovations, research and evidence across the province and around the world.
- Our care teams and our care delivery partners are using real-time data to plan and make decisions.

Six-year-old Dixon was first referred to the Paediatric School Outreach clinic at Parkdale Public School because of separation anxiety he experienced when leaving his mom. With the help of Dr. Anne Wormsbecker and the team, Dixon's mom Tammy was able to get him the resources he needed to succeed at school.

“Working with the doctors, we were able to get my son in smaller class sizes to meet his needs. Dr. Anne Wormsbecker gives my son 110% care. She was really great with me too, and helped me find resources in the community for parents.”

Tammy
Dixon's mom



Excelling in care for those experiencing disadvantage

Health starts where people live, work and play. Social and economic factors can have lasting impacts and create stigma for those who need care. For more than 160 years, we have been here for people when they need us most, no matter their circumstances. Over the next five years, we will work with our teams and our partners to make sure everyone can access the care they need with respect and compassion. We are committed to learning from those who have experienced disadvantage and to adapting our care, processes and language to better meet their needs. Health care is a basic human right and we will continue to be known as a leader in making care welcoming, effective, safe and accessible to all in our communities.

IN FIVE YEARS, UNITY HEALTH TORONTO WILL:

- Have fostered a culture of equity and made measurable and significant strides in transforming the care experience for those experiencing disadvantage in the communities we serve.
- Be a respected advocate for vulnerable populations, using research to advance policy change that truly transforms the system and impacts the social determinants of health.
- Be leaders in using evidence to advance practice change in how we care for people experiencing disadvantage.

OUR COMMITMENT

- Build a safe, respectful culture for all by educating and empowering our care teams to understand and support vulnerable people experiencing disadvantage.
- Use our research to reinforce advocacy to advance policy and enable system change that truly improves people's health and well-being.
- Use research and evidence to improve how we care for people experiencing disadvantage, including strengthening our partnerships to connect people to the care and supports they need across our services, at home and in their community.

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SUCCESS MEANS

- Our patients, residents and families – especially those experiencing social exclusion – are telling us they feel welcome, respected and safe.
- Our researchers, clinicians and staff are active at government policy tables, in community partnerships and among community groups working to increase health equity.
- Our care teams are using our research and clinical findings to improve care for people experiencing disadvantage.

“Margaret's collaboration with the St. Michael's Hospital homeless outreach counsellor has been very helpful in providing seamless service to our clients, connecting them to needed supports and services.”

Leon
Operational Facilitator
Margaret's Toronto East Drop-In Centre



The Navigator Program supports patients experiencing homelessness in General Internal Medicine at St. Michael's. Fred Ellerington, homeless outreach counsellor, meets each homeless patient admitted. After discharge, he helps patients follow their care plans in the community to stay healthy and reduce the likelihood of readmission. Partnerships with community service providers like Margaret's Toronto East Drop-In Centre/Respite Services, where Leon works, allow us to create better integrated care in our urban communities.

Leading in world-class specialty care

Being diagnosed with a disease or chronic condition can be frightening; it can suddenly change a person's life. At these times, people trust Unity Health to provide the best medical treatments and care available for themselves and for the people they love. As an academic health sciences leader with world-class specialty care programs and teams, Unity Health is at the forefront of treatment for some of the world's most complex diseases and conditions. Over the next five years, we will work together to create care experiences that support and empower our patients throughout their care journey. Patients will feel confident knowing they are receiving the best – and often first and only – treatment available.

IN FIVE YEARS, UNITY HEALTH TORONTO WILL:

- Personalize the delivery of care by providing leading-edge evidence-based care for some of the most complex diseases and also the best care experience which considers the patient's needs first.
- Be the regional and national hub for education, training and mentorship for our world-class specialty care programs that will attract globally leading talent into our specialty programs.

OUR COMMITMENT

- Work with our patients and families to make sure our leading-edge care is shaped around their individual needs and circumstances.
- Strengthen our partnerships across Unity Health and the province to improve patient access to specialty care.
- Continue to be a world leader in our specialty programs by creating and evaluating new and better treatments and creating environments that attract the best and the brightest people in their fields.

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SUCCESS MEANS

- Our patients tell us they are choosing Unity Health because of its high quality specialty care and exceptional care experience.
- Our clinicians and researchers are generating first, best and only innovative approaches to care.
- Our researchers, clinicians and staff tell us they are choosing to work at Unity Health because of our leading-edge research and clinical talent.
- Our programs are respected partners of choice for government and industry.

We are providing our patients with the best care possible. Our multidisciplinary team is working with patients and their families to improve quality of life. Care providers are working alongside researchers— allowing us to adjust our care models based on the newest findings.

Dr. Xavier Montalban
medical director, BARLO MS Centre

One of the world's most renowned MS neurologists, recruited to St. Michael's from Spain.

Multiple sclerosis (MS) is often called Canada's disease because of its high prevalence across the country. More than one in every 300 Canadians is affected by MS, which is the highest rate in the world. Some of the world's leading MS clinicians and researchers are part of the Unity Health Toronto team, serving about 7,000 patients in Canada's largest multiple sclerosis clinic. The new facility is currently under construction – the 30,000 sq. ft. BARLO MS Centre will be a world leading Centre dedicated to multiple sclerosis treatment and research.

Joy in work for our people

People choose to work in health care to make a positive difference in their communities and in the lives of others. Joy in work is about helping make a connection to the meaning and purpose in our work. It is about creating a culture that recognizes each person's contributions. It exists when we are all ambassadors for what we do. Joy becomes contagious. People who experience joy at work are more resilient and better equipped to support those we serve. Over the next five years, we will continue to build our diverse workplace and make joy in work a shared responsibility. We will foster a culture that empowers our people to realize meaning and purpose in their work. Unity Health will be known for its positive environment and be a sought after place to learn, work and volunteer.

IN FIVE YEARS, UNITY HEALTH TORONTO WILL:

- Have created an environment where all of our people can realize meaning and purpose in the work they do every day and where joy in work is reflected in the care provided to our patients.
- Be a sought after employer known for supporting healthy, productive people and teams.

OUR COMMITMENT

- Create a safe, welcoming environment where all of our people can realize meaning and purpose in the work they do every day.
- Understand what matters most to our people and help address their unique challenges.
- Make joy in work a shared responsibility at all levels of the organization.
- Ensure that people are supported to achieve their best and thrive in a health system that is continually evolving.
- Build internal capacity to translate our discoveries and advance the adoption of research into practice and policy.

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SUCCESS MEANS

- Our people are enthusiastic ambassadors for Unity Health, recommending us to people seeking care, employment, learning and volunteer opportunities.
- Our people tell us they find meaning in their work.
- High levels of staff and physician engagement are reflected in industry leading engagement scores.

"I work with a great team that brings empathy, kindness and humour to the workplace. We are always ready to step up when anyone needs extra help. I have the opportunity to be of service every day, something I value greatly."

Lorna D'Souza
administrative assistant
Providence Healthcare



"The kids we see are resilient, have so much optimism and a sense of humour and they bring those qualities to their lives in the face of illness or significant challenges. Seeing how they approach problems is really inspiring - I think that's my favourite part of my job."

Dr. Katie Mennie
paediatrician
St. Joseph's Health Centre



"I believe it is important for me as a nurse to provide compassionate and comprehensive care that best suits my patients' individual needs. I truly value how, with great teamwork and working together, we can achieve more."

Juliana Chan
registered nurse
St. Michael's Hospital



Impactful research and innovation

Great innovations start with curiosity and a question. Research is essential to improving lives and communities. Unity Health Toronto's research teams relentlessly pursue some of the world's toughest health care challenges. Their findings regularly improve the lives of people in Toronto and around the globe. From identifying new therapies to combat disease, to the development of artificial intelligence tools to improve health care delivery, Unity Health is a global leader in health research and innovation. Over the next five years, we will create a seamless bridge between research findings and patient care delivery. We will reinforce our culture of curiosity by supporting our researchers through every stage of their career and ensure our work remains at the frontier of quality and innovation.

IN FIVE YEARS, UNITY HEALTH TORONTO WILL:

- Have promoted a culture of discovery across our network that serves as a model for research that improves patient care and health care delivery.
- Lead in the way we partner and engage stakeholders to advance research and innovation locally, nationally and globally.

OUR COMMITMENT

- Lead in the generation of knowledge to improve and integrate care.
- Use evidence and research to encourage and inspire innovation across all of the care we provide.
- Establish Unity Health as the pre-eminent national leader in understanding and improving urban health.
- Develop and deploy artificial intelligence tools driven by clinical needs to establish Unity Health Toronto as an academic leader in health care advanced analytics.
- Build a research environment that is equitable, diverse and inclusive and where our researchers are supported along their career trajectory.

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SUCCESS MEANS

- Our researchers have achieved high profile impact by publishing in top journals and contributing to the body of knowledge in their fields.
- Our researchers have attracted competitive funding to support their programs.
- Our knowledge is translated into practice and policy.
- Our research leads to documented improvements in patient clinical outcomes, improved efficiency and/or reductions in costs at Unity Health Toronto.
- Our rank is elevated among Canadian health sciences research centres.

“In basic science, you have huge potential for creativity to discover something new or change the way we think about something.”

Dr. Cynthia Luk
Keenan Research Centre
for Biomedical Science

Basic science fuels fundamental knowledge about the world.

Dr. Cynthia Luk is a scientist at the Keenan Research Centre for Biomedical Science and an endocrinologist at St. Michael's Hospital. She studies obesity, diabetes and other related diseases — and is part of a research team that's focused on finding solutions for these conditions which affect a growing number of Canadians. Dr. Luk's research findings inform how she works with her patients and, conversely, her patients' questions help to shape her research. She enjoys being able to blend basic research and patient care. “We are very lucky to be here where there is a strong history of translational medicine,” says Dr. Luk, “and where basic science has made a real impact.”

Reimagining teaching and learning

As an academic health sciences organization, education is woven into every aspect of how we work and learn together. Unity Health knows that rigorous, ongoing professional development is an essential part of providing the best care to patients. We value collaborative learning and instill this by teaching our current and future health care teams together. Over the next five years, we will be leaders in integrated health education, driving system change. We will learn from our patients and their families by including them in our teaching teams. We will be renowned as a teaching organization where people thrive, grow and achieve performance excellence.

IN FIVE YEARS, UNITY HEALTH TORONTO WILL:

- Drive system transformation by leading in integrated health systems education for everyone.
- Recognize patients, residents and families as teachers and learners within our teams.
- Be known as a learning organization where our teams thrive, grow and achieve performance excellence.

OUR COMMITMENT

- Embody a dynamic, safe, lifelong teaching and learning culture that embraces critical reflection to drive excellence, quality and equity.
- Create and deliver real-time teaching using technology, simulation, performance data and artificial intelligence.

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SUCCESS MEANS

- Our learners will recognize us as their teaching hospital of choice.
- Our impact from learner engagement and education has a positive effect on patient outcomes.
- Our education resources are developed through co-design and partnership with our learners, our patients and their families and our partner colleges and universities.
- Our people have opportunities for personal development, based in shared values, curiosity and practices of safety, equity, flexibility and teamwork.
- Our partnerships incubate innovative learning technology that advances knowledge and performance.

“From participating in a major trauma exercise, to practicing basic communication skills, the Simulation Program provides opportunities to prepare for critical and high-pressure situations before they happen – and that can make all the difference.

Nazanin Khodadoust
manager of the
Allan Waters Family
Simulation Centre

The Simulation Centre provides education and research opportunities to more than 6,000 participants each year, welcoming a wide-range of students, health care professionals and administrators to improve the safety and effectiveness of our services. Pictured here is Tine Muir (left) a respiratory therapist at St. Michael's with Daniel Gold-Bersani from Peel Paramedics, in a simulation exercise.



Achieving quality together

Delivering an exceptional care experience is the promise we make to our patients and those that care for them every day. We believe that everyone has the right to safe, high quality care. To get there, we need a relentless focus on all the dimensions of quality, which include care that is: effective, safe, timely, patient and family partnered, efficient, equitable, integrated and supportive of provider wellness.

Over the next five years, Unity Health, in partnership with our patients and their families, will design new systems and pathways of care that make navigating our health care system easier. We will build a culture of safety through systems that are reliable, ensuring care is safe. We will pursue a culture of continuous improvement, always seeking to find opportunities to learn and change and grow. Propelling our quality work will be our advanced analytics infrastructure that will uncover new insights in care and treatments, design predictive capabilities and build intuitive surveillance for safer care and improved outcomes. All of this will only be possible through genuine partnerships with our patients, their families and our community.

IN FIVE YEARS, UNITY HEALTH TORONTO WILL:

- Achieve excellence in all dimensions of quality.
- Be recognized as a health care organization with an unwavering commitment to safety for patients, families, staff and physicians with outcomes that prove it.
- Deliver care delivery models that actively engage the patient in enabling their health through all phases of life.
- Be known as a global leader in developing innovative approaches to partnered care.

OUR COMMITMENT

- Embed the voice of our patients and families in all aspects of our organization.
- Build a culture of resilience; reliable systems and holistic thinking about safety.
- Bring continuous improvement in all that we do, advancing all dimensions of quality.
- Use advanced analytics, including machine learning and simulation as well as other digital tools to create improvement breakthroughs and track real-time performance.

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SUCCESS MEANS

- Our outcomes across all dimensions of quality continue to improve.
- Our patients, families and communities are true partners in decision making, from individual care decisions to large-scale organizational choices. Our engagement survey results, our accreditation standing and our designation as a leader in patient and family partnered care reflect that commitment.
- Our focus on safety is not only within the walls of the network but throughout the care journey for our patients – and it has reduced preventable harm.
- Our approach to continuous improvement is part of our culture pushing us to do better in all that we do.
- We use predictive analytics to support better care and ultimately better outcomes.

I know what it's like to be a patient—I've been one for twelve years. I come from a complicated health situation. It's only through my blood work that you can tell I have health issues. It's so important to bring the patient voice to health care decisions. As a Patient and Family Advisor, I contribute directly to building and improving patient centered care.

Leah Xing
Patient and Family Advisor

Leah Xing was a dialysis patient at St. Joseph's for nine years until she received a new kidney at St. Michael's on May 31, 2016. Today, Leah continues to receive kidney treatment at St. Joseph's. She's also an active Patient and Family Advisor. Patient and Family Advisors are an integral part of Unity Health Toronto's care teams. They provide valuable first-hand insight into the patient experience, helping shape policy and organizational decisions.



Choosing Wisely

Dr. Lisa Hicks and her colleagues are helping reduce the amount of unnecessary blood tests that happen when a patient is in the hospital. This is just one of the areas Hicks and the St. Michael's Hospital Choosing Wisely team are working to ensure appropriate use of drugs and tests in hospitals, maximizing value and keeping patients as safe as possible.

Unity Health Toronto embraces eight dimensions of quality – effective, safe, timely, patient and family partnered, efficient, equitable, integrated and supportive of provider wellness. The Choosing Wisely initiatives happening across our sites focus on a reduction of unnecessary testing and treatment – which makes care safer, more effective and efficient.

Revolutionizing care through digital transformation

Imagine the convenience of connecting with your doctor from your own home and sharing health information from your smart device as part of that conversation. Now imagine your doctor having real-time access to evidence on how to best care for you – that is the power of artificial intelligence (AI). Through computer-enabled learning, we can use patterns of evidence and machine problem solving to take patients' personalized information and couple that with the best evidence to improve their outcomes. Predictive models can be used to identify patients at risk, what outcomes may be expected and how to improve their care.

We will harness the power of information and advanced digital solutions to positively impact quality care, experience and operational excellence. Together with our patients, we will co-design technology solutions which focus on patient convenience and a more personalized experience. We will connect care using smart technologies to create a seamless health care journey for everyone in our care. And we will lead in the use of advanced analytics and AI to ensure evidence guides our decisions.

IN FIVE YEARS, UNITY HEALTH TORONTO WILL:

- Have a network-wide electronic patient record.
- Have co-developed solutions to enhance access, quality and experience for our patients and providers.
- Be a real-time health system, actively using data to inform clinical and management decisions.
- Use digital tools to support our workforce, internal planning and to integrate to the broader health system.
- Be known as a leading organization that demonstrates how data and digital can revolutionize the quality and experience of care, education and research through deep integration of analytics with operations.

OUR COMMITMENT

- Plan and implement a network-wide electronic patient record that supports multiple care environments ranging from home, to hospital and community.
- Connect care to enable our patients and their families to engage with Unity Health in multiple ways, including enhanced traditional and virtual care approaches.
- Develop an operations centre to monitor patient status, results, flow and capacity – optimizing our investments in analytics to improve outcomes, safety and access for our patients.
- Improve our analytical capacity to optimize operational decision making and clinical processes, while reducing the digital burden on our providers through the co-creation of modern intuitive tools.

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SUCCESS MEANS

- Our real-time system elevates operational excellence and advanced decision making.
- Our patients have digitally-enabled access to comprehensive care and their personal health information – resulting in provable improvements to their care experience.
- Our network and communities share information seamlessly to ensure the best care experience for those we serve.
- Our adoption of digital tools, including our electronic patient record and advanced analytics, achieves top tier level of industry recognition.

“Without telepractice, I wouldn't have access to this therapy. None of the speech language pathologists in my city specialize in trans care. I would have to travel to Toronto for every appointment.”

Amber Risk,
speech language patient
from North Bay

Gwen Merrick, St. Michael's Voice Clinic speech language pathologist, is seeing patient Amber Risk for a Voice Clinic appointment via telemedicine. This real-time videoconferencing technology was developed to reach a greater number of patients who cannot attend the Voice Clinic in person, while also addressing equity and access issues.

Investing in our future

Being good stewards of public resources is a hallmark left to us by our founders, the Sisters of St. Joseph of Toronto. Coming together as Unity Health allows us to be more efficient in our work and to create opportunities for collaboration across our sites. Over the next five years, we will continue to make thoughtful and prudent choices that drive maximum value from existing funding, support excellent patient care and drive our strategic plan. We will empower our teams to develop innovative ways of creating organizational value. We will work together with our Foundations to create innovative and inspirational solutions to improve patient care. We will be respected for our environmental stewardship. And we will be known as a leader in shaping new integrated funding and care models that maximize public resources – all in a time of transformative change in Ontario.

IN FIVE YEARS, UNITY HEALTH TORONTO WILL:

- Build a nimble culture that makes decisions through a value lens.
- Be stewards of the environment by reducing the impact we make on the planet.
- Be a leader in shaping new funding and care models as well as maximize existing funding envelopes.

OUR COMMITMENT

- Lead and be responsive to system transformation through an open and transparent partnership model that recognizes we are striving to be the partner of choice for stakeholders across the health system and industry.
- Develop strategic partnerships in a variety of sectors (e.g. analytics, tech companies, academic institutions) to find new and better solutions for health care delivery.
- Drive performance excellence by improving financial fluency and business acumen across the network.
- Create a multi-year investment strategy to drive business development and revenue generation.
- Partner with our Foundations to identify urgent and compelling strategic priorities for donor investment.
- Invest in our capital infrastructure and digital technology while delivering capital projects on time and on budget.

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SUCCESS MEANS

- Our partnerships are strategic and successful.
- We will evolve the cost structure of our network to be in the top quartile in the province.
- We will identify visionary, ground-breaking and innovative projects that attract philanthropic investment.
- We will be recognized for our work in environmental stewardship.



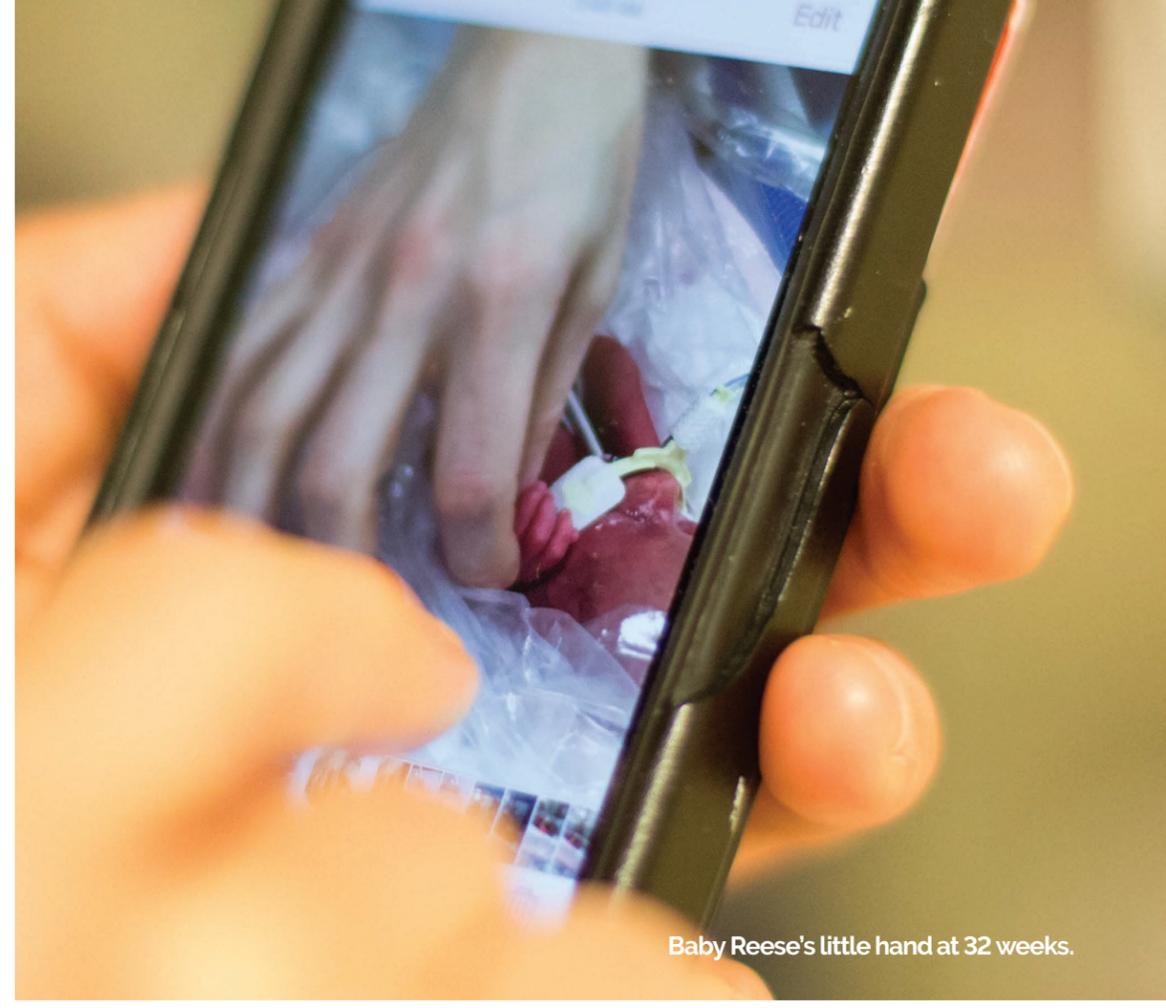
William is photographed here with his colleague Nahid Alam, environmental services coordinator, in the Central Supply Room at Providence.

I'm so proud of our team. We're always looking for opportunities to save. By being careful with our spending, we're helping to make sure our volunteers and staff members have the tools they need to succeed and that our patients have the best care experience during every step of their care journey

Adrian William
interim manager of supply chain
Providence Healthcare



St. Joseph's Level 2C Neonatal Intensive Care Unit can support babies as young as 32 weeks, like Reese, whose mom Julie lives a short bike ride away from the Health Centre, helping keep everyone closer to home.



Baby Reese's little hand at 32 weeks.



STRATEGIC CHOICES

We will	We will not
✓ Consider the whole care experience	<ul style="list-style-type: none"> ✗ Only look at the medical needs of our patients ✗ Develop models of care that are provider centric or only consider a small part of the care journey
✓ Consider the impact we have on the communities and populations we serve	✗ Measure our success on just one episode of care
✓ Strengthen existing relationships and build new partnerships to improve the care experience and use our public resources wisely	✗ Replicate work that our partners have mastered
✓ Listen and value the voices of the people we serve in everything from individual care decisions to organizational choices	✗ Engage without true commitment to our patients and their families
✓ Explore industry standard solutions to implement a single electronic patient record across our network	✗ Use resources to create new tools to manage patient records where proven and accepted solutions exist
✓ Invest in a robust data infrastructure and applied advanced analytics environment	✗ Replicate existing analytics solutions
✓ Be strategic in how we invest in our academic mission	<ul style="list-style-type: none"> ✗ Pursue education initiatives that don't have potential for spread ✗ Pursue research initiatives in areas where we don't have the potential to excel
✓ Listen to what matters most to our people and teams to ensure they are supported to thrive in a changing health system	✗ Seek feedback from our people and teams without a commitment to action



Leonard Benoit (left) is an aboriginal navigator with the Toronto Central Regional Cancer Program. In this role, he supports Indigenous patients at hospitals across Toronto as they navigate the health care system. He is photographed here in St. Michael's Emergency Department working with an ED administrator.



MEASURING
OUR PROGRESS

Together, we have set a bold vision for the future of Unity Health Toronto.

As we shift from strategy formulation to strategy execution, we will set specific objectives and targets annually to drive and track our progress. There are a number of overarching goals, for which we have assigned "big dot" indicators to track our success in achieving our vision, *The best care experiences. Created together*. The indicators will be "SMART" — that is, they will be specific, measurable, attainable, relevant and time-based. They will be meaningful and understandable by our people and our patients, and actionable in the next five years.

We will measure our progress through a balanced scorecard with indicators often related to goals in one or more of the components of our strategy. In fact, some measures may apply to multiple strategic components with overlapping indicators all pushing us towards achieving our vision.

We also have work ahead to engage our people, align the actions of each of our departments and services and build a high performance culture.

The best care experiences. Created together.





As a community Health Centre, St. Joseph's is grateful to have connections with organizations in our neighbourhood — including the Mimico Presbyterian Church who donates hand-knitted hats to our NICU patients throughout the year, including holidays. These special gifts go home with families, a keepsake of their time and care received at the Health Centre.

CLOSING

This plan is the promise we are making to our whole community – our patients, families, health care partners and people. We are setting out to transform health care and the health care experience.

Throughout our planning process, we listened carefully to the input of our people and our stakeholders. Our communities, our health care environment and health care priorities are changing. We heard clearly the need for effective, safe, world-class health care that is easy to navigate and empowers patients and families. We also heard the need to embrace the power of digital technology and artificial intelligence and to value learning and discovery – all while making wise financial choices. This plan is our roadmap to better care and better care experiences.

Our shared vision will serve as our beacon, urging us forward. Everyone who serves at Unity Health Toronto shares one thing in common – our desire to make a positive difference; to help make people's life better, more dignified and fulfilled. Our plan will help us achieve this.

Over the next five years, we will imagine new possibilities, new partnerships and new ways of delivering care. We began this journey by dreaming big. Now we will embark on a journey to bring this plan to life.

The result will be *The best care experiences. Created together.*

