Establishing the Research Hospital of the Future
To our patients, staff and key stakeholders,

As Canada’s leading academic health science centre, University Health Network (UHN) is dedicated to treating the health needs of our local communities while relentlessly pushing the boundaries of modern science to create ground-breaking solutions to the most complex medical challenges.

Our new five-year strategic plan is borne out of the ambitions and aspirations of our clinical programs and the staff that comprise them. The purpose of UHN’s new strategic plan is to harness and enable the innovative and ground-breaking work of our programs to help facilitate the achievement of their key strategic priorities.

There are five overarching themes that comprise our new strategy, each aligned to one of our five Balanced Scorecard (BSC) domains, providing a roadmap for UHN over the next five years.

Starting as Canada’s pre-eminent research hospital, our goal is to be recognized as one of the leading research hospitals in the world by 2016, routinely translating research innovations into clinical impact for our patients in Toronto, and for patients around the world.

For more detail on UHN’s new strategic plan, please visit our website at www.uhn.ca

Sincerely,

Dr. Robert Bell
President and CEO
University Health Network
ABOUT UHN

Vision
Achieving Global Impact

Mission
Exemplary patient care, research and education

UHN’s Purpose Statement
We are a caring, creative, and accountable academic hospital transforming healthcare for our patients, community, and the world

Values
Caring
Excellence
Teamwork
Innovation
Integrity
Leadership
Respect
Andy Dykstra, 57, had been waiting for a lung transplant since July 30, 2008. For over five years, he had been suffering from emphysema, making even simple tasks like answering his door impossible. “I could still breathe, but I wasn’t living.”

In December 2008, Andy’s life changed dramatically. Transplant surgeons broke new ground when they used a new technique – a world first – to repair an injured donor lung that was previously unsuitable for transplant. The set of donor lungs were then successfully transplanted into Andy.

The team of surgeons, led by Dr. Shaf Keshavjee, developed an “ex vivo” (or outside the body) technique capable of pumping a bloodless solution into damaged donor lungs. This technique allows the surgeons to heal donor lungs while they are outside the body and make them suitable for transplantation.

Recalling his difficulty with breathing, when walking in the front door of his home, Andy said that he waited only two seconds before deciding to be the first patient to receive the reconditioned lungs. Currently, only 15%-20% of donor lungs are acceptable for transplantation. These numbers can increase with this technique to treat and improve donor lungs.

“Life is sweet and I can breathe again. I am so grateful to Dr. Keshavjee and the lung transplant team. They changed my life.”
“Develop the best people who will enable system leadership”

DOMAIN GOALS AND OBJECTIVES

1) Promote UHN’s brand and value proposition
   - Identify and promote UHN’s value proposition in Ontario and the global health industry

2) Continue to build organizational capability and capacity
   - Create development programs for leaders and succession plans for key positions
   - Create work environments that promote excellence and innovation in practice, education, and research
   - Grow our international reputation in order to attract and retain top performers

3) Exemplify local and global leadership
   - Develop future system leaders
   - Promote partnerships and collaborations that support health system integration and enhance value to the patient in Ontario and abroad
5-YEAR MILESTONES:

✓ UHN’s branding strategy will be developed and implemented
✓ Formal succession planning and leadership development will be implemented
✓ The medical HR plan will be implemented
✓ The employee organizational commitment score will increase
✓ Non-productive time (sick time, lost time, overtime) will be reduced
✓ Our partnership base will be expanded
“Achieve and document exceptional outcomes for our patients”

DOMAIN GOALS AND OBJECTIVES

1) Become a world leader in documenting and improving patient outcomes
   - Enhance our ability to capture and improve appropriate measurements of patient outcomes
   - Substantially reduce hospital acquired infections
   - Enhance all elements of patient safety

2) Transform “patient-centred care” to “patients as partners in care”
   - Improve patient access to quality treatment
   - Support patient empowerment through access to information
   - Enhance equity of access
   - Provide a clinical environment that promotes interprofessional care
   - Use community engagement strategies to inform the care we delivery

3) Measure and improve the value of care
   - Improve internal program integration, discharge planning and community transitions
   - Use outcome and cost information to measure and improve the value of care

4) Lead health system integration
   - Enable seamless care across the continuum through integrated health information management
   - Use community engagement strategies to inform integration of patient services
**5-YEAR MILESTONES:**

- UHN’s Hospital Standard Mortality Ratio (HSMR) score will be the lowest amongst academic hospitals
- Hospital-acquired infection rates will be substantially reduced
- Patient satisfaction will improve at all hospital sites
- UHN will be a global leader in reporting on patient outcomes
- Improved measurement of health equity will develop within our clinical programs
- Patient access will improve in scheduled and unscheduled care
- UHN will have established and implemented a “value of care” measure
- The connecting-GTA IT/IM integration project will be successfully completed
“Become the research hospital of the future”

DOMAIN GOALS AND OBJECTIVES

1) Further our understanding of the basis of health and disease through biology and technology platforms
   - Apply latest advances in genetics, epigenetics and proteomics to understand the basis for health and disease
   - Lead innovation in the regeneration of cells, tissues, and organs
   - Enable major expansion of UHN's global reach through telehealth
   - Assemble expertise and assets to move technology concepts forward, from the identification of unmet clinical needs to development, implementation, and practice change

2) Leverage experimental therapeutics and health services to impact the lives of patients
   - Pioneer “first in human” care solutions
   - Exploit UHN good laboratory/manufacturing practice capacity
   - Harness opportunities provided by UHN’s advanced facilities
   - Develop an integration platform for different components of UHN (research, operations management, and care teams) in stimulating health services research

3) Enable the collection, analysis, and application of health information for local and global impact
   - Implement a comprehensive IT system linking clinical and research information
   - Integrate UHN-wide biobanking with clinical information
   - Enhance the clinical trials platform
   - Explore the science of informatics, including advancing clinical modelling technology, disease modelling, clinical decision-making, and market modelling
5-YEAR MILESTONES:

✓ Research hospital of the future 10-year roadmap will be developed and implementation underway
✓ Research hospital fund projects will be implemented
✓ GTx and I^3 will be fully implemented and Techna will be a leading institute
✓ Research, clinical, and biobank databases will be integrated
✓ UHN-wide health services research platform will be launched
✓ UHN’s commercial portfolio will be substantially increased
"Expand our space, develop new sources of revenue, and become a leader in clinical, administrative, and research information integration”

DOMAIN GOALS AND OBJECTIVES

1) Create new physical space for our clinical programs, operations, research, and education areas
   - Facilitate growth of our clinical, education, and research programs
   - Enhance energy and environmental stewardship

2) Develop new sources of revenue
   - Increase non-MOHLTC funding as a percentage of total UHN funding
   - Increase our philanthropic contributions
   - Explore opportunities to market our healthcare services around the world

3) Optimize productivity and integration of care through next-generation
   - Information management and technology
   - Implement advanced clinical documentation in ambulatory care clinics and inpatient areas
5-YEAR MILESTONES:

✓ 700,000 square feet of new space will be developed
✓ The percentage of operational activities and planning initiatives that incorporate sustainability criteria or goals will have increased
✓ Redevelopment of TWH operating rooms and McLaughlin Wing will be near completion
✓ Krembil Discovery Centre will be completed on time and on budget
✓ Completed master plans for University Avenue campuses will be implemented
✓ UHN will be a $1.8B organization
✓ Process improvement will be part of our culture
✓ Philanthropy will increase across our three Foundations
✓ Advanced clinical documentation will be implemented
“Deliver exceptional education at all levels to enable the success of tomorrow’s healthcare leaders”

DOMAIN GOALS AND OBJECTIVES

1) Position UHN as the institution of choice for trainees
   - Increase the quality of educational experiences (trainee satisfaction)
   - Increase the number of fellowship training experiences which are targeted to global health human resource needs

2) Continue to pioneer new models of teaching and learning
   - Implement new models of interprofessional teaching, learning, and practice transformation
   - Increase the number of UHN health professionals trained and certified in interprofessional education
   - Demonstrate leadership in telesimulation
   - Expand the use of e-Learning and continuing education

3) Enhance UHN’s commitment to promoting research in education
   - Increase capture of peer reviewed education grants
   - Increase the number of educational publications
5-YEAR MILESTONES:

✓ UHN will be the Canadian leader in the pioneering of new models of interprofessional teaching, learning, and practice transformation
✓ Each of our postgraduate medical programs will receive higher rotation effectiveness scores (RES)
✓ UHN will be a global leader in telesimulation training, continuing medical education, and e-Learning
✓ Increased numbers of international fellows will be trained for clinical and academic leadership positions
✓ e-Learning will be routinely used by UHN staff and our innovative models will be adopted by other health professional training institutions locally and nationally
✓ UHN’s health professional education grant capture and publication rate will be the highest in Canada
His friends and family started noticing something wrong. Robert Linton was forgetting things, not recognizing people he should know and generally had more trouble doing routine work around the house. After a trip to his doctor, Robert was diagnosed with Alzheimer’s disease. He thought it would mean going into a nursing home and dying. The 62-year-old former Brampton city councillor wasn’t willing to take that route.

When his doctor mentioned they were trying “new things” at Toronto Western Hospital, Robert couldn’t wait to sign up. In 2007, he was accepted into a world-first trial that tested the safety of Deep Brain Stimulation surgery on patients with early-onset Alzheimer’s disease. Dr. Andres Lozano and his team at the Krembil Neuroscience Centre showed that using Deep Brain Stimulation on patients with early signs of Alzheimer’s disease is safe and may help improve memory.

The father of two grown sons, Robert’s mental exam score increased after receiving DBS in 2008, as one of six patients involved in this initial study.

Robert says that the procedure has given him hope. He now wakes up “alive every morning.” He pays daily visits to the YMCA, plays computer games and chats with friends. “I’m convinced it’s working for me. I’m now looking forward to my future.”
We are a caring, creative and accountable academic hospital, transforming health care for our patients, our community and the world.

University Health Network is a teaching hospital affiliated with the University of Toronto.