

SUNNYBROOK STRATEGIC PLAN

2021-2025

when it matters most

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OUR VISION

Sunnybrook *invents the future of health care.*

OUR MISSION

We care for our patients and their families *when it matters most*. In partnership with the University of Toronto and health system providers, Sunnybrook provides care and leads by discovery, innovation, teaching and learning.

OUR VALUES

Excellence

Collaboration

Accountability

Respect

Engagement





On behalf of the Board of Directors of Sunnybrook Health Sciences Centre and the more than 16,000 staff, physicians, volunteers and learners who work to achieve our mission and vision every day, we are delighted to share with you our **2021-25 Strategic Plan**.



Dear Friends and Partners of Sunnybrook:

In this plan, we are taking the next step on the journey we began with our 2018 Strategic Plan and are continuing to work within the framework of our four Strategic Directions:

- Personalized and Precise Treatments
- Integrated and Sustainable Models of Care
- Improve Quality and Create a Better Care Experience
- High Performing Teams

Our health care systems in Ontario and across Canada are changing rapidly and as a result, there are significant influences that have shaped our thinking and our goals and objectives within each of our strategic directions. Among these have been the impact of the global pandemic and how this has been a catalyst for change in areas such as accelerating the implementation of our digital care strategies.

Our strategic thinking has been cognizant of the significant social justice issues that have been brought to the forefront and we have amplified the important work of addressing equity, diversity, and inclusivity through our Strategic Plan.

Through this planning cycle, we have continued to expand our reach beyond the walls of our campuses to think of our organization as more than a hospital. Our planning has included how we contribute to a larger, more integrated system with our community partners to create seamless patient care.

Our vision to *invent the future of health care* remains highly relevant and as you will see throughout this plan, our passion for innovation is fundamental in our drive to continually improve patient care. Sunnybrook Research Institute remains at the forefront of this work and will continue to lead the organization's efforts to achieve our vision.

Our educational mission through the University of Toronto and our many other partner institutions is a core component of our plan and we are dedicated to ensuring the more than 5,000 learners who come to Sunnybrook each year for their education have a rewarding experience.

As Sunnybrook celebrates its 75th anniversary of caring for our first patient, the hospital continues to live its dual mandate of serving our local community and as a regional centre that provides complex and specialized care when it matters most for Ontarians.

Balancing these mandates in times of financial uncertainty remains a challenge and through this plan, the organization is increasingly looking for opportunities to generate new lines of revenue and to ensure efficiencies are realized.

While our 2025 Strategic Plan has been developed during one of the most challenging times in the history of our health care system, the lessons we have learned during this period and the values that define Sunnybrook, have guided our strategy to position us well for a successful future. We look forward to sharing our progress with you.



Tom Flynn
Chair, Board of
Directors



Dr. Andy Smith
President and
Chief Executive Officer





WHO WE ARE

ONTARIO



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NORTH TORONTO
Ontario Health Team

Complex &
Specialized Care
for the GTA and
Province

Hospital
for our
community



SUNNYBROOK

Our Dual Mandate

Sunnybrook's specific challenge is to provide excellent care, education and research while ensuring continuously better 'value' through improved, measurable quality-of-care; positive patient experiences; and improved costs for the health care system and society.

Sunnybrook is a nationally-leading and internationally-recognized academic health sciences centre in Ontario that has a distinct, dual mandate. Specifically, Sunnybrook aims to provide world class, compassionate care in two distinct areas:

- ① A specialized hospital, providing complex care for the entire Province
- ② A hospital for our 'North Toronto' community and geography



Our Sites and Campuses

Sunnybrook is a nationally-leading and internationally-recognized academic health care centre based at several sites in the Greater Toronto Area (GTA).

Our team delivers expert, compassionate care to patients from across Ontario; wide ranging and sometimes unique education to thousands of learners each year; and research and implementation of innovations that invent the future of health care. Since our first patient in 1946, Sunnybrook has evolved and expanded to become a network of integrated sites and campuses representing the full continuum of care including pre-hospital, acute, and post-acute and key specialty services for the Province.



LOCATIONS:

- ① Bayview Campus
- ② Bellwood Health Services
- ③ CNIB
- ④ Holland Centre
- ⑤ Humber Church Reactivation Care Centre
- ⑥ Pine Villa
- ⑦ Pre-Hospital Medicine (Brown's Line)
- ⑧ St. John's Rehab
- ⑨ Central Ambulance Communications Centre
- ⑩ Pregnancy and Infant Loss Network (PAIL)



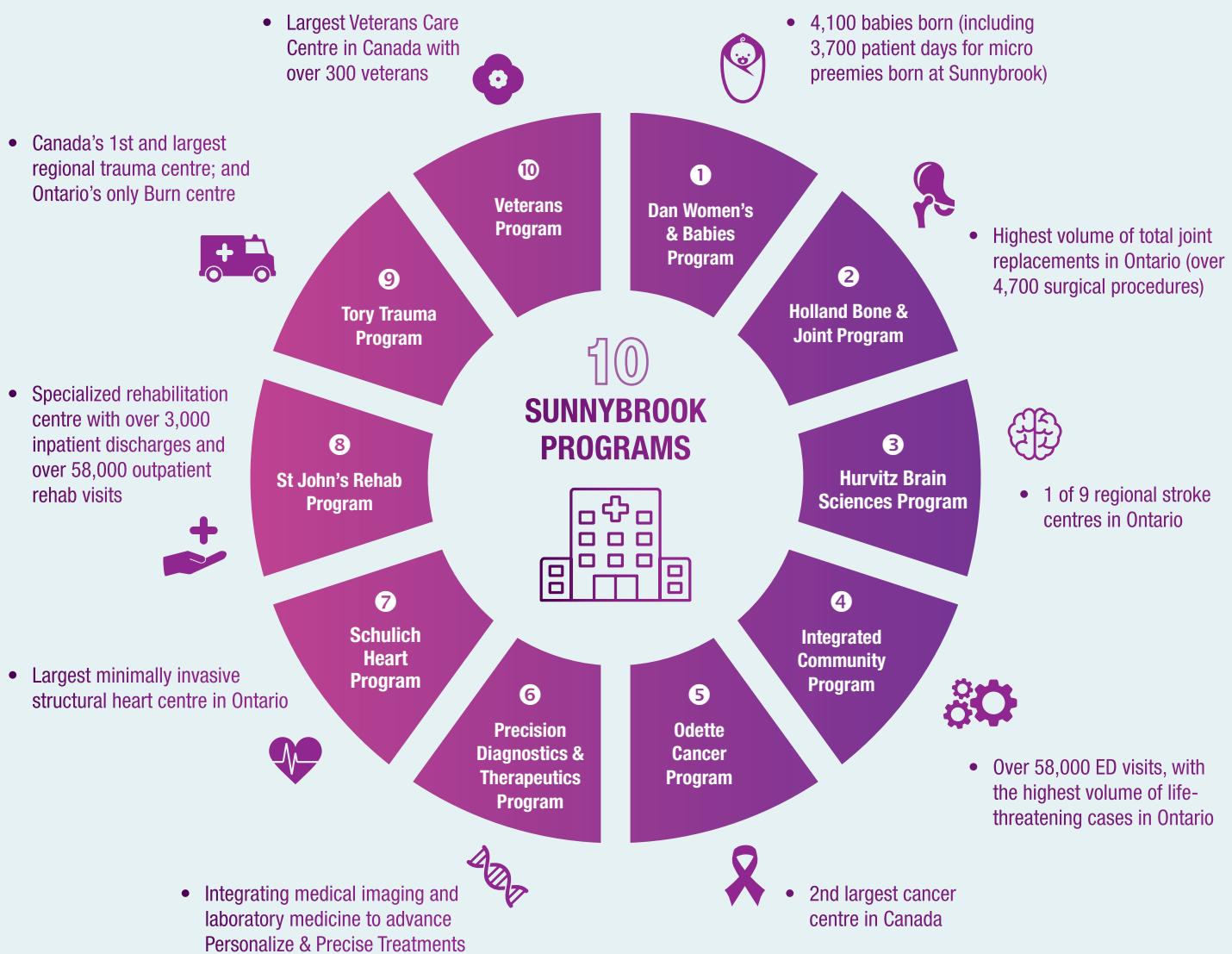
Our Teams and Programs

With a dedicated and compassionate team of over 16,000 staff, physicians, volunteers and learners, our people and teams represent our key strategic advantage as we aim to fulfil our important role in Ontario's health care system.

Sunnybrook was one of the first hospitals in Canada to adopt a programmatic organizational structure for clinical services. The foundational principle of Sunnybrook's program structure was to centre resources and investments around broad groups of patient populations whose care needs would benefit from an integrated approach to resource decisions, multidisciplinary care teams, and

education and research activities. This structure is woven into the fabric of Sunnybrook, and has continued to evolve over the years with the introduction of new programs and redefining existing programs to better achieve operational and strategic objectives.

As part of the 2025 Strategic Plan, Sunnybrook will be establishing its 10th program: "**Precision Diagnostics & Therapeutics**", resulting from the consolidation of the hospital departments of Laboratory Medicine & Molecular Diagnostics and Medical Imaging. The strategic mandate of this new program will be to translate new and evolving molecular and minimally-invasive image-guided procedures to diagnose and treat diseases in nearly every organ of the body.





 **Sunnybrook's 2025 Strategic Plan** was prepared in the midst of a tumultuous period including the pandemic and a shifting social justice landscape. This plan engaged stakeholders within and outside of Sunnybrook and prominently included the patient and family voice at every opportunity.

Context for the 2021-2025 Strategic Plan

At its core, our 2025 Strategic Plan stays true to the four Strategic Directions that have propelled Sunnybrook forward but with emphasis on new objectives that will sustain our momentum in a changing world.

Our plan will address key themes including, but not limited to the value of partnerships and integrated care delivery; harnessing digital and virtual health care; and addressing staff wellness and burnout. Our plan maps out a clear path forward to embrace opportunities while being highly attuned to risks and the fiscal reality of the health care system we operate in.

Our Headwinds & Risks

As we look ahead, we face numerous environmental factors, challenges and risks that must be addressed.



Increasing volumes and aging demographic: We serve an increasingly complex population in North Toronto. The majority of our population growth is occurring in the 60+ demographic. We also anticipate a significant impact from the new Eglinton transit line and high-rise condominiums being developed in the heart of our community.



Uncertain growth in resources: The pandemic has had a substantial impact on hospital operations. We anticipate continued financial uncertainty and increasing periods of provincial fiscal restraint.



Aging and constrained infrastructure: There is no shortage of development on our campuses, with over 40 pre-construction and construction capital projects in progress. While this development is important and exciting to our future, there is a significant portion of our sites that are in need of renewal and redevelopment. In many cases, our patient care areas date back to when Sunnybrook first opened.



Social justice: While we care for 1.3 million patients a year, there are many more who are challenged to access care in a timely and equitable manner. It is important for the hospital to better understand this and create strategies for overcoming barriers to care. This starts with data collection and analytics that lead to action to ensure equitable care delivery.



Health human resource challenges: People are our most important asset, and we must build a pipeline that addresses the ongoing staff shortages in the health care industry. In addition, we must emphasize and act on building a more diverse and inclusive workforce across all levels of the hospital.



COVID-19: The pandemic exposed weaknesses in our health care system and created increasing wait lists for deferred care. However it has also led to unprecedented levels of collaboration and partnership, allowing us to embrace technology and helping us pivot to new and innovative models of care.

 Our Enterprise Risk Management program (ERM) will be vital to address the challenges and risks that we face.



Sue Thorne,
Risk Manager

The Critical Importance *of* Enterprise Risk Management *at* Sunnybrook

As we consider the approach and evolution of our ERM, we must take into account the many changes presented by the pandemic and the need to be increasingly resilient and adaptable to adverse events in order to take advantage of opportunities. **Looking forward, our work will focus on:**



① Extending our ERM mindset across governance, senior leadership, and front line management

Empowering our front-line managers with increased transparency and awareness through discussion and debate of emerging local risks will create rigour, agility, and accountability for decisions. Enterprise risks would encompass broader representation beyond the senior leadership team and Board allowing for greater opportunity to identify themes to enrich our ERM conversations.

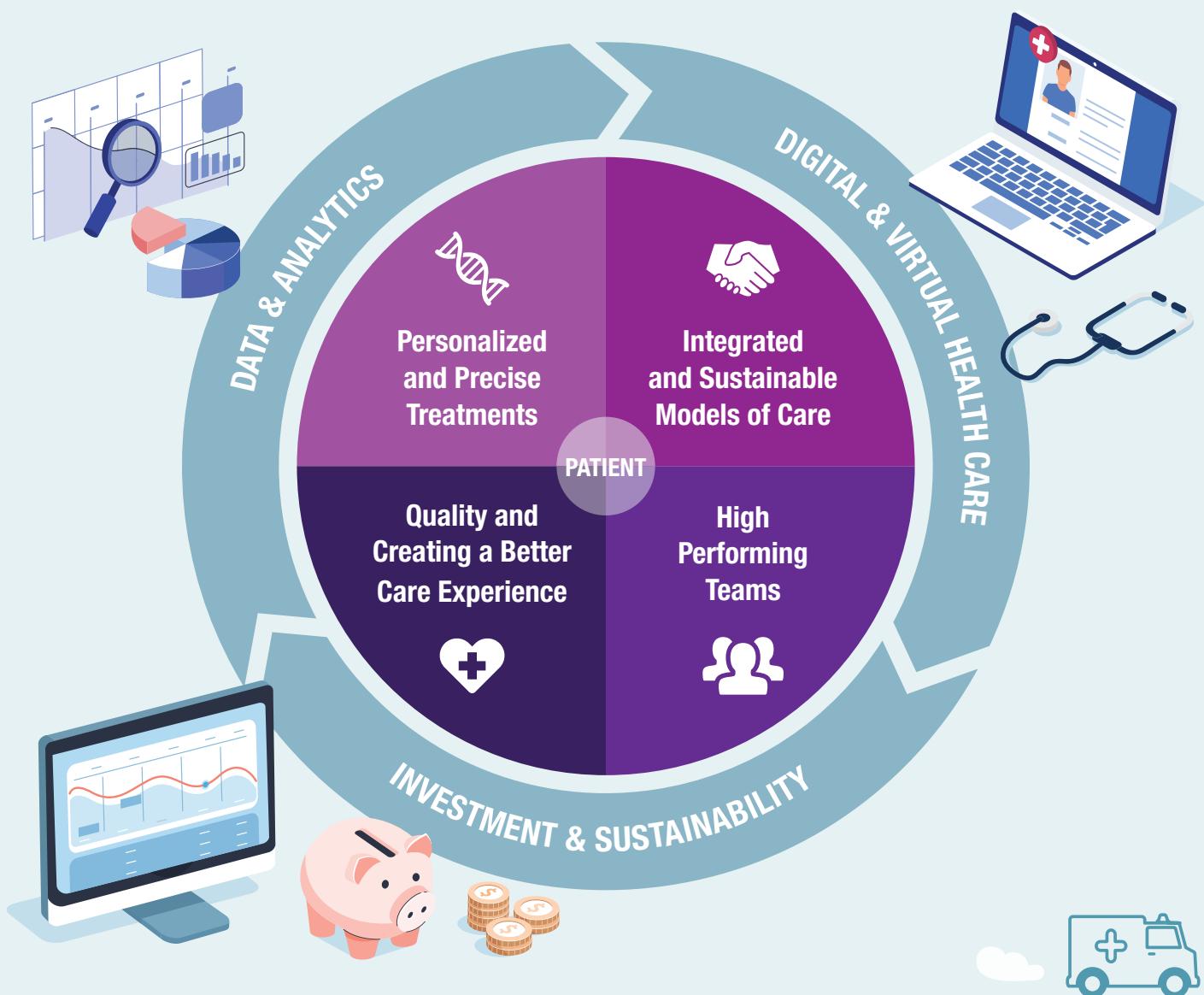
② Building an ERM system made for the future

Sunnybrook has a strong reputation in leading ERM practice in Canadian health care, and aided the development of a nationally recognized risk management program. Currently we are engaged in a process to assess and evaluate the current state of our ERM program specifically focused on how we can evolve, adapt and make it suitable for the diverse range of risks that we face today and may encounter in the future. The next advancement of our ERM system will be focused on supporting risk identification and management of our progress toward eliminating or mitigating our risks.



OUR STRATEGIC PLAN

Our four strategic directions are the specific areas of focus that allow us to address our strategic challenge of providing excellent care, education and research – and value – as we deliver on our dual mandate. The four strategic directions will be supported by three key enablers for the next leg of our strategic journey, through to 2025.





Dr. Kullervo Hynnen,
Vice President, Research and Innovation



Strategic Direction 1: Personalized *and* Precise Treatments

Advance the development of technology to reduce the impact on patients and to deliver treatments that are specifically tailored to their unique biological needs.

In partnership with Sunnybrook Research Institute, Sunnybrook will continue to focus and invest in Personalized and Precise Treatments. This includes the use of medical imaging technologies such as MRI and ultrasound to both see and treat diseases such as cancer and Alzheimer's.

OBJECTIVE 1

Translate, implement and evaluate Personalized & Precise Treatments into clinical care and drive commercialization of our research

OBJECTIVE 2

Accelerate research and development in molecular and image-guided diagnostics and therapeutics to improve patient care

Sunnybrook will:

- Translate molecular and image-directed personalized diagnostic approaches
- Innovate in image-guided interventions
- Apply data and artificial intelligence in diagnosis and therapy delivery
- Develop novel experimental disease models to refine patient treatment options
- Discover personalized targets and biomarkers

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Ms. B is a 26 year old French teacher who was diagnosed with Obsessive Compulsive Disorder (OCD) at age 19. Since her diagnosis, she had tried multiple treatments in the United States, overseas and in Canada. However, none of these treatments improved her obsessions, which dominated her life, caused marked anxiety, and led to thoughts of suicide. She had left her work, and was living with her parents full time.

It was not until her family had heard of focused ultrasound at the Sunnybrook's Harquail Centre that things started to improve. With focused ultrasound (FUS) under MR imaging guidance, clinicians were able to more directly identify and develop personalized approaches to the treatment of her illness. These treatments are tailored to specific brain pathways, allowing clinicians to target regions involved, while preserving others.

Ms. B underwent the procedure and was discharged the following morning. Over a period of several months she began to see a gradual resolution of her obsessions. Today, her obsessions are almost entirely gone. She has resumed her job full time as a French teacher, and has applied for graduate work in the United States.

"The FUS surgery was a life-saving procedure that lifted me out of the three darkest years of my existence and into a fulfilling, productive, and happy life."

- Ms. B

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Strategic Direction 2: Integrated *and* Sustainable Models *of* Care

Shaping the health system to support patients from hospital across the care continuum.

Health care is a team sport! Sunnybrook will deliver seamless care ‘journeys’ in the hospital, with primary care, with the community, and across the care continuum. To support Sunnybrook’s dual mandate, we will enable and help shape vertical and horizontal integration opportunities that improve the quality, experience and cost of care in North Toronto and across the Province in specialized care areas.

OBJECTIVE 1

Integrate our specialized and complex care programs with partners across the care continuum in Ontario

OBJECTIVE 2

Collaborate with our partners to evolve the North Toronto Ontario Health Team to strengthen care delivery in our community

Sunnybrook will:

- Emphasize equitable & inclusive access to care
- Connect Team Sunnybrook with our community to support care beyond our walls
- Build capacity & enhance connections to digital health solutions
- Innovate and improve our ambulatory models of care

With the onset of the COVID-19 pandemic, women requiring specialized and complex care during pregnancy were able to safely access timely care virtually. One such example is the Diabetes in Pregnancy Clinic within Sunnybrook’s DAN Women’s and Babies Program. This clinic became entirely virtual with a nurse and dietitian, remote monitoring of blood glucose values, weekly phone calls with the physician and other team members, and postpartum diabetes prevention classes to ensure continuity of care.

For many women with diabetes in pregnancy, specialized care is not available locally which means they may have to travel long distances to attend the numerous specialist appointments multiple days a week, while juggling a full work schedule and potentially supporting other children and commitments. The response to this change was overwhelmingly positive with more than 80% of women saying they would want their care for gestational diabetes to continue virtually even after the pandemic.

“As an expectant mother deemed high risk, there are a lot of appointments to ensure that my baby and I are safe. Having the option to receive my prenatal care virtually was convenient and made my life a lot easier to manage.”

– Patient of the Diabetes in Pregnancy Clinic





Strategic Direction 3: Improve Quality and Create a Better Care Experience

Achieve the best possible outcome for patients while exceeding their care expectations.

Sunnybrook is committed to world-class quality care, and will develop processes and culture to achieve the best possible outcomes for patients while exceeding patients' and families' expectations for care.

OBJECTIVE 1

Demonstrably achieve excellent patient and family experiences

OBJECTIVE 2

Ensure seamless, high quality patient transitions within Sunnybrook, our community, and across the Ontario health care system

Sunnybrook will:

- Evaluate patient & family experiences
- Engage and act on health equity and racism issues for our patients
- Achieve highest quality outcomes
- Ensure safe, supported, and compassionate transitions from the hospital to the community

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Natalie G. woke up one morning in June suspecting she had food poisoning. The 41-year-old visited Sunnybrook's Emergency Department and was quickly diagnosed with a blockage in her intestine, resulting in emergency surgery.

"Staff were so kind, at every turn, which really put me at ease," she says, admitting she initially felt anxious about visiting a hospital during the pandemic.

A month later, Natalie returned to the Emergency Department when her fingers became so swollen she couldn't remove her rings. She smiles when she thinks of the team who were determined to save her engagement ring and wedding band. "Their compassion really meant the world," she says, adding that one physician froze her finger and saved her engagement ring.

The freelance transcriber, and mother of one, says, **"I'm so grateful for the kindness of every staff member I encountered. Thank you, Sunnybrook."**

- Natalie G.

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Strategic Direction 4: High Performing Teams

Building High Performing Teams that center around inclusivity and engagement.

People and teams at Sunnybrook are the most important strategic advantage we have. We will support individual Sunnybrookers with a focus on professional development, inclusivity and equity while building superior teams that extend beyond the walls of Sunnybrook and into the community.

OBJECTIVE 1

Nurture a culture of wellness, equity and anti-racism for all Sunnybrookers

OBJECTIVE 2

Sunnybrookers will shape and lead Team Ontario in support of integrated care delivery and health system transformation

Sunnybrook will:

- Embed equity, diversity and inclusivity into the fabric of Sunnybrook
- Cultivate an organizational culture of wellbeing
- Develop teamwork competencies and advance process improvement through simulation
- Build Ontario's health human resources pipeline
- Demonstrate environmental stewardship and leadership

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Sunnybrookers represent our most cherished and critical resource. That's why Sunnybrook continues to invest in developing its current and emerging leaders through many opportunities, including a new partnership with the Rotman School of Management. This collaboration led to the creation of a custom 'Health Leadership Development Program', an immersive 6-month journey that supports the development of Sunnybrookers with core leadership skills and specific training in tackling complex health care issues. The program focuses on enhancing the ability of participants to appreciate the complexity of Ontario's health system, lead and manage change, build emotional and political intelligence, and develop integrative thinking skills. A formal mentorship opportunity is also part of the experience and helps the participants apply their learning to real life challenges.

"What was amazing is this program helped break down silos within Sunnybrook and allowed us to get to know each other in a way outside of the regular work-day. This quickly enhanced my network within Sunnybrook which was extremely valuable as many of these connections would not have been made without this program. Thank you for investing in us!"

- Participant in first cohort of Rotman Leadership Program





Enablers are specific organizational capabilities that Sunnybrook has that have the potential to help amplify and accelerate all four of our Strategic Directions.

STRATEGIC ENABLERS

Our plan will benefit from three critical enablers:

- ① **Data & Analytics**
- ② **Digital & Virtual Health Care**
- ③ **Investment & Sustainability**



Data & Analytics

Our progression as an evidence-based, quantitative, insights-driven organization is based on having well-presented, and easily understood data tightly integrated into our clinical operations and business processes. **Our efforts will focus on three pillars:**

① Create user-friendly data

The communication of our analytics, whether by research publication, Board presentation, corporate dashboards or one-on-one discussions – is integral. It needs to always be readily available and accessible as a trusted, single source of truth. Regardless of the area of focus (financial, clinical or operational), reports, dashboards and measurement tools must be developed centered on the end-user. Ease of navigation, intuitive visualizations and up-to-date information are key priorities.

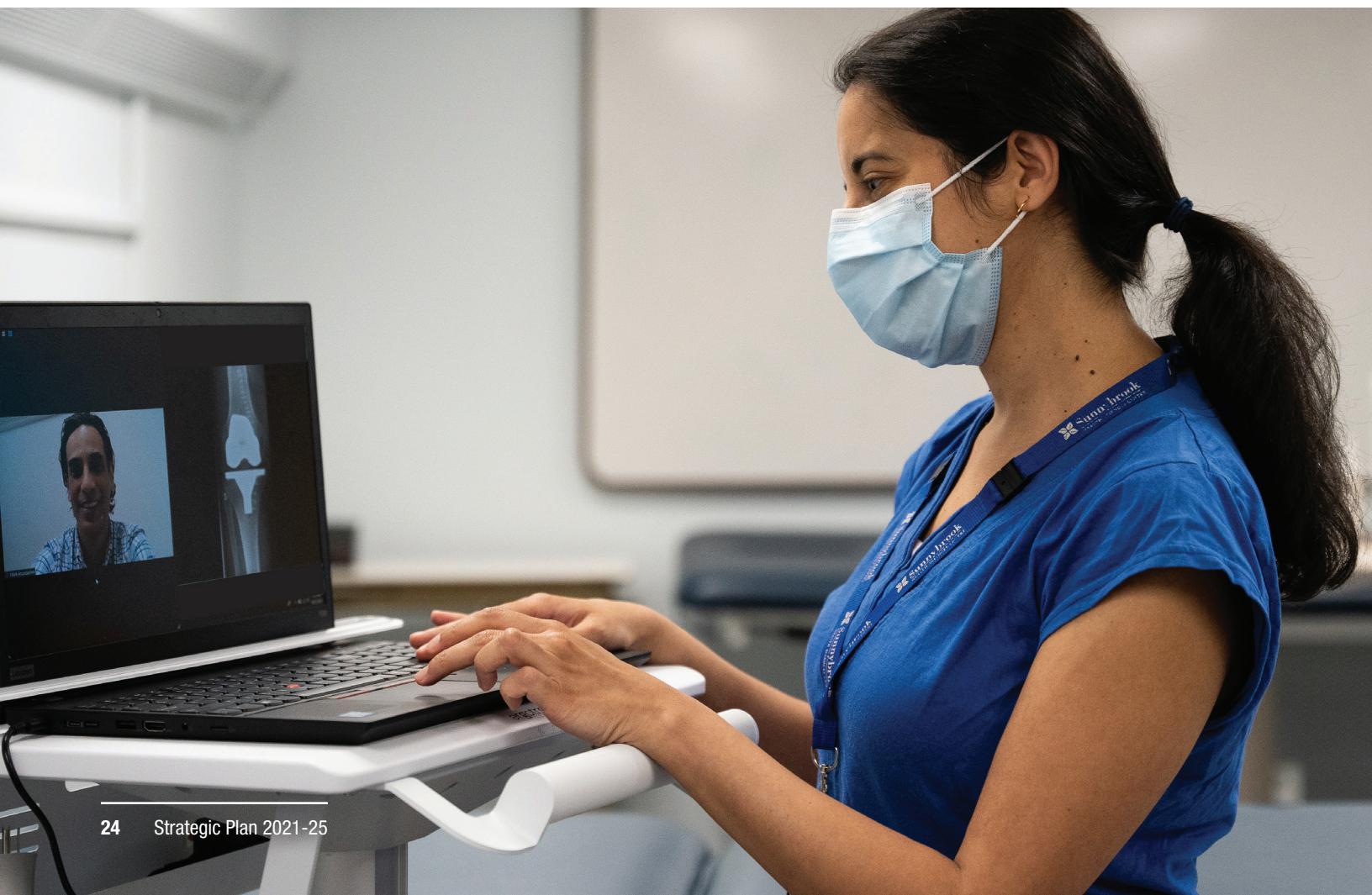
② Embed data into the everyday

Data and analytics must be woven into the fabric of our organization until it is automatic in our decision making. An organizational culture rooted in data and analytics will ensure that even unanticipated business insights can be quickly adopted into practice to enhance value for those we serve. Critical review, open debate, and an iterative and collaborative analytical approach will support evidence-based decision-making, always leveraging the expertise of our diverse workforce.

③ Translate data insights into action

As user friendly data are woven into our day to day discussions, we must translate those discussions into action. The list of topics that can be influenced by high quality data is long and this strategic plan has highlighted many including:

- **Understanding issues of equity** – Who is underserved and why? Are we recruiting, hiring and promoting equitably?
- **Measuring patient and provider experience** – How is virtual care improving or hindering access to care? What is the impact on providers?
- **Optimizing models of care** – What integration/partnership initiatives will be most impactful? How can we simulate different pathways to determine an optimal approach?
- **Advancing research and quality improvement initiatives** – How can we identify patient populations at risk for poor outcomes? What is the impact of an improvement initiative?



Digital & Virtual Health Care

Through Strategic Direction 2: Integrated & Sustainable Models of Care and Strategic Direction 3: Improve Quality & Create a Better Care Experience, together with our North Toronto partners, we will transform our models of care through digital integration to deliver better value to patients, providers and the health system.

To achieve this, we will:

① Enable seamless digital connectivity to empower patients and providers

Ontario is witnessing an explosion in digital health innovation and Sunnybrook and our partners are committed to offering accessible and integrated digital tools that will enhance the provider, patient and family experience in both the inpatient and ambulatory settings. An integrated digital system will improve the patient journey that includes referrals, appointment booking, remote monitoring, tailored patient education and improved information sharing within the circle of care. Digital tools will also enable providers on-demand and rapid access to expert consultations that will result in patients getting the care they need more efficiently.

② Amplify virtual health care to deliver high quality, sustainable models of ambulatory care

Our role as health care leaders is to ensure that we continue to deliver the right care, at the right time, in the right place, through the right channel according to patient choice and needs. The pandemic has taught us that in many instances care offered virtually can provide a better experience as patients can save time and money accessing care in a digital setting (e.g. virtual group patient education, follow up care, virtual rehabilitation sessions).

Ambulatory care models will continue to evolve and overlap with virtual health care offerings. This evolution will require enhancements to data collection workflow and accurate data in order to help reduce reliance on hospital beds and space (e.g. admissions and patient visits). However, virtual health care is not a substitute for all in-person care; and we will be relentless in our approach to ensure care is offered and accessed equitably irrespective of age, race, gender, ethnicity, income, ability and geography.



③ Evaluate and enhance access, outcomes and experience for patients, families and providers

Excellent digital care requires that we develop, monitor and evaluate key performance indicators. Rigorous evaluation will enable meaningful analyses and generate valuable insights for both patients receiving and providers delivering ambulatory care. This will require comprehensive and integrated datasets, inclusive of our in-person and virtual care settings. **Key performance indicators will examine:**

- **Access** – E.g. wait times and prioritization of underserved populations that have difficulty accessing care
- **Outcomes** – E.g. management of chronic disease and reducing hospitalizations
- **Experience** – E.g. interactions are user-friendly, seamless and equitably accessible for varying degrees of digital literacy





Investment & Sustainability

Sunnybrook will be precise and intentional in seeking investment to enable our strategic plan, ensure fiscal stability and mitigate risks arising from compromised infrastructure. Importantly, Sunnybrook has a long-standing history and culture of fiscal prudence that must be maintained. A failure to sustain fiscal stability will risk success and execution of our strategy. We will work in close concert with the Ministry of Health, Ontario Health and the Ontario Hospital Association to align and define operating funding investments with our strategy and the needs of the health care system.

In addition, focused investment in our infrastructure is urgently needed to achieve our strategic goals, execute our critical role in the health care system, and avoid risks associated with aging infrastructure. This requires close connection to government and to Sunnybrook Foundation. Sunnybrook Foundation plays an indispensable role in catalyzing our programs, especially as they strive to invent the future of health care.

Our work will focus on:

① Advocating at Provincial government for strategic, sustainable operating investments and infrastructure renewal

Over the last decade, Sunnybrook has successfully managed its financial performance using prudent budgeting, strong fiscal controls, and accountability for results. Sunnybrook is an exemplary performer and our teams are well versed in challenging the status quo in order to identify efficiencies and diligently pursue opportunities to increase revenues in both clinical and non-clinical domains all while delivering superb patient experience and high quality outcomes. Over the next four years Sunnybrook will continue to advocate for sustainable operating investments for the hospital sector, help to shape evolving funding models, and highlight the need to address aged and outdated facilities.

② Executing our new Master Capital Plan in collaboration with the Ministry of Health

Sunnybrook's Master Plan articulates the strategic blueprint for the redevelopment of Sunnybrook's infrastructure over a 20-year planning horizon. The first element to be brought forward from our Master Plan is the construction of our **Critical Care Tower**. This new facility is essential to ensure the future of our most critical programs and services at the Bayview Campus, and to unify and expand our Critical Care units in a common geographical location allowing our teams to extend our world class expertise in critical care. It will also be home to our new and expanded complex malignant hematology program, allow for increased radiation therapy, enable future redevelopment of existing spaces for our programs and services to meet the design needs of a post-COVID world, address aged infrastructure, and enhance safe, high quality patient care and experience.

③ Deepening alignment with Sunnybrook Foundation

Philanthropy impacts many hospital programs and plays an indispensable role in Sunnybrook's ability to achieve our vision to invent the future of health care. Our philanthropic community, made up of grateful patients, staff, families, organizations, neighbours and friends, helps fund discovery and innovative care, build state-of-the-art facilities and acquire advanced equipment. Leading, innovative, high quality care is accelerated by the generosity of our community. Strategically aligned, compelling and aspirational funding priorities will ensure maximum donor impact. Integrated marketing and communications will strengthen our reputation and increase donor confidence. Together, we will foster a culture of philanthropy that inspires support.

Can we succeed?



In short, yes! There is so much to consider and so much to do. We need to analyze the myriad of changing opportunities and risks in front of us and take action on a number of important fronts. Fortunately, we have the teams, culture and track record to allow us to do what has to be done. What will Sunnybrook look like in 2025? As we look ahead, Sunnybrook's future is bright. We will continue to be leaders from bench to bedside for novel minimally invasive and image-guided therapies. We will be more digitally connected and integrated with our community, with our teams and with our partners; at the same time we will never lose sight of the essential human and relationship-based aspects of our enterprise.

Bayview Campus

2075 Bayview Avenue
Toronto, Ontario M4N 3M5
t: 416.480.6100

Holland Centre

43 Wellesley Street East
Toronto, Ontario M4Y 1H1
t: 416.967.8500

St. John's Rehab

285 Cummer Avenue
Toronto, Ontario M2M 2G1
t: 416.226.6780

sunnybrook.ca



 **Sunnybrook**
HEALTH SCIENCES CENTRE

Rendering: Garry Hurvitz Brain Sciences Centre. Design/Photography: sunnybrook.ca/creative.