

Sinai Health Strategic Plan | 2023-2028

# Discovering & Delivering Life-Changing Care





# Leadership Message

Sinai Health is a leading academic health science centre and a trailblazer for integrated care across the health continuum. Our fusion of science, innovation, care and learning has earned us international, national and provincial leadership for unique programs and compassionate care.

Since the formation of Sinai Health, which brought together Mount Sinai Hospital and Bridgepoint Active Healthcare (now Hennick Bridgepoint Hospital), we have made powerful strides in advancing our initial vision of becoming Canada's leading integrated health system. We continue to rely on a shared sense of purpose and values, as we create a culture of care, possibility and hope for all, with no boundaries between and across campuses. In 2019-20, as we celebrated our first five years, we conducted an ambitious engagement process to determine ways to build on this strong foundation. Almost 1,500 voices helped shape our

Note: Photos taken before the COVID-19 pandemic do not reflect the personal protective equipment and physical distancing protocols now in place across Sinai Health.

new strategy by participating in focus groups and interviews and by answering online “big questions” about the strengths of Sinai Health and how we could make the most of them in the future. We heard loud and clear that our community is proud of our success in integrating care under the banner of Sinai Health. We are energized by our potential to deepen our focus on specialization; elevate our research and teaching mandates; and continue investing in our people and care environments.

With the arrival of the global COVID-19 pandemic, we were required to adjust and adapt to a new reality. While the pandemic has resulted in hardship, it has also united and mobilized people and organizations: we are now able to rapidly adapt and respond in unprecedented ways. Importantly, the pandemic has brought the impacts of social, racial and systemic injustice and inequity to

the surface, galvanizing all parts of society to do better. As we continue to navigate the pandemic and associated periods of uncertainty, we appreciate and fully embrace the importance of innovating to improve the health and well-being of our patients, people and those we serve in communities. At the same time, we are cognizant of the toll the pandemic has had on everyone and are committed to restoration and resilience of our people and renewal of our spaces and infrastructure so that we can continue to thrive and fulfill our clinical and academic mandates.

With this in mind, we recently conducted a focused review and update of our strategic plan to ensure relevance in a world changed by COVID-19. We are very pleased that our vision, **to discover and deliver life-changing care**, is as sound today as the day it was imagined. Our strategic priorities set clear direction and include aspirational and achievable

tactics that will allow our people to meet the evolving needs of the communities we serve and set the stage for our future.

We look forward to partnering with you to bring our 2023-2028 strategic plan to life. Together, we will commit to: ensuring that patients and their essential care partners experience excellent and integrated care and service; helping everyone feel like they matter and belong; ensuring our specialized programs are the most desired places for care, research, learning and collaboration; basing our decisions on real-time accessible data and collaborating to develop new ideas that improve care and service.



Dr. Gary Newton  
President & CEO  
Sinai Health



Peter F. Cohen  
Chair, Board of  
Directors  
Sinai Health

# Our Vision, Mission, Purpose and Values

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## Vision

We discover and deliver life-changing care

## Mission

Sinai Health delivers excellent and compassionate care in hospital, community and home. Focusing on the comprehensive needs of people, we push boundaries for health solutions and innovative models that connect care across the continuum, and the lifespan. We discover and translate scientific breakthroughs, and educate future clinical and scientific leaders.

## Purpose

We care, create possibilities and offer hope

## Values



### SERVICE

Ensure high-quality,  
safe and  
compassionate care



### HUMANITY

Show respect  
and empathy



### INCLUSIVITY

Foster awareness  
and a sense  
of belonging



### DISCOVERY

Create new  
knowledge and  
embrace learning

# Strategic Priorities 2023-2028

## **Advance discovery, education, and the science of care**

Prioritize our nine key areas of specialization, bringing our leadership to the next level, and invest in research and teaching to create better treatments and outcomes here and around the world.

## **Optimize care and performance**

Fully utilize all of our resources (people, funds, processes) to enhance our sustainability and inspire investment in our future.



## **Enhance excellence and integration in care and service**

Invest in people, practice, partnerships, and technology to enable our patients and their essential care partners to access the highest quality care, based on the latest knowledge, within Sinai Health and across the health care system.

## **Build a caring and inclusive culture and environment**

Create welcoming environments where everyone feels they matter and belong.

# Guiding Principles

We will approach these four strategic priorities and all of our work with the following guiding principles:

- Infuse Person-Centred Care<sup>1</sup> in everything we do.
- Cultivate Joy in Work.
- Build capacity for excellence through collaborative teams and enabling structures.
- Apply a population health lens to meet the health care needs of our communities.
- Drive thought leadership and discovery science.
- Advance discovery, care and service through innovation, technologies and data analytics.
- Build creative partnerships for integrated care and system excellence.
- Collaborate with the University of Toronto and our other valued academic partners.



<sup>1</sup> People-Centred Care: an approach that consciously adopts individuals', carers', families' and communities' perspectives as participants in, and beneficiaries of, trusted health systems that are organized around the comprehensive needs of people.  
Source: HSO 6001:2019:V:1 Towards People Centred Care Culture and Practice: Standards Companion Document

# Enhance excellence and integration in care and service



## What does success look like?

- Our patients and essential care partners experience excellent care and service.
- Our partners value Sinai Health as a trusted leader and collaborator in integrated care.

## Goals

- Advance quality and leading practices in all parts of the organization, equipping our people to translate evidence into practice.
- Engage with partners to support the health and well-being of our patients and their essential care partners.
- Lead in integrated care pathways that are simple to navigate and are interconnected across our sites and with our partners.
- Enable delivery of care beyond our walls, through virtual care, system navigation and creation of new pathways with system partners.
- Partner with patients and their essential care partners to provide inclusive, compassionate Person-Centred Care.
- Advance patient safety, quality, excellence and workforce well-being through investments in technology and innovation.



## Key initiatives

- Advance our Quality Aims to underscore our commitment to continuously improving care and service. Use the Quality Aims to develop a multi-year quality improvement roadmap as well as annual plans.
- Accelerate our efforts to enhance integrated care for our patients with specialized and complex care needs. Our focus will be on operationalizing our Cancer strategy, enhancing Inflammatory Bowel Disease service delivery, growing our capacity to deliver Mental Health and Addictions and Psychiatric Emergency Services, enhancing capacity to deliver High Acuity Obstetrics and implementing our future Ambulatory Care Model.
- Advance the use of Patient Reported Outcome Measures (PROMs) and Patient Reported Experience Measures (PREMs) in core populations to meaningfully partner with patients in the evaluation and improvement of care and service.
- Collaborate with our system partners, including the Mid-West Toronto Ontario Health Team, to evolve and strengthen care delivery in our community and across the continuum of care.
- Set the course for purposeful investments in our digital assets and health care analytic capability to improve clinical decision making, patient safety, Person-Centered Care, operational efficiency and to accelerate research.

# Build a caring and inclusive culture and environment

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## What does success look like?

- Our culture fosters humanity and a sense of belonging.
- Our environments support psychological and physical safety.
- Our spaces are sustainable and facilitate innovation, inclusivity and healing.

## Goals

- Advance our culture of belonging, where everyone feels safe and is able to contribute and grow.
- Design all of our care environments in partnership with our patients, our people and their essential care partners.
- Create and maintain environments that are sustainable and promote collaboration, healing, well-being and learning.
- Prioritize and equip our teams with the tools, knowledge and scope of work that enable wellness and excellence in care.
- Expand and enhance home and community services and create a campus of care.

## Key initiatives

- Activate Sinai Health's People Plan to support and equip our people so they can thrive and regain purpose in a world changed by the COVID-19 pandemic.
- Ensure the safety of our patients and our people.
- Implement 'Look and Feel' standards to ensure sustainable, safe healing spaces that allow people to thrive and create the best patient outcomes and experience.
- Set a 10 year vision for our campuses by completing a long-term master plan to prepare for the next phase of Renew Sinai and envision the best use of all owned real estate.



# Optimize care and performance



## What does success look like?

- Our people are actively contributing to a culture of continuous improvement and performance excellence.
- Our organization is in a financially healthy position, enabling sustainable investments in our people and advancements in care and academics.

## Goals

- Enable our people by building capacity for quality and operational performance excellence at all levels of the organization.
- Optimize operational processes and performance to improve service delivery and patient flow, maximize funding and reduce the cost of service.
- Maximize the use of resources to sustain long-term financial health to enable the transformation of care.
- Grow targeted areas of specialization in line with provincial priorities.
- Develop long-term sustainability of our work force through anticipation of required human capital and innovative care delivery models.

## Key initiatives

- Build capacity for performance excellence to improve the safety, reliability and effectiveness of care by enhancing organizational culture, and building a learning system anchored in safety and improvement science.
- Develop multi-year plans for financial sustainability, capital, long-term cash flow and effective talent and workforce management as well as a Post Construction Operation Plan (PCOP).
- Every year, target new areas for strategic business case development to invest in clinical and operational renewal.
- Achieve the Finance Integration and Transformation project goals including procurement redesign.
- Sustain and optimize expanded capacity to enhance access to patient care.
- Grow our commercial businesses to enable reinvestment in care and academic endeavours.
- Develop a five-year workforce sustainability strategy, including innovative care delivery models, to support care and service continuity and our people's wellness.

# Advance discovery, education and the science of care

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## What does success look like?

- Our programs are the most desired places for care, research, learning and collaboration.
- We are recognized as a global leader in key areas of specialization.

## Goals

- Prioritize discovery research and further the science of care.
- Promote synergies between discovery research, knowledge translation, teaching and clinical practice.
- Be a teaching and learning environment of choice.
- Be a magnet for top clinicians, researchers, learners, employees and volunteers.
- Create an environment where our people are inspired and equipped to flourish in the discovery, innovation and dissemination of knowledge.
- Evaluate the impact and outcomes of our discovery and innovation efforts and the application to care.
- Inspire philanthropy to support our academic and clinical priorities.

## Key initiatives

- Advance and launch the Institute for the Science of Care and Innovation at Sinai Health and the Centre for Nursing Excellence.
- Extend the Magnet® Recognition Program to Hennick Bridgepoint Hospital and continue to excel by outperforming national and international benchmarks related to nurse satisfaction, patient satisfaction and clinical indicators.
- Renew and sustain our clinical research enterprise and the Lunenfeld-Tanenbaum Research Institute.
- Create opportunities for improving transitions to practice, life-long learning, professional advancement and teaching.
- Intensify our global impact in Women's and Infants' Health.
- Advance academic priorities in our key areas of specialization: Women's and Infants' Health, Diabetes, Emergency Medicine, Palliative Care, Cancer, Inflammatory Bowel Disease, Arthritis and Autoimmune Disease, Geriatrics, and Complex Medicine & Complex Orthopaedics.



# Where will our strategic plan take us?

- Patients and their care partners will experience excellent care and service.
- Everyone will feel like they belong and matter.
- We will be a top Women's and Infants' Health Program globally.
- Our specialized programs will be the most desired places for care, research, learning and collaboration.
- Our decisions will be based on real-time, accessible data, analytics and evidence.
- Our people, patients and their care partners will feel supported to develop new ideas that improve care and service.
- We will be a trusted leader and partner in integrated care.













**Sinai  
Health**

**[sinaihealth.ca](http://sinaihealth.ca)**