

Strategic Plan 2020 to 2025

Thinking Beyond



Our purpose is making a world of difference to everyone we care for, work with, and who is part of North York General.

Our values are at the core of everything we do.

They have sustained us through many years of change, and we remain steadfast in our commitment to living them into the future.

Excellence

We strive to achieve better outcomes in everything we do, collaborating with patients, families and partners.

Respect

We embrace the strength in our diversity and treat everyone with respect and dignity.

Integrity

Every day, we act in a professional and ethical manner.

Compassion

We provide an exceptional care experience to our patients and their families with empathy, sensitivity and understanding.

Collaboration

We believe we are stronger together, working with our partners to improve the health of everyone we care for.



At North York General we believe the status quo is not good enough.

We constantly think beyond and go beyond for our patients, our community and our people. We are inspired to achieve the promise of people-centred care — to create a welcome and inclusive environment that contributes to health equity. This requires us to reach into our communities and to work in collaboration to build an integrated system of care.

Thinking Beyond



As people and communities change, North York General will continuously evolve to meet their needs. And, as an academic community hospital, we are constantly thinking beyond the present to make health care better through knowledge, discovery and training the next generation of leaders.

We are thinking beyond our present state to what is possible. By creating healing spaces, fostering wellness and a connected care experience, embracing best practices and technological innovation, and achieving long-term stability, we are paving the way for our next 50 years.

At North York General we are... Thinking Beyond.

Thinking Beyond With Our Community

Our 2020-2025 Strategic Plan: Thinking Beyond was created with the support of thousands of patients, families, staff, physicians, learners, researchers, volunteers, donors, partners, local residents, and health system leaders. They provided input on how we can make the greatest difference to the people and communities we serve today and into the future.

As we launch our new five-year strategic plan, we are committed to working collaboratively to lead change, learn together, and look beyond to make a world of difference.



Karyn Popovich
Interim President and CEO



Samuel Elfassy
Chair, Board of Directors

Letter from Interim CEO and Board Chair

We are proud to introduce North York General Hospital's 2020-2025 strategic plan. Entitled *Thinking Beyond*, this plan is the bold roadmap, guiding our organization forward.

As one of Canada's top-ranked hospitals, we are driven by our purpose to make a world of difference for our patients, residents, families and people. Shaped by the input and experiences of people across our organization and the broader North York community, the strategy anticipates the changing needs of patients, families and our communities and reimagines the future of health care.

As a leading community academic hospital, North York General plays a unique role in caring for our community and for over 50 years we have been thinking beyond our walls. While firmly committed to the provision of exceptional, quality care within our organization, the path forward will build on our track record of collaboration to create an integrated and inclusive system of care for all people. Looking ahead, our focus will be on advancing four strategic directions: people first, driving the future of integrated care, fostering an exceptional learning environment, and investing in our future.

We look forward to tracking our progress and celebrating our achievements over the next five years. We will remain nimble and responsive to our community and the constant changes in our environment, and while our actions will evolve, our commitment to improving the health and wellness of patients and our population is unwavering. Through the generosity of our donors, ongoing partnerships with government, the University of Toronto, community organizations and fellow health care providers, and the extraordinary talents of our people, North York General is poised to lead and thrive in the years to come. Together, we will reach beyond and *Make a World of Difference*.

Karyn Popovich
Interim President and CEO

Samuel Elfassy
Chair, Board of Directors

Thinking Beyond

Together we are making a world of difference by thinking beyond our current role to how we can have an even greater impact on health and wellness in the future.

Thinking Beyond The Ordinary

People Come First in Everything We Do

- People-centred care innovator
- Place of health, wellness and healing for all
- Environment for education, discovery and development
- Empowered people across the organization
- A culture of equity, diversity and inclusion

Thinking Beyond What We Know

Be an Exceptional Learning Community

- Learning health system
- Better data and analytics
- Commitment to quality
- Leading teaching hospital
- Applied community health research



Thinking Beyond Our Walls

Drive the Future of Integrated Care

- Partnerships to create connected care experiences
- Central role for primary care
- Digital platforms and virtual care
- Access to community care
- Health and wellness throughout our communities

Thinking Beyond Today

Investing in a Better Tomorrow

- Healing and supportive care environments
- Partnership with donors and the Foundation
- Financial sustainability
- Reduced environmental footprint

Our Values: Excellence • Respect • Integrity • Compassion • Collaboration

Thinking Beyond The Ordinary

PEOPLE COME FIRST IN EVERYTHING WE DO

Patient and family-centred care is our touchstone. This means creating an environment that enables everyone to be at their best, building unstoppable teams who always reach higher to provide excellent care, and fostering equity and inclusion within our workplace and health system.

To ensure people come first, we will:

- 1 Continue to be a trailblazer in patient and family-centred care and ensure the patient voice fuels our innovation
- 2 Focus on the safety and wellbeing of our people and continue to be an inclusive place of health, wellness and healing for all
- 3 Invest in the future by supporting education, discovery and development
- 4 Attract, retain and empower people throughout the organization
- 5 Foster a culture diversity and inclusion to reflect the community we serve and promote health equity



Thinking Beyond Our Walls

DRIVE THE FUTURE OF INTEGRATED CARE

The work of North York General extends well beyond our walls and embraces partnerships that are transforming local health care.

With our newly formed Ontario Health Team, North York Toronto Health Partners, we are working with patient, primary care and community leaders to co-design an integrated system of care that will have a broader impact on the health and wellness of our entire population.

To drive the future of integrated care we will:

- 1 Partner to create connected care experiences across the health care continuum
- 2 Enable primary care to play a central role in integrated care
- 3 Enhance how we care and work through digital platforms with a focus on virtual care
- 4 Focus our clinical services and leverage partnerships to ensure our community has access to care when they need it
- 5 Improve the health and wellness of our whole community through partnerships



Thinking Beyond What We Know

BE AN EXCEPTIONAL LEARNING COMMUNITY

A top choice for medical residents and other learners, North York General enables over 2,000 individuals take their next step towards being health care leaders. Through continued investment in research, data and evidence, and collaboration, our organization will continue to build outstanding clinical services, while excelling in applied community-based research.

To be an exceptional learning community, we will:

- 1 Develop a North York community learning health system
- 2 Enrich planning and decision making with better data and advanced analytics
- 3 Create a learning community committed to quality, using the best available evidence
- 4 Excel as a centre of excellence in teaching and a preferred destination for learners
- 5 Distinguish ourselves in applied research done through partnerships



Thinking Beyond Today

INVEST IN A BETTER TOMORROW

To prepare for the future we are transforming our environment at North York General — our sites and spaces, our capacity to innovate and our resources. While we prepare our organization for tomorrow, we will contribute to our community's future by reducing our impact on the environment.

To build the North York General of the future, we will:

- 1 Create healing and supportive care environments
- 2 Partner with our philanthropic community and Foundation to support our community
- 3 Ensure financial sustainability
- 4 Contribute to healthier planet by reducing our environmental footprint



North York General
by the Numbers*

400,000+
Residents in our community

359,956
Outpatient visits

29,491
Hospital admissions

6,354
Staff, physicians and learners

891
Volunteers

7
Sites



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*Numbers as of March 2020