

UHN | Canada's
#1 Hospital

**Bold Resolve,
for *A Healthier World***



Visionaries
Change-makers
 Leadership **Bold** Excellence
 Collaboration **Advocacy**
 Health **Resolve** Research
 Care **Innovation** Specialized
 Education **Research-Driven** Care
Integrated Care Patient-Centred Solutions
 Seamless Experiences **Journeys** Team-based Education
Canada's Leading Hospital
 Infrastructure Renewal

World-Class **Philanthropy Partnerships** Transformative
 Expertise **Sustainability** Change

41,000
 TeamUHN members

over
800
 fellows

over
500,000+

patients actively
 being cared for
 over
1,600
 medical residents

4,100+
 clinical learners

over
750
 nursing students



WHO WE ARE AT **UHN**

At UHN, we don't just follow the path – we forge it. We are trailblazers, and change-makers in health care, education, research and innovation. Every day, we meet the challenges of today's patients and families and radically reshape it for tomorrow. We reimagine what health can be and, how it can be delivered with humanity and dignity, in doing so, create a healthier future for all.



CEO & CHAIR'S MESSAGE

Bold Resolve — this is our unbreakable pledge to every patient, family and team member across University Health Network (UHN). It is the foundation of our purpose and the promise we keep as we step into our third century of transforming health care, education and research at Canada's leading academic health sciences centre.

Bold Resolve signifies a renewed, courageous focus for UHN to be world-class in every corner of our organization. Excellence is realized in renowned specialty areas like cardiac care, transplantation, neurosciences, arthritis and cancer because it's delivered in every area — general medicine, emergency services, labs, operating rooms, diagnostic imaging, support services and so many more — UHN truly is much more than the “sum of its parts”. To be truly exceptional for our patients and families, every part of UHN must be exceptional, each part coming together to create a unified, transformative health care experience.

Bold Resolve drives us to reimagine what a world-class academic health sciences centre can accomplish. With Patient Partners, TeamUHN, collaborators, philanthropists and governments, our commitment is a call to push boundaries, to innovate and to raise the bar as world leaders. This strategy empowers us to make transformative changes across our tripartite mission, addressing society's most pressing health and social challenges. Together, we are stewards and champions of Canada's health care system that uplifts every Canadian.



This plan is about action and results. It is about challenging, nurturing and supporting people. At UHN, we are science-driven, future-focused and committed to working across disciplines to design and implement solutions. Being a good leader also means knowing when and how to be a good follower. Collaborating with the University of Toronto, Toronto Academic Health Sciences Network hospitals and leading partners, we are bringing the future of health care into today's reality.

On behalf of UHN's Board of Trustees, we extend heartfelt gratitude to our TeamUHN members, Patient Partners, Foundations, government partners and granting agencies, all of whom have been vital to shaping and supporting our strategic vision. Together, we share an unwavering optimism for what we will achieve in the years to come. **Together, we are creating *A Healthier World*.**



Dr. Kevin Smith
President & CEO



Mr. Dean A. Connor
Chair, UHN Board of Trustees



EXECUTIVE SUMMARY

Bold Resolve is our declaration. It's a call to action. A commitment to lead with courage and to innovate without limits. We have set our sights high – and we won't stop until we've redefined the future of health care.

UHN is Canada's leading academic health sciences network, and our resolve is stronger than ever. With expertise that spans disciplines and services, we are revolutionizing specialized care. We don't just treat patients; we aim to transform lives, and we will continue to lead health care forward.

This is a time for bold moves. The health care system is under pressure, and UHN continues to step up to meet the moment. We lead with purpose, innovation and vision to inspire confidence in health care, and to take it to places we've never dreamed possible.

Our ambition is clear:

Transform Experiences

Enhance every aspect of patient and family care and the work-life for TeamUHN members, creating seamless, human-centered journeys that prioritize the individual at every step – whether they are the patient receiving care or the team member delivering it.

Drive Solutions Beyond Boundaries

Turning the possible into reality through care, education and research, leading with innovation, pushing past boundaries to create groundbreaking health care solutions.

Align for Impact

Align to ignite something extraordinary – we pursue the magic that happens when the best minds and ideas intersect, knowing that the power of care, research and education working in harmony leads to remarkable discoveries and lasting impact.

OUR PURPOSE

Transforming lives and communities through
excellence in care, discovery and learning

VALUES

Safety, Compassion, Teamwork, Integrity, Stewardship

ABOVE ALL ELSE, OUR PRIMARY VALUE

The needs of patients come first

OUR VISION

A Healthier World



UHN'S STRATEGIC DIRECTIONS



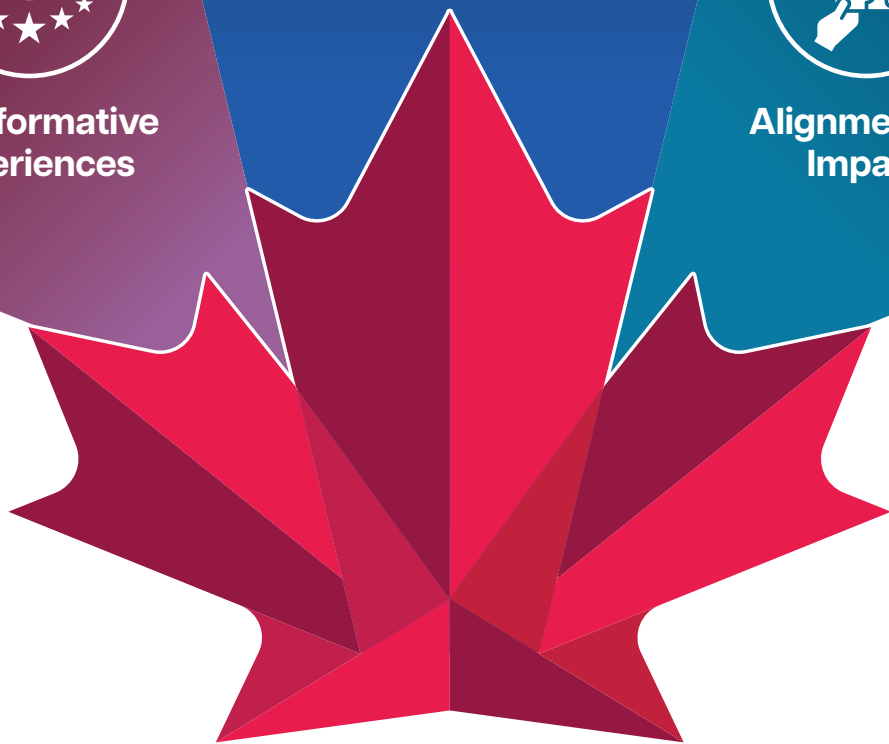
**Transformative
Experiences**



**Solutions Beyond
Boundaries**



**Alignment for
Impact**



Guided by our Strategic Directions, UHN is revolutionizing patient care, advancing innovation and driving lasting change in health care systems. Through seamless, human-centered experiences, groundbreaking solutions and collaborative impact, we are building a future where health care uplifts every Canadian.

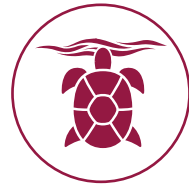
OUR FOUNDATIONAL COMMITMENTS

UHN's refreshed Strategic Directions are built upon key **foundational commitments** that will inform every aspect of the work we do in accordance with UHN's values of *safety, compassion, teamwork, integrity and stewardship*.



Live UHN's Patient & Staff Declarations of Shared Values

Driving **accountability** for all who work and seek care at UHN to abide by the shared principles of our values frameworks that will further strengthen UHN's **culture of quality and safety**.



Respect & uphold Indigenous rights to support the health and well-being of Indigenous peoples

Building **respectful and collaborative relationships with Indigenous communities and staff**. Privileging the strengths of Indigenous ways of knowing, being and doing to inform innovative patient care models, improve access to care and to support improved health outcomes.



Commitment to Inclusive and Sustainable Health Impact

Embedding diversity, equity and inclusion across UHN, creating a respectful and valued environment for all. To do so, **we lead in environmental and social impact**, integrating ESG leadership and acknowledging critical connections between social and environmental issues and evidence for a healthier, more resilient future.

UHN acknowledges that we work on the Traditional Territories of the Anishinabewaki, Huron-Wendat, Haudenosaunee, and the Mississaugas of the Credit First Nation. We are committed to making a positive contribution to truth and reconciliation with a focus on Indigenous health and well-being.

STRATEGIC DIRECTION

TRANSFORMATIVE EXPERIENCES



We will create extraordinary, integrated health care experiences that are seamless, compassionate and centered around the patient, family and TeamUHN members. Every individual – whether receiving care or delivering it – deserves an environment that supports their needs. Our aspiration is to create a system that puts people first, empowers our staff, and delivers on our promises at every touchpoint.

COMMITMENTS

Integrated Care

Break down barriers and create a unified, seamless health care experience that travels with the patient, wherever they go.

TeamUHN Experience

Build an environment where our team members are empowered, valued and ready to take bold action, day in and day out.

Lead in Education

Create world-class educational experiences that prepare the next generation of clinicians and scientists to push the limits of possibility.

STRATEGIC DIRECTION

SOLUTIONS BEYOND BOUNDARIES



UHN is leading the charge for radical innovation. That means investing in discovery like never before. New opportunities and solutions abound, and UHN must nurture and convert those.

COMMITMENTS

Accelerate Research and Innovation

Create bold, breakthrough science-driven solutions to the world, improving outcomes for patients and health care systems globally.

Set Global Health Standards

Share our research, knowledge and innovations globally to redefine best practices and elevate health outcomes everywhere.

Transform Health Education

Focus on team-based, collaborative education that prepares learners for a rapidly evolving and exciting landscape.

STRATEGIC DIRECTION ALIGNMENT FOR IMPACT



To create lasting change, we will align our resources, partnerships and technologies where they will have the greatest impact. UHN is called to drive real, transformative solutions that leverage the privilege of caring for patients, educating the health care providers and students of tomorrow, pursuing discovery and adoption. The future is here – and UHN is bringing it to life.

COMMITMENTS

High-Impact Partnerships

Forge strategic alliances that will amplify our efforts and drive widespread, meaningful results.

Harness Technology to Revolutionize Care

Integrate AI and digital tools to enhance the precision, speed and personalization of treatment, from diagnosis to recovery.

Build a Thriving Health Care Ecosystem

Foster an interconnected system that accelerates progress and ensures sustainable improvements in health worldwide and addresses the translation, adoption and commercialization of scientific discoveries for people in Canada and around the world.

KEY ENABLERS: POWERING OUR VISION

We embrace our leadership privileges and responsibility. These enablers pave the way for that leadership, and power UHN's strategic direction, ensuring we deliver on our bold commitments.

Philanthropy

Philanthropic support is essential for UHN's bold vision. Through strategic partnerships with our generous donors and foundations, we are ensuring the resources needed to fuel world-class innovation. Philanthropy is turning dreams into realities.

Advocacy & Investment

UHN is not just an institution — we are a powerful solutions partner. We advocate for the necessary ecosystem needed to fuel health care innovation and ensure that research, infrastructure and talent are supported for the long term. These investments will shape Canada's future and our role in global society.

Infrastructure Renewal

UHN's physical and cyber infrastructure must reflect our ambition. UHN is committed to renewing and building in the broadest sense, that enables us to deliver the care, research and education the world needs. We are building for the future — because the future of health care is now.



ENGAGEMENT IN CREATION

Driven by our Board of Trustees, TeamUHN, UHN Patient Partners, our Funders and key collaborators came together through a series of engagements to help reinvigorate our thinking and ambitions to create *A Healthier World*. Highlights included:



UHN Patient Partners shared thoughtful perspectives on what each of UHN's strategic directions would "look" and "feel" like across every aspect of the patient and family experience, and how we can ensure our values frameworks are embedded in the work ahead.



More than 3,500 members of **TeamUHN, senior leadership and UHN's Board of Trustees** shared overwhelming pride in UHN's culture of excellence and innovation, but reinforced there is more to be done to uplift the experiences of our exceptional teams and trainees, and to better leverage the power of advanced technologies such as AI to further strengthen health outcomes and experiences.



Our Funders and Partners (federal, provincial and municipal governments, Ontario Health, and granting agencies) helped draw out connections between our areas of focus and broad health system priorities, also expressing a willingness to collaborate and be engaged proactively in solutions-building that will help set progress in motion for the patients and families we serve.



Key collaborators shared excitement for what we can accomplish together, and the opportunities at hand to further strengthen and intentionally shape our partnerships for greatest impact on the future of care, research and education.

This diverse collection of insights and aspirations expressed by all who engaged with us on this journey has shaped UHN's refreshed strategic plan. It's reinforced the shared commitment our UHN community upholds to always put the needs of patients first.

Thank you to all those who contributed and without whom excellence in care, research and education at UHN would not be possible.

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HOSPITALS

Toronto General Hospital (TG),
Toronto Western Hospital (TW),
Princess Margaret
Cancer Centre (PM),
Toronto Rehab (TR), and
West Park Healthcare Centre (WP)

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EDUCATION CENTRES OF EXCELLENCE

Advanced Imaging and Education Centre,
Centre for Advancing Collaborative
Healthcare & Education,
de Souza Institute, HoPingKong Centre,
The Temerty Advanced Education &
Simulation Centre, and
The Wilson Centre for
Research in Education

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RESEARCH INSTITUTES

Toronto General Hospital,
Krembil, KITE,
McEwen Stem Cell,
Princess Margaret Cancer
Centre, and The Institute for
Education Research

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CLINICAL PROGRAMS

Ajmera Transplant Centre,
Altum Health, Centre for Mental Health,
Laboratory Medicine, Krembil Brain Institute,
Medical Imaging, Medicine Program,
Peter Munk Cardiac Centre,
Princess Margaret Cancer Centre,
Schroeder Arthritis Institute, Surgery and
Critical Care, and Toronto Rehabilitation

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SCHOOL

Michener Institute of
Education at
UHN

UHN IS SUPPORTED BY

3

FOUNDATIONS

UHN Foundation, Princess Margaret Cancer Foundation, and West Park Foundation – all excel at creating opportunities for donors to contribute to our mission.



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TORONTO

UHNStrategicPlan.ca

UHN.ca | UHNFoundation.ca | thePMCF.ca | WestParkFoundation.ca



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