

Sinai Health Strategic Plan | 2020-2025

Discovering & Delivering Life-Changing Care





Leadership Message

2020 marks the fifth anniversary of the formation of Sinai Health. Since bringing together **Mount Sinai Hospital, Bridgepoint Active Healthcare, the Lunenfeld-Tanenbaum Research Institute, and our system partner Circle of Care**, we have made powerful strides in advancing our initial vision of becoming Canada's leading integrated health system. We are achieving a shared sense of purpose and values, as we create a welcoming culture of care, possibility and hope for all, with no boundaries between and across campuses.

As we celebrated our first five years, we conducted an ambitious engagement strategy to determine how to build on this strong foundation. Almost 1,500 voices helped us to shape this new strategy, by participating in focus groups, interviews and answering online "big questions" about the strengths of Sinai

Health, and how we could make the most of them in the future. Our community has pride in 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. Our new Strategic Plan 2020-2025 will guide our aspirations and priorities, and set the stage for our future.

With the arrival of the global COVID-19 pandemic, we of course have had to adjust and adapt to our new reality. The recovery from, and adjustment to, COVID-19 will also create opportunities for Sinai Health; everything from embedding our successes in virtual care, creative partnerships to extend our services, and planning for future phases of redevelopment

in light of the increased need for health care with a new infectious disease in the world.

Regardless of these changing circumstances, we are very pleased that our new vision, **To discover and deliver life-changing care**, is as sound today as the day it was imagined. I invite you to read more about how we will realize this vision by enhancing excellence and integration in care and service; advancing discovery, education and the science of care; building a caring culture and environment; and generating value through care and performance.

I look forward to partnering with you to bring our 2020-2025 strategic plan to life. Together, we will work to ensure that patients and their care partners experience excellent and integrated care and service; help everyone to feel like they

belong and matter; support our specialized programs to be the most desired places for care, research, learning and collaboration; base our decisions on real-time, easy-to-access data; and support each other to develop new ideas that improve care and service.



Dr. Gary Newton
President & CEO
Sinai Health

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.

Our Vision, Mission, Purpose & Values

Vision

We discover and deliver life-changing care

Mission

Sinai Health delivers excellent and specialized care in hospital, community and home, focusing on the comprehensive needs of people. We discover and translate scientific breakthroughs, push boundaries for health solutions and innovative models that connect care across the continuum and the lifespan, 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



Our Strategic Priorities 2020-2025



Advance discovery, education, & the science of care

Goals

- Continue to prioritize discovery research and further the science of care.
- Invest and grow academic and clinical leadership, strengthening the synergies between basic science, knowledge translation, teaching and clinical practice.
- Be a teaching and learning environment of choice, combining expertise, partnerships with educational institutions, a welcoming culture, and novel technologies.
- 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.
- Rigorously evaluate the impact and outcomes of our discovery and innovation efforts and the application to care.
- Inspire philanthropy through the demonstrated possibilities of our unique care culture, discovery, learning and specialization mandate.



Enhance excellence & integration in care & service

Goals

- Rigorously advance quality and leading practices in all parts of the organization, equipping our people to translate evidence into practice.
- Purposefully engage with partners to support the health and well-being of our patients, carers, partners and communities.
- Be a leader in developing, implementing, testing, and teaching novel integrated care pathways that are easy to navigate and are interconnected across our sites and with our partners.
- Partner with patients and their care partners to provide the most inclusive, compassionate People-Centred Care.¹
- Advance patient safety, quality, excellence and workforce well-being through investments in future-focused technologies.

¹ 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



Build a caring culture & environment

Goals

- Develop and maintain physical environments and a culture that promotes healing, well-being, learning, collaboration and excellence.
- Design all of our care environments in partnership with our people, patients and their care partners.
- Together with our system partners, we will enable delivery of care beyond our walls, through virtual care, system navigation and creation of new pathways.
- Actively support and equip our teams with the tools, knowledge and scope of work that enable wellness and excellence in care.
- Create a culture of belonging, where everyone recognizes their contribution to meaningful work.



Generate value through care & performance

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 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.



Sinai Health - Intentions 2020-2025

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.

Over the next five years, we will build momentum on our commitment to service excellence, high-quality compassionate integrated care, discovery, and delivering value across our entire enterprise.

As an integral partner in our evolving health care system, our plan will focus on four key domains:

Enhance excellence and integration in care and service - *Invest in people, practice, partnerships, and technology (across Sinai Health and in our areas of specialization) that enable our patients and their carers to access the highest quality care, based on the latest knowledge, within Sinai Health and across the healthcare system*

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*

Build a caring culture and environment - *Create welcoming environments where everyone feels like they matter and they belong*

Generate value through care and performance - *Fully utilize all of our resources (people, funds, processes) to enhance our sustainability, and inspire investment in our future*

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

- Infuse People-Centred Care in everything we do
- Equip and support our people for excellence and well-being
- Drive thought leadership and discovery science
- Use data, evidence and technology to provide the best care
- Build creative partnerships

Where will this 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 global top five Women's and Infants' Health Program.
- Our specialized programs will be the most desired places for care, research, learning and collaboration.
- Our decisions will be based on real-time, easy-to-access data, analytics and evidence.
- Our people, patients and carers 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**

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