“By building stronger connections across our organization and with our partners, and by challenging ourselves to find new ways of restoring children to health as quickly and safely as possible, we will give more children the chance to reach their full potential.”
“The momentum we have built over the last five years will help to drive new levels of achievement in care, research and education as we move forward.”

Welcome to The Hospital for Sick Children’s (SickKids) 2015-2020 Strategic Plan, Building Connections, Accelerating Impact.

This bold ambition for the future of SickKids breathes new life into the original promise made by Elizabeth McMaster in 1875 that improving the lives of children would be the focus of all that we do.

2015 marks the 140th anniversary of our organization. As we look forward to the next 140 years, we renew our dedication to the children and families we have the privilege of serving. By building stronger connections across our organization and with our partners, and by challenging ourselves to find new ways of restoring children to health as quickly and safely as possible, we will give more children the chance to reach their full potential.

In our previous strategic plan, we introduced six interrelated strategic directions to guide our activities. These six directions have served us well. Over the past five years, with the support of our staff, families and partners, we have achieved a great deal and amplified our impact. We continue to make strides in improving the quality and safety of our patient care while reducing wait times and expanding access in areas like our Emergency Department and surgical services. We are recognized as one of Canada’s top employers and are a hospital of choice for clinical and research trainees from Canada and around the world. We have built one of the world’s largest child health research centres—the Peter Gilgan Centre for Research and Learning—and continue to drive world-class discovery and innovation. We have adapted our services to ensure they are culturally sensitive and respect the rights and beliefs of our diverse patient population, and have shared our expertise worldwide through SickKids International and the Centre for Global Child Health.

Today, we are proud to be a symbol of excellence in the health care system and a beacon of hope for children and families. The momentum we have built over the last five years will help to drive new levels of achievement in care, research and education as we move forward.

Over the past several months, we have taken a fresh look at the opportunities and challenges that lie ahead so we can ensure that SickKids continues to evolve in line with the environment around us. Our health care system is constantly changing. Hospitals have transitioned from being places staffed by doctors and nurses working one-on-one with patients, to dynamic, complex organizations with interdisciplinary and interprofessional teams that use advanced technology and information systems to provide coordinated care across the community.

Our health care system as a whole is evolving from a collection of single health care providers focused on one aspect of care to a network of providers aiming to deliver coordinated and comprehensive care to large populations of patients with the goal of managing costs in a fiscally-constrained environment, increasing access, optimizing the individual episodes of care, and enhancing the overall health and well-being of children. SickKids has a vital role to play in this network, caring for highly specialized, complex patient needs. As we move forward, we will enhance what we do within our four walls, while recognizing that our ability to have the biggest impact on the children we care for is increasingly dependent on the services children receive outside our walls. Our ability to sustain our focus on the most advanced care depends on other health care needs being met by other highly capable providers. Through education, partnerships and integrations we will collaborate to enhance the capability of like-minded partners to provide the highest quality care while continuing to advance clinical practice through innovation and research. The successful realization of our plan will see children and families move seamlessly across the continuum of care, receiving the right care at the right time in the right place.

With this in mind, we are proud to introduce our six strategic directions for 2015-2020, which build on our previous work and put in place key foundational pieces that will enable us to evolve over the next five years:

- **Improving Quality and Safety** We will pursue excellence in the delivery of safe, effective, and efficient, as well as child and family-centred care.
- **Enhancing our Infrastructure** We will optimize facilities, systems and technology to advance discovery and evidence-informed approaches to patient care and business processes.
- **Championing the Evolution of Health Systems** We will champion the development of integrated approaches to outstanding care, along a broad continuum of services.
• **Innovating to Drive Impact** We will transform care and service through discovery, creative thinking and effective implementation of evolutionary and revolutionary concepts to enhance our impact.

• **Empowering People** We will develop and support our people in a fair, accountable and learning-based environment.

• **Stewarding our Finances** We will be exceptional stewards of public resources and cultivate new sources of funding to ensure long-term sustainability.

We have developed this strategic plan with a high level of thoughtful involvement from our staff, our volunteers, our partners in government, philanthropy and the private sector, and of course, most importantly, our patients and families. Our future success will depend on the ongoing engagement and collaboration of this broad community of people. We look forward to working together to embrace the opportunities of the next five years, and will strive to continuously improve our organization and the system on which our patients and families depend.

We invite you to read on and learn more about what we intend to achieve over the next five years. You can also access our Strategic Plan electronically on our website www.sickkids.ca. Thank you for your ongoing support in making SickKids what it is today. Together, we will continue to develop a high quality, integrated health care system we can all be proud of, and deliver on our vision: Healthier Children. A Better World.

Dr. Michael Apkon
President & CEO

Rose Patten
Chair, Board of Trustees

June 2015
In our 2010-2015 Strategic Plan, Avenues to Excellence, we outlined six strategic directions to help us achieve our vision: Healthier Children, A Better World. We are proud of the progress we have made over the past five years by focusing our efforts in these areas.

We sought to lead in world-class quality and service excellence, and succeeded in improving access and lowering wait times in our Emergency Department and surgical services. We made care safer and more effective through efforts such as improving hand hygiene, surgical safety checklist performance, and managing our patients’ lists of medications through a process called medication reconciliation. We also worked hard to ensure that the care and services we provide are delivered in a culturally sensitive manner that respects the rights and beliefs of our diverse patient population.

Our efforts allowed us to increase patient satisfaction and accommodate increasing demand for our services—achievements that are particularly notable given that demand has been well above the levels we projected when we launched our 2010-2015 Strategic Plan. Figure 1 illustrates how the projections we made in 2008/09 for some of our major activity areas compare to the level of activity we were accommodating as we ended the 2014/15 fiscal year.

Through Avenues to Excellence we also sought to enhance child health systems by working closely with our partners at the local, provincial, national, and international levels. We led and participated in child and youth initiatives within the Toronto Central LHIN to improve the system in a number of ways, including better coordinated planning for the transition in care as children grow into adulthood and increasing access to child &
efficiently. Innovations in research continue to fuel new discoveries, which have had a positive impact on child health and will continue to do so into the future. Recognizing our role to be socially and environmentally responsible, SickKids worked hard to build sustainable infrastructure, becoming a ‘greener’ organization by diverting waste and reducing energy consumption. Our newly opened facility, the Peter Gilgan Centre for Research and Education, has achieved LEED gold certification for its innovative, environmentally conscious design and operations.

Finally, as a non-profit organization funded largely by the Government of Ontario, we were successful in our efforts to maintain financial health by advocating for appropriate funding while implementing a Lean Management System and continuing to focus on value for money. All of this was achieved in the context of complex health system funding reform in the province. Our researchers have been successful in competing for grant funding over the past five years, significantly growing the funding available for research at SickKids.

We are proud of what we have accomplished over the past five years, but realize that there are always areas on which we can continue to improve.

Building Connections, Accelerating Impact is a testament to our commitment to continually improve for the benefit of the children and families we have the privilege of serving.

youth mental health services. We continue to advocate provincially and nationally for children’s health policies to improve access to care and address the social determinants of health, such as child poverty. We are also working globally to develop capacity and to examine strategies for effective knowledge sharing.

Over the past five years, we also worked to enable our people. Our staff represents our most treasured resource and SickKids would not be a world-class facility without our over 10,000 staff and volunteers. We are proud to continue to be an employer of choice in the Greater Toronto Area, and have benefitted from very low staff turnover in the past five years. We have continued to develop a rich learning environment for our staff, continuously innovating to provide new learning opportunities.

Each and every day, our staff demonstrates their dedication to our patients and families as well as their commitment to continuously improve upon the care and services we provide. Embracing our strategic direction to innovate, our staff brought forward and implemented thousands of new and innovative ideas over the past five years that are allowing us to work faster, safer and more
Today, we are proud to be a symbol of excellence in the health care system and a beacon of hope to children and families. SickKids is both a local care provider to Toronto and surrounding communities as well as a tertiary and quaternary medical and surgical care provider for complex patients from across Ontario and Canada. Demonstrating the strong contribution we make to our community and country, a 2012 study by KPMG on the socioeconomic impact of SickKids indicated the value-added by our operations in Canada was $1.2 billion annually, including employing over eight thousand staff.

Seeking to build on our strengths, over the past several months we’ve conducted a review of the patient population we serve and the environment in which we operate to ensure we remain responsive to both over the next five years. A number of key findings are summarized below.

**OUR PATIENTS**

About 82 per cent of SickKids patients reside in the Greater Toronto Area (GTA). This area is defined as the City of Toronto and five additional municipal regions: Peel, York, Durham, Halton and Simcoe. As Figure 2 demonstrates, of the 82 per cent who reside in the GTA, only 35 per cent reside in the City of Toronto, with the rest coming from surrounding areas. Furthermore, SickKids is located in the Toronto Central Local Health Integration Network (Toronto Central LHIN) as defined by the Ministry of Health and Long Term Care (MOHLTC); only approximately 20 per cent of SickKids patients reside in the Toronto Central LHIN.

Separately, when looking at SickKids patients by the different types of services provided, the role we play in the greater health care system becomes clearer. Figure 3 shows that for day surgery, inpatient and ambulatory
FIGURE 2: PATIENT ORIGIN OF PAEDIATRIC ADMISSION AT SICKKIDS FROM THE GREATER TORONTO AREA

FIGURE 3: PATIENT ORIGIN AT SICKKIDS BY SERVICE

clinic services, around 40% of our patients originate from the City of Toronto with the rest coming from outside the Toronto. Looking further into the Toronto patient population, only 37 per cent of inpatients and 20 per cent of ambulatory patients reside in the actual Toronto Central LHIN. Our Emergency Department shows a slightly different trend, with two-thirds of our patients originating from within the City of Toronto (40 per cent from within the Toronto Central LHIN), and one-third originating from outside Toronto.

OUR ENVIRONMENT
The Government of Ontario through the Ministry of Health & Long Term Care is continuing its work in transforming the health care system for Ontarians. The next phase of transformation identifies a commitment to ensuring people and patients are at the centre of the health care system and focusing on putting patients’ needs first. As such, the Patients First initiative has been established with an action plan identifying the following priorities:

- Access: Providing faster access to the right care
- Connect: Delivering better coordinated and integrated care in the community, closer to home
- Inform: Providing the education, information and transparency patients need to make the right decisions about their health
- Protect: Making decisions based on value and quality to sustain the health care system for generations to come

System integration continues to be a priority for both government and health care providers. Health Links have been established across the province to enhance local integration among health care providers (e.g., primary care, home care, hospitals, etc.) and enable primary care providers improved access to multidisciplinary teams, specialist care and other community supports offered in their local community. Larger academic hospitals are also partnering with community hospitals and providers to ensure patients receive care in appropriate settings, closer to home, which allows the academic hospitals to focus more on care for those with the most severe and complex needs.

Ontario continues on its economic recovery plan with restraint measures in place and small to modest growth predicted. The Government of Ontario is focused on increasing competitiveness and investment for infrastructure while working to eliminate the current deficit by 2017-18. Health care is the biggest government expense for the provincial government. In recent years, the per cent increase in expenditures for health has started to decline; however, the cost of drugs and pharmaceuticals has risen more than three-fold in the last 30 years. A 2010 OECD survey noted that Canadian generic drug prices are the highest among OECD nations, higher than in the United States and twice as high as in Finland. Ontario has taken action to lower generic drug prices to 25 per cent of brand prices. Other provinces are taking similar action and a national pharmacare strategy is being developed.

Transitioning from paediatric to adult services, especially for children with complex and/or chronic illness remains a significant gap in our health care system. With more conditions being diagnosed earlier and children living with chronic illness into adulthood, patients need help identifying appropriate adult specialists and navigating the adult system. During transition to adult care, ownership of managing the patient’s condition also shifts from parents and caregivers to the (adult) individual. In this phase, mental health challenges (whether primary or other) become an added complexity. In particular, with emerging conditions where adult specialists do not exist, or are not available, paediatric providers need to continue providing services for the now-adult patients.

There are a number of trends that are driving greater capabilities at children’s hospitals. This is occurring in a system that is experiencing growing demands and a complex array of services across the life span, with a significant focus on care and service for the aging population. There are also a number of advances in both medicine and science (e.g., new drugs) that are reducing the need for paediatric admissions in community hospitals, which has an impact on the critical masses needed to operate a high quality inpatient paediatric service.

Technological advancements continue to increase at an exponential rate. Deciding what investments to make in technology for the long-term is a challenge because of the pace of change. Staying on top of the latest trends requires constant vigilance. Some of the major trends that will impact how we provide care include:

• Advances in medical imaging and the level of refinement that can be visualized for use in diagnostics and treatments, including surgery or non-invasive procedures;
• Development of applications and mobile devices used by patients to monitor and report on their health;
• Improved networks and faster capabilities of video transmission that facilitate the use of telemedicine for various provider-to-provider and provider-to-patient interactions;
• Advances in genetics, stem cell research and 3D printing that enable the development of new treatments and more individualized medicine;
• Improved robotics for use in surgery that will increase precision and dexterity and play a significant role in health professional education;
• Increasing use of social media for engaging with and sharing information with the public, and driving advocacy efforts.
SickKids has a vital role to play in our health care system—caring for highly specialized, complex patient needs. As we move forward, we will enhance what we do within our four walls, while recognizing that our ability to have the biggest impact on the children we care for is increasingly dependent on the services children receive outside our walls. Our ability to sustain our focus on the most advanced care depends on other health care needs being met by other highly capable providers. The successful realization of our plan will see children and families move seamlessly across the continuum of care, receiving the right care at the right time in the right place.

In pursuit of this future and in preparation for the next five years, we took a close look at demographic projections to ensure we continue to evolve, remaining responsive to the environment around us. Our city and community are constantly changing and evolving. The growth in population for children (up to 17 years of age) is expected to be higher in the GTA than the rest of Ontario by 2020 and beyond. To inform our planning, the following growth projections (see next page) have been developed based on demand and demographic changes. Figure 4 illustrates the overall growth in the GTA over the next 5, 10, and 20 years as well as the growth in the GTA by age group. We recognize that the growth of the childhood population in the downtown core is driving much of the anticipated growth in the city of Toronto.

We realize that our ability to leverage the many assets we have will contribute to the social and fiscal prosperity of our city, province and country. This will need to be done in the face of increasing demands and patient volumes as illustrated by our volume projections in Figure 5. We anticipate steady growth in all major areas of activity.

“SickKids is an incubator for innovation and an institution that sets the bar in Toronto for other academic health science centres...”

— KPMG SOCIOECONOMIC IMPACT STUDY (2012)
In addition, advances in medical technology, human resource capacity challenges, funding challenges, as well our patients’ and families’ desire for more detailed information on the care they receive will all drive both what we do and how we do it.

INTEGRATING OUR CHILDREN’S HEALTH SYSTEM

At SickKids, we believe child health is unique for a number of reasons. Physiologically, children are not just young adults. Illness in children also occurs in the setting of the most profound, permanent, and life-changing cognitive, psychosocial and motor development. There are unique quality and safety considerations, unique disease patterns, and unique investments and innovations that are required to improve their health. Therefore we believe that an integrated, cohesive and holistic approach to care is essential.

The child health care system in Ontario is concentrated in a limited number of providers across the province. Tertiary paediatric care is further concentrated to five major centres in the province. The health care needs of our children also vary greatly and are rapidly evolving.

“SickKids has the potential to wield significant influence...”
- SICKKIDS CLINICIAN

Children with lower acuity conditions (e.g. asthma, obesity) are being managed in our community by doctors and specialists, while hospitals are treating children with complex conditions and/or children who are critically-ill and require inter-disciplinary and ongoing post-acute care. Although these providers are exceptional performers, boundaries and barriers to proper care are created by a lack of integration, and children and families are left to integrate their care on their own. Therefore, it is imperative that at SickKids we redefine our role and identity in the system as well as re-examine our overall approach to care.
Our future success will depend on the ongoing engagement and collaboration of a broad community of people.

Building Connections: Accelerating Impact outlines six strategic directions for SickKids which will guide activities and focus over the next 5 years:

- Quality
- Infrastructure
- Health System
- Innovation
- People
- Finance

Each of our six strategic directions is accompanied by a set of objectives on which we will focus to achieve our desired outcomes. Our Strategy Map (left) provides a visual depiction of our overall strategic plan and links together its various components.

In the next pages, we will provide more detail on our commitment to each of our strategic directions.

“We look forward to working together to embrace the opportunities of the next five years, and will strive to continuously improve our organization and the system on which our patients and families depend.”
**IMPROVING QUALITY AND SAFETY**

This will be achieved by:

1. **ELIMINATING PREVENTABLE HARM**
   Keeping a child safe by preventing harm due to medical error or flawed care is our most fundamental obligation. Complex processes, operational pressures, and communication barriers are ever-present challenges our staff contend with in their daily work. SickKids is committed to reducing, and eventually eliminating, preventable harm to patients. To achieve this we are launching ‘Caring Safely’, a campaign that will focus on key strategies for error reduction grounded in reliability science and principles of safety culture. We will embrace opportunities to learn from our own events, from other hospitals, and from safety experts outside of health care to achieve our ambitious imperative.

2. **CHAMPIONING CONTINUOUS IMPROVEMENT**
   Continuous improvement is the ongoing process of identifying opportunities for improving all services based on the dimensions of quality: safety, timeliness, effectiveness, efficiency, equity and patient- and family-centeredness. Our improvement efforts will combine the application of improvement science with capacity building through learning, and the provision of evidence-based tools and processes. A robust Lean Management program will also continue to enhance our culture of improvement and will enable our staff to deliver better quality outcomes on a daily basis. An enterprise risk management framework will combine the application of improvement science with capacity building through learning, and the provision of evidence-based tools and processes. A robust Lean Management program will also continue to enhance our culture of improvement and will enable our staff to deliver better quality outcomes on a daily basis. An enterprise risk management framework will continue to support the deployment of tools, tactics and strategies that ensure those behaviours are embedded in our culture and daily interactions with others.

3. **ADVANCING A CULTURE OF SERVICE EXCELLENCE**
   Service Excellence is a culture where everyone shares the commitment to putting others first at all times. It helps us focus our efforts on exceeding expectations and being responsive to the needs of those who rely on us, including children and families who come to us for care, and staff members with whom we work and interact. Reflecting on how and to whom we deliver service, SickKids has established and will advance principles that help us align our behaviours. We will continually strive to support the deployment of tools, tactics and strategies that ensure those behaviours are embedded in our culture and daily interactions with others.

4. **IMPROVING EQUITABLE AND TIMELY ACCESS**
   SickKids is committed to achieving health equity and to ensuring access to care for all children in our community, regardless of gender, race, religion, language or socio-economic status. We will involve a wide spectrum of professionals to develop and deliver strategies to address the needs of the vulnerable groups that we serve. We will continue to advance programs and initiatives to ensure timely and equitable access is provided for the right care, by the right provider in the right environment.

5. **FOSTERING CLINICAL RESEARCH EXCELLENCE**
   SickKids is a research hospital in which every child and family has the right to participate in high quality research. We will ensure that there are multiple opportunities for engagement in research by children and families throughout SickKids and share research results with our community. We will enhance child health outcomes through the engagement of families and through excellence in clinical research.

**ENHANCING OUR INFRASTRUCTURE**

This will be achieved by:

1. **BUILDING AN INTEGRATED TECHNOLOGY ENVIRONMENT**
   SickKids will continue to invest in medical equipment, information systems and core technologies that will enhance and integrate with existing technologies in order to achieve a fully integrated patient care information system. These investments will also support important areas of research and care delivery such as clinical research, population health and personalized medicine. The systems will enable continuous improvement to patient care processes, research, education, early recognition and prevention of diseases and enhancements to patient safety. SickKids will invest in innovative technologies to ensure access to the information required for all business activities is rapid and simple, while conforming to best practices for confidentiality and security. SickKids will be conscious of finite resources and opportunities to leverage previous investments.

2. **OPTIMIZING CURRENT AND DEVELOPING NEW PHYSICAL INFRASTRUCTURE**
   Investments in physical infrastructure maintenance, replacement and redevelopment will be made to address the programs and service areas requiring urgent infrastructure renewal while aligning with the Master Plan directions, all within the limits of available resources. We will continue to work with the appropriate levels and agencies of government to obtain feedback, approvals and authorization to proceed with development of the first phases of our updated Master Plan. Using qualified internal resources supplemented with strategic external expertise as required, these projects will support the evolving advances in technology, research, education, and patient and family-centred care.

3. **PROMOTING A SOCIALLY RESPONSIBLE WORK ENVIRONMENT**
   SickKids will continue to develop and maintain policies, procedures, programs and investments that promote, as well as contribute to, a safe, healthy and ecologically efficient environment for the benefit of our stakeholders. Our approach to greening will be evident through practices and policies, such as the procurement and delivery of environmentally-safe products and services, the promotion of energy and resource utilization efficiency, the reduction of waste and pollution, improvements to hazardous waste disposal and the greening of SickKids workplace, patient care, research and education environments.

“We will pursue excellence in the delivery of safe, effective, and efficient, as well as child and family-centred care.”
This will be achieved by:

1. PARTNERING WITH OTHER ORGANIZATIONS TO BUILD CAPACITY AND VALUE

The delivery of health services in Ontario will continue to evolve. SickKids will pursue partnerships with like-minded organizations that build capability, skill and knowledge in order to improve health outcomes for children. By collaborating with others, and organizing health care services more effectively and efficiently across the system, we will achieve higher quality, realize new economies of scale and enhance the value of the services we collectively provide to our patients and families.

“We will champion the development of integrated approaches to outstanding care along a broad continuum of services.”

2. CREATING ENGAGEMENT AND ALIGNMENT MECHANISMS FOR CARE PROVIDERS IN THE COMMUNITY

SickKids will engage with physicians and other providers in the community to promote the sharing of relevant information, enhance the coordination of care and accelerate the transfer of knowledge to maximize the health outcomes of children in the community.

3. PURSUING INTEGRATION ALONG A SERVICE CONTINUUM

The experience of patients and families across a complex health care system should be seamless. SickKids will partner to enhance the coordination of care across different service sites, and pursue integration opportunities that provide greater value for the patients we serve. We will work to distribute care between local providers and specialized centres and leverage technologies like telemedicine to help transcend the distance. We will work to drive the development of a larger integrated system that delivers highly coordinated care across all aspects of health care.

4. DEVELOPING A COMPLEMENTARY SERVICE PORTFOLIO BEYOND THE HOSPITAL

We will work with local providers and leaders to understand the unique needs of our surrounding areas to determine how SickKids can provide needed services that are not sufficiently available to patients closer to their homes. We will extend our footprint and impact by increasing the number of program and service offerings in physical facilities branded as “SickKids”. We will look at the entire continuum of care to determine which services our patients and families will benefit from the most.

5. ACCELERATING COMMERCIALIZATION

SickKids will accelerate its efforts to commercialize research and innovative practices that contribute to technological and organizational advances in treatment, care and delivery of child health services and broader health applications. The right ideas will be provided the opportunity to access available resources and support to seek external capital where needed to transform the innovation into a marketable product. Commercialization will occur through many avenues including technology spin-offs, patents and licensing agreements. We will leverage available sources of funding that support the early stage of product development and service offerings.

“We will transform care and service through discovery, creative thinking and effective implementation of evolutionary and revolutionary concepts to enhance our impact.”
EMPOWERING PEOPLE

This will be achieved by:

1. DEVELOPING SKILLS AND CULTIVATING GROWTH
SickKids will provide innovative programs and methods to nurture our staff to learn, grow and contribute clinically, in research, technically and professionally. We will promote a "Fair and Just Culture" which supports organizational learning while promoting personal accountability and system improvement. We will take a proactive approach to developing future leaders and implement succession planning in a rigorous, planned fashion to ensure an ongoing supply of talented leaders ready to address current and future needs.

2. ADVANCING A HEALTHY AND SAFE ORGANIZATION
The health and wellness of our employees is of paramount importance to us. SickKids will remain committed to providing and advancing a safe and healthy organization where staff can work and thrive. We will support the physical and mental health and wellbeing of our staff while also helping them make informed personal health choices. We will prevent work-related injury and illness by taking all reasonable precautions to eliminate or control workplace risks and create a culture in which everyone is accountable for advancing safety. We will ensure all of our people are treated in a fair and equitable manner, and that the environment in which they work is positive and respectful.

3. RECRUITING AND RETAINING A HIGHLY SKILLED, ENGAGED AND DIVERSE WORKFORCE
SickKids will use innovative approaches to attract and recruit a highly-skilled and diverse workforce that reflects the communities that we serve. Our staff will be world-renowned for their excellent work in clinical, research, education and support functions. We will also provide varied career paths and developmental opportunities for our employees. SickKids will continue to foster employee engagement by soliciting employee feedback and looking for opportunities to advance in this area.

4. RECOGNIZING AND REWARDING OUR STAFF
SickKids will foster a vibrant and engaging climate that celebrates and acknowledges the incredible work our people do, and the leadership and achievement they bring to the organization. SickKids will enhance its recognition framework to acknowledge individuals in a variety of ways and continue the development and implementation of performance assessment tools to recognize staff, enhance accountability, and measure results.

5. IMPROVING TEAMWORK AND COMMUNICATION
SickKids is dedicated to transparent, timely, two-way communication in all areas of the organization. We will enhance communication effectiveness by utilizing innovative communications strategies to reach our staff and broad group of stakeholders both within and outside the organization. We will enhance the resilience of our teams by providing specific education, training and reinforcement of teamwork and communication skills and behaviours.

STEWARDING OUR FINANCES

This will be achieved by:

1. ACHIEVING OPERATIONAL EFFICIENCIES
SickKids is committed to systematically identifying and eliminating inefficiencies, while improving the quality and delivery of services. Our people are responsible for contributing to the organization’s financial stewardship and management of tax-payer, donor and granting agency funds. We will continue to pursue opportunities to enhance efficiencies through the use of various improvement tools and methodologies.

2. GENERATING NEW SOURCES OF REVENUES
SickKids will explore strategic opportunities to generate new sources of revenue. New revenues will augment the funds received from the Ministry of Health and Long-Term Care, Toronto Central LHIN, granting agencies and other funders to maintain and expand our current and future service levels and research and learning activities.

3. STRATEGICALLY INVESTING OUR FUNDING
SickKids funds will be invested to generate the maximum amount of value for our stakeholders and ensure the maximum value for money. SickKids will develop more and better evidence to guide decision making related to strategic investments to ensure that expected value is realized. We will rely on validated data and information as we make funding decisions.

4. COLLABORATING WITH OUR FOUNDATION TO ALIGN FUNDRAISING STRATEGIES WITH STRATEGIC PRIORITIES
SickKids Foundation is a key partner in the overall SickKids mission and therefore it is critical that we align the foundation’s fundraising strategy and SickKids’ strategic priorities. SickKids leadership will actively pursue opportunities to integrate the Foundation into organizational planning and development. In addition, the hospital will participate in and inform the strategic planning of SickKids Foundation.

“We will be exceptional stewards of public resources and cultivate new sources of funding to ensure long-term sustainability.”
We aim to drive outcomes in three major domains:

1. **DELIVERING THE BEST POSSIBLE CARE**
   We are committed to achieving the best possible care for the children and families that we serve. We will ensure that our patients and families have the best experience possible in order to maximize their health outcomes in the most effective and efficient ways possible.

2. **TRANSLATING RESEARCH INTO PRACTICE**
   We are committed to driving new discoveries in the laboratory, at the bedside and in the community and to ensuring that world-class research informs changes in care, policy and practice. Discoveries from both inside and outside of SickKids will lead to improvements in hospital services and ultimately in better health for all children.

3. **PROVIDING HIGH QUALITY EDUCATION AND TRAINING**
   We are proud to be a hospital of choice for clinical, medical, research and administrative trainees from across Canada and around the world. We will remain committed to providing quality education and training for all learners at SickKids. Our education and training will be developed and provided in an inter-professional manner while also focusing on the integration of care.

“As a publicly-funded organization, we are committed to ensuring that we provide a high level of value to all stakeholders.”
There are three high-level phases to implementing Building Connections, Accelerating Impact as outlined below. As with any longer-term strategic plan, there are factors that influence the pace and sequencing of implementation. SickKids will remain flexible to address emerging priorities and pressures while remaining focused on the six core directions of our plan.

In the first phase, ‘Initiation’, we will be focused on our Caring Safely campaign; the procurement of an integrated health information system; completion and approval of our master facility plan and functional program; building and finalizing initial partnerships to advance horizontal and vertical integration across the system, and; finalizing clinical research readiness. We will also be undertaking focused activities to cascade this plan throughout the organization to ensure program alignment and identifying the resources required for the second phase of implementation.

The second phase, ‘Building Momentum’, will advance activities in the initiation phase following rigorous evaluation, and accelerate other important components of the six directions outlined in the plan.

The third phase of implementation, ‘Renewal’, will provide us with a chance to review our progress over four years in Building Connections, Accelerating Impact. In this phase, we will begin the process of assessing the environment, and renewing our strategies to successfully position the organization for the following five years.

MEASURING OUR PERFORMANCE

- We will utilize our award-winning Balanced Scorecard approach to measure our implementation success;
- Annual scorecards will be developed with key performance indicators (KPI) that support the measurement, monitoring and management of each of the six strategic directions;
- Scorecards will be reviewed quarterly by our Management Team and Board of Trustees and will be made publicly available at www.sickkids.ca.
What will our success look like in 2020?

2020 VISION

QUALITY
Quantitative evidence of reduced preventable harm
Clinical effectiveness enhanced
Greater operational efficiencies

HEALTH SYSTEM
Partnerships established that build capacity and value
Engagement/alignment mechanisms for care providers in the community established
Integration along a service continuum realized
Sustainable complementary service portfolio created off-site

INNOVATION
New evidence of research translated into practice
Commercialization accelerated
Innovation culture enhanced

FINANCE
Sustainable business model in place to address capital/operating needs
New sources of revenue generated
Effective adaptation to health system funding reforms
Operating costs reduced through efficiencies and transformation
Successful Foundation campaign

PEOPLE
High levels of employee engagement
Fair and just culture framework implemented
Succession plan in place for high-potential leaders

INFRASTRUCTURE
Clinical information systems implemented
Enterprise business systems transformed
New master facility plan being implemented
Medication management transformed