

STRATEGIC DIRECTIONS@uhn

The future face of healthcare



Welcome to *Strategic Directions ~ The Future Face of Healthcare*, a periodic publication designed to provide you with the information you need to know about University Health Network's long-term planning process.

In Toronto, Ontario, Canada and beyond, the world of healthcare is changing rapidly and being shaped by many broad-ranging trends. If UHN wants to effectively deliver patient care, research and education in the decade to come, we have some tough questions to answer.

For instance, what type of patient care, research and education should UHN be focusing on ten years from now? What will be our role in a more integrated healthcare system? How involved do we need to become in the world of electronically delivered healthcare to be an effective

global care provider?

It's just the tip of the iceberg!

There are many questions, issues and trends needing examination to determine what the face of healthcare at UHN should look like down the road. Strategic Directions is all about forecasting that future and determining the best way to position our hospitals to deliver care, research and education.

Strategic Direction setting is also serving as an umbrella priority, interweaving into its scope UHN's five main priority activities—our patients, our team (staff, students, volunteers), capital projects, information systems and funding.

No doubt, there are many pieces to the healthcare puzzle. However, Strategic Directions is all about identifying those pieces and then figuring out how they best fit together. By next fall, we should have a strong

indication—and a plan—to guide us on our journey.

In this edition of Strategic Directions, we'll bring you up to speed about the first phase of strategic planning which involved the formation of six task forces to identify the trends. To assist them, a major consultation process is also underway at UHN and we'll tell you about that as well. We'll also tell you how you can "have your say" about the next steps and where to find more information about Strategic Directions.

Sincerely,

Tom Closson
President & CEO
University Health Network

Strategic Directions—An overview

What type of patient care, research and education will we be undertaking at UHN ten years from now? What external forces will shape the healthcare services we provide? What will be our role in a more integrated healthcare system?

Those are just some of the questions University Health Network has set out to answer through long-term planning.

"The healthcare system is changing rapidly and being shaped by many trends, such as human resources shortages, an aging and multicultural patient population, technology and the development of new diagnostic tools and treatments," says Tom Closson, President and CEO of University Health Network. "Strategic planning is helping us to identify the opportunities and risks ahead, and provide us the insight to plan accordingly."

Here's an overview of the Strategic Directions planning process. (Please also see timeline chart on the right).

Task Forces examine the trends

As an initial step, six task forces were created in December 2000 with the goals of taking the pulse of the healthcare system and providing a prognosis for the future. The task forces are:

- Health Services Integration and the New Consumer
- Health Services Funding
- Human Resources Planning and the Work Environment
- Best Practice Implementation and Accountability
- Globalization and the eWorld
- New Diagnostic Tools and Treatments

The task forces, with about 12 members each, have met regularly over the past few months to research, analyze and debate the trends in their specific focus areas. In May, they will provide reports to Senior Management and the UHN Board of Trustees recommending what strategies UHN should adopt in the future.

Currently, a wide-reaching consultation process is underway—*Have Your Say*—to gather information, feedback and suggestions from both inside and beyond UHN (See *Have Your Say!*, page 3). This feedback is being sent to the task forces to help them with their reports.

"I fully expect that we will have conflicting points of view once the task force reports are submitted," said Tom. "However, that's all part of the process—figuring out how all the pieces of the puzzle fit together."

Program Groupings Methodology

The second phase of Strategic Directions is examining how UHN organizes itself on an ongoing basis to plan its

Strategic Directions Timelines and Milestones

Strategic Planning	
Process Approval	November 2000
Task Forces	December 2000–April 2001
Program Groupings	
Methodology	February 2001–June 2001
Process and Criteria Evaluation	Feb. 22
Letters of Intent Submitted	March 14
Notification to Proceed with Submission from PPC	March 26
Program Groupings Submission Due to PPC	April 25
Workshop to hear Presentations and Evaluate Submissions	May 10
PPC Review of Clinical Activity Targets	June
Mission Vision Values Review	May/June 2001
Board of Trustees & Planning Priorities Council Retreat	May 25–26, 2001
Strategy Synthesis	June 2001
Final Strategic Directions Report	September 2001

care, research and education. Currently, UHN has 24 core programs, including five priority programs. This process will see all these UHN services assembled into five to seven "program groupings" to enable operational and strategic planning in a focused and inclusive manner.

On May 10, a workshop in the Main Auditorium at Toronto Western Hospital will hear proposals and decide the program groupings. UHN Senior Management will also review clinical and academic data and hear the proponents of each recommended program grouping to determine their size and scope.

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Have Your Say!

The Consultation Process...

What good would it be to decide the future of one of Canada's largest networks of teaching hospitals without first asking the people who work, teach, research and treat patients? And what about community partners and experts in the field?

To find out what they're thinking, Strategic Directions is conducting a wide-ranging consultation process throughout March 2000 to gather feedback and suggestions about what the future face of healthcare should look like at UHN.

The process is hearing from various individuals, management bodies, and employee and professional groups. UHN is also seeking feedback from community partners, health agencies, and other hospital shareholders, including the University of Toronto, the Ministry of Health and Long-Term Care, the Ontario Hospital Association and professional associations.

"Gathering a broad cross section of feedback will provide new perspectives and ideas concerning which directions UHN should be headed in during the next ten years," says Tom Closson, President and CEO of UHN. "This feedback is proving extremely valuable in assisting our task forces in making recommendations because we're going straight to

the source—the people and groups who understand healthcare trends and who can recommend how we best position ourselves to meet the future needs of patients."

As an initial step, a special feedback form was mailed out to all staff along with their pay statements. The form, called *We Need Your Feedback... About the Changing Face of Healthcare @ UHN*, asked employees what the most important issues were for UHN in the future. Those results will soon be available and communicated to all employees.

"We have been flooded with responses from all levels of staff, indicating that the people who work here feel a strong sense of ownership for their workplace," explained Sarah Downey, Director of Corporate Planning at UHN.

To facilitate face-to-face consultations, raise awareness and educate people about Strategic Directions, a special 10-minute video called *The Future Face of Healthcare* was recently produced.

It is being shown at meetings and focus groups and is available at each of UHN's three hospital libraries for staff to sign out.

(Please see "Need more information..." on page 8 for details)

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A Final Strategy

By September, a final Strategic Directions report will be presented at the annual general meeting of the UHN Board of Trustees.

"Of course, we will need to update our strategic plan on an ongoing basis to address changing realities," Tom explained. "However, this initial process will provide us with the basis of the strategic plan and the direction we need to meet the needs of our patients and hospital community in the future."

Have Your Say!

How Can You Provide Feedback?

If you want to provide additional feedback, you can do so in several ways.

- Call the Strategic Directions office at (416) 340-4800 ext. 6273.
- Staff can drop a line to the "What You Told Us" e-mail box on the internal global address list to provide feedback or ask questions. Externally, the e-mail address is: wytu@uhn.on.ca.
- Staff can contact one of the task force process coordinators by e-mail using the Corporate Intranet. On the home page, click on Corporate Functions. Then go to Strategic Directions and click on [task force contacts](#). You will find a listing of the process coordinators and can click on the relevant name to send an e-mail message.
- Go to the Corporate Functions page of the UHN Corporate Intranet and click on the new [Tom Listens](#) link under Tom Closson's photograph. This will provide you access to a feedback form which you can fill out and return electronically.

Our Patients

How are we planning for their future?

Regardless of what the future face of healthcare becomes at University Health Network, one thing is for sure—patients will remain our top priority.

In fact, all six task forces involved in the Strategic Directions planning process are involved in one way or another in examining ways to ensure UHN delivers the best possible care, research and education available for the benefit of our patients.

One task force which is specifically focused on patients is the Task Force on Health Services Integration and the New Consumer. The task force is not only examining who future patients will be but also what their needs will be and to what degree UHN needs to integrate its services with community partners.

"Integration is really a fancy word for coordinated care," explains Task Force Chair Peggy Leatt, also Professor of Health Administration at University of Toronto. "Right now, Ontario is the only province in Canada which has not regionalized healthcare services. The task force is looking at how we can work through community partnerships, alliances and affiliations to best provide coordinated, consistent and continuous care."

One of the main questions is whether UHN will need to provide certain services in coordination with other healthcare partners or whether a "focused facility" approach should be implemented where patients are provided one-stop shopping for complete treatment of a disease or disorder on site.

A lot depends on who the new

consumer—or patient—will be in the future and what will be expected from healthcare providers. The task force recently heard that the patient of the future will be more consumer savvy, expecting higher standards of care.

The new consumer expects a high level of technical care and demands timely response to their needs for care, physical comfort and confidentiality. Perhaps most important, the patient of the future is already starting to show up at hospital now, armed and educated with healthcare information downloaded from the Internet and other sources.

This has several implications to caregivers. First, patients see their healthcare professionals as partners in their care and, outside of emergency situations, expect to take an active role in decision making. They are also more likely to use or consider complementary and/or alternative medicine. Recent research shows that in the past year, 70% of Canadians have reported using one or more natural health products such as herbal remedies or massage therapy.

Meanwhile, with talk of patient surveys, benchmarks and performance measurements permeating the healthcare field, it is obvious that patients, government and the public expect a growing degree of accountability.

That's why the Best Practice Implementation and Accountability Task Force is looking at how UHN can ensure it uses the most up-to-date scientific evidence in care delivery and how best to inform the community about the level of care being provided.

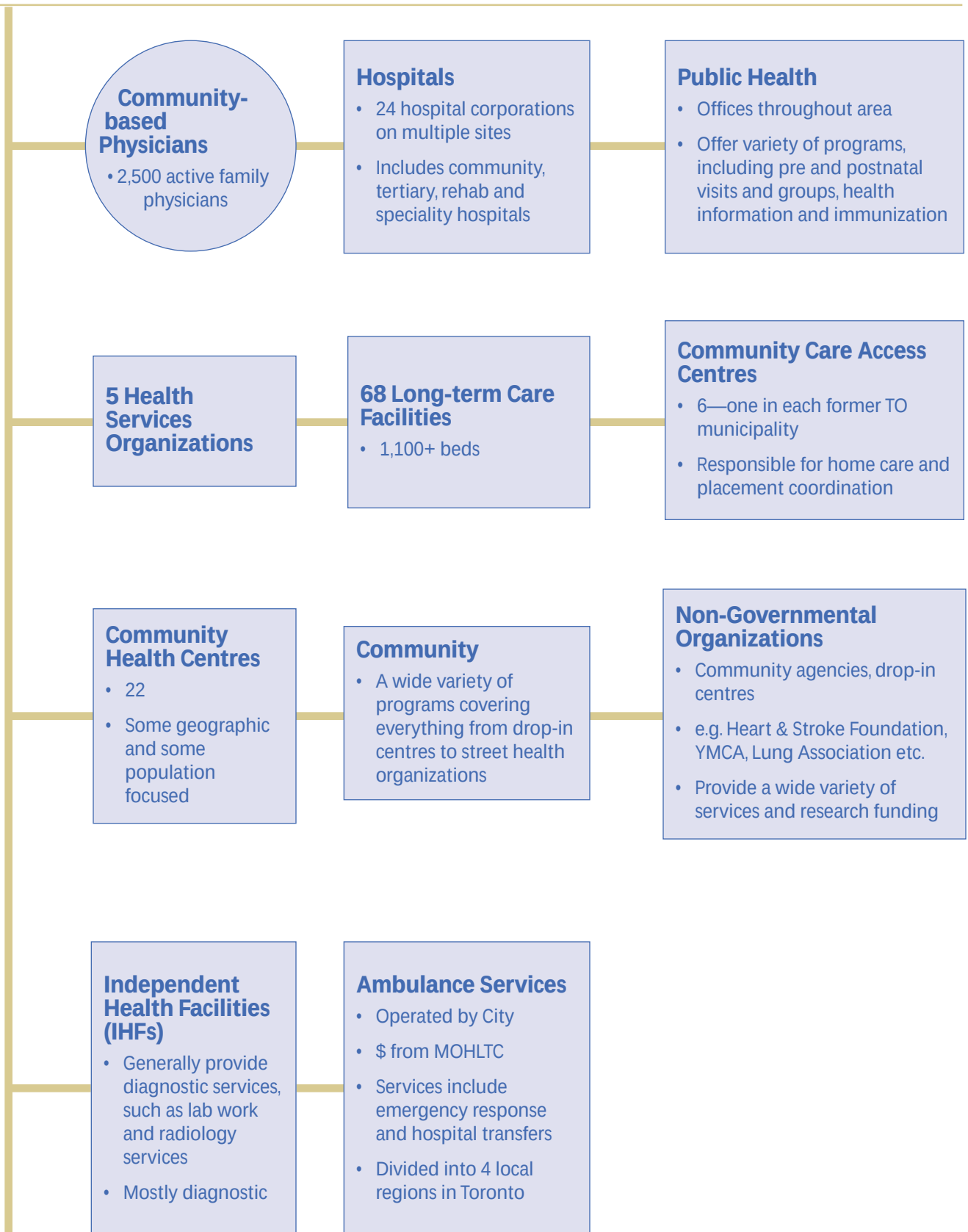
"With healthcare being the major



issue on the minds of Canadians, more than one-third of the province's budget being allocated to healthcare spending and an increasingly scrutinizing media, being able to account for the type and quality of service we provide will be increasingly important," says Task Force Chair Dr. Richard Reznick, also Vice President, Education at UHN.

"First, UHN must decide what role it will play in the practice of accountability. Will we position ourselves as a leader in making the healthcare system more visibly accountable or can we follow the trends being created elsewhere? Also, when we structure performance measurement reporting within an institution the size of UHN, we must avoid creating an environment that is too controlled, yet allows for the flow of information on performance to our staff, the public and our patients."

Here are some statistics the Health Services Integration and New Consumer Task Force recently heard about who provides health services in Toronto



Funding

How can we afford to provide excellent care, research and education?

Healthcare funding is one of the hottest topics in Ontario and Canada today. Where is the funding of healthcare services headed? How can UHN make a profit in some areas in order to reinvest into patient care? How much revenue will UHN have in 10 years?

The Toronto General Hospital, Toronto Western Hospital and Princess Margaret Hospital have been taking a long, hard look at funding and budgets for years, so what's so different about what the Health Services Funding Task Force is doing?

"We're not looking at budgets," explains Task Force Chair Kevin Empey, also Chief Financial Officer at UHN. "We are looking at ways to ensure that UHN has the money it needs over the next five to ten years to offer our patients the care they need, to make this a good place to work, and to ensure that we're able to conduct research and teaching which are fundamental to us as an organization."

Part of what the Task Force is doing is identifying UHN's strong points when it comes to securing funding, says Kevin. "For example, we are in an excellent position to take advantage of the Ministry of Health's priority to fund radiation, transplant and cardiac services. We're also poised to take advantage of opportunities in areas such as spinal implants and mechanical hearts."

The task force has examined issues such as the potential for research revenues and commercialization, foundation revenues and how they are affected by changes in healthcare and government funding trends. It has also looked into other potential ways of generating money, such as through complementary, sports and rehabilitation clinics.

For instance, the Task Force heard recently that Canadians spend about \$3.8 billion a year on alternative therapy practitioners, with \$240 million of that total being spent in Ontario.

So far, the Health Services Funding Task Force has developed several revenue options which will be included in its final report. Some of them include:

- advocate for the Ministry of Health and Long-Term Care to fund for inflation
- advocate for a stable and predictable funding allocation from the Ministry, including the use of the proposed Joint Policy & Planning Committee's funding model which rewards efficient hospitals, recognizes the additional costs of tertiary and teaching hospitals and recognizes the characteristics of the population being served and the case mix
- maintain the capability to expand highly specialized and complex services such as transplant, cancer, cardiac and nephrology
- do not enter into businesses unrelated to the core services of UHN
- support the research institutes in their pursuit of funding grants
- advocate for increased federal and provincial funding for research and development
- advocate that funding sources fund for infrastructure in addition to scientific work
- provide hospital resources to support (and expand) the work of the Technology Transfer and Research Business Development Office
- encourage the dissemination of information on technology transfer to researchers throughout UHN
- support the growth of all phases of clinical trials at UHN

Our UHN Team

How is Strategic Directions planning for staff, students and volunteers?

Staff, students and volunteers are perhaps the most important piece of the puzzle that the six strategic task forces need to consider when looking at the future face of healthcare at University Health Network.

For example, if UHN decides to focus care, research and education on new diagnostic tools which are minimally invasive, where will it find the

healthcare professionals who are qualified to perform the surgery and care for the patient? Where will we find the professionals to train future students?

The question of human resources shortages is certainly central to all the task forces. But projecting which type of employee UHN needs in the future and where they will be most needed is paramount to the Human

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Information Systems

Task force looking into UHN's place in the computerized e-World of healthcare

Should University Health Network be using computer technology to consult patients around the world over the Internet? Or do we first need to determine if we can actually use such technology to simply meet the needs of the multicultural community in our own back yard?

It's just one of the many enthusiastic on-line debates around the table during meetings of the Globalization and eWorld Task Force which is examining how University Health Network should position itself to take advantage of future trends in global technology to offer services and enhance care.

UHN has already plugged into the world of electronic healthcare, with the major thrust being care@uhn, UHN's five-year Information

Management Strategy designed to support care delivery using innovative, easy-to-use computer technology.

But to what extent should UHN take advantage of new and future information technologies?

"It's important that the global path UHN chooses is innovative and, most importantly, meets the needs of our clients here in Toronto," says Task Force Chair Dr. Alex Jadad, also Director of the eHealth Innovation Program, a joint UHN-U of T initiative examining how to enhance healthcare on-line.

"For example, if UHN develops an electronic source of health information that meets the needs of Toronto's Ethiopian population, then we can explore ways of using it to help people in Ethiopia."

For many people in North America and Europe, using the Internet or "eWorld" to track down medical information is nothing new; Angus Reid Group and Price Waterhouse Coopers studies found that 39 per cent of Canadians obtain health-related information on the Internet. As well, 29 per cent of Canadians said the Internet and/or the media were their primary sources of health information.

With numbers like those, it would appear the trend is toward a world of eHealth and the Task Force has set out to examine the impact globalization and the eWorld will have on the way UHN operates in the future. In any event, task force members agree that any change will be driven by consumer need and the ability of health-care providers to embrace change.

Tools of the Trade

What equipment will we need to deliver healthcare?

What new tools of the trade will have a significant impact on how UHN delivers healthcare during the next ten years? Anyone who watches television or reads the newspaper knows that new medical technologies are cropping up at an unprecedented rate.

"That trend will no doubt continue," says Dr. Keith Stewart, Director of the Toronto General Hospital Research Institute and also Co-Chair of the New Diagnostic Tools and Treatments Task Force. "Our job is to try to determine which technologies and treatments hold the most promise and which ones will meet

new and growing clinical needs of patients."

To wade through a sea of technology, the task force split into six working groups surrounding genetics, drugs, imaging, advanced medical devices, regenerative medicine and information services. Each group focused on identifying which diagnostic tools and treatments in those areas should be UHN priorities.

"We're not only working on identifying three or four trends in each of the six areas but in providing a rational framework for determining whether we should be a leader in that area or if we simply want to use the

technology when it's available," said Dr. Chris Paige, Vice President of UHN Research who is co-chairing the task force.

The Task Force recently circulated to members the first draft of its technical report.

"This is a great accomplishment," said Dr. Paige. "The members of this group worked very hard over the past few months to pull together and assess a tremendous amount of material on trends in diagnosing and treating disease. We still have some work to do but this draft report represents an enormous amount of time and effort."

Our UHN Team *continued from page 6*

Resources Planning and Work Environment Task Force.

"It's vital to the overall well being of UHN that we not only ensure that we have enough staff, physicians and volunteers to meet our patients' needs, but that we can attract and keep the best in each area," says Task Force Co-Chair Emma Pavlov, also Vice President of Human Resources & Organizational Development at UHN.

As UHN heads into 2001, retaining and recruiting staff is priority one and the task force is analyzing not only current and future staffing projections but also how UHN can become a workplace of choice where people want to work, research, learn and practice care.

Task Force members have been reviewing several critical areas such as nursing, rehabilitation, laboratories, information systems, physicians, radiation, therapy and clinical physicists, medical imaging and Allied Health. The Task Force is examining what skill mix staff will need in the future, the demographics and the best way to retain staff; they are also looking at the role of Volunteer Resources.

"Our employees are extremely dedicated to their profession, team and patients," says Emma. "However, employees also need balance in their lives and a supportive, people-friendly place to work so that their commitment to our organization becomes just as strong. We must create reasons for healthcare staff to want to stay at UHN and sell prospective staff on why we are the best healthcare employer."



Human Resources staff prepare materials for an employee job fair—retention and recruitment is a key priority at UHN and the HR Task Force is examining trends in staffing for the future.

Need More Information about Strategic Directions?

There are several ways you can find out more about Strategic Directions at University Health Network.

■ Corporate Intranet Strategic Directions page

If you work or volunteer at University Health Network, you can find all the information you need on the UHN Corporate Intranet. From the home page, click on "Corporate Functions." Once at the Corporate Functions page, you'll see the Strategic Directions section.

■ The Future Face of Healthcare Video

A new video explaining the Strategic Directions long-term planning process, The Future Face of Healthcare, is now available for all staff, volunteers and interested people in the community. Copies are available to sign out at all three UHN hospital libraries. The video is a perfect idea for staff meetings, information sessions and public presentations.

UHN Library

Toronto General Hospital
Toronto Western Hospital
Princess Margaret Hospital

Location

Eaton Wing, 1st Floor Rm. 418
Fell Pavilion, 3rd Floor
Main Building, 5th Floor

Call

(416) 340-3429
(416) 603-5750
(416) 946-4482

■ Task Forces

You can get in touch with any of the six Strategic Directions task forces by calling the Strategic Directions office at (416) 340-4800 ext. 6273 or e-mail one of the process coordinators listed below:

Task Force	Process Coordinator	E-mail
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Health Services Funding	Kristen Donaldson	kdonaldson2000@yahoo.ca
Human Resources Planning & Work Environment	Ann Ford	Ann.ford@uhn.on.ca
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Best Practice Implementation & Accountability	Kristen Donaldson	kdonaldson2000@yahoo.ca
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University Health Network

Toronto General Hospital Toronto Western Hospital Princess Margaret Hospital

The Future Face of Healthcare is a periodic update published by Public Affairs and Communications about the UHN Strategic Directions long-term planning process. If you have questions or comments, please send them by internal e-mail to What You Told Us (externally the e-mail address is wytu@uhn.on.ca) or contact the Strategic Directions Office at (416) 340-4800 ext. 6273.