



# Going Beyond

Strategic Plan  
2024-2029

for our people and communities



William Osler  
Health System



# Osler's Land Acknowledgement

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We acknowledge that our health system is situated on the traditional lands of the Huron-Wendat (Hu-ron-When-dat), Haudenosaunee (Haw-den-oh-shawn-nee), Anishinaabeg (An-ish-in-aa-beg), and the Mississaugas of the Credit First Nations.

We respectfully recognize a multitude of distinct First Nations, Inuit, Métis, and Urban Indigenous peoples who are the original caretakers of the lands and waters now known as Canada.

Indigenous Peoples' knowledge, wisdom and traditional practices are invaluable enrichments to society – past, present, and future.

Indigenous Peoples experience on-going injustices due to colonialism, including the impacts of intentionally harmful and unjust health care and research practices. These violations continue to affect the health and well-being of Indigenous Peoples, resulting in inter-generational trauma for individuals, families, and communities.

Aligned with our commitment to equity, diversity, inclusion, and health justice, we have a shared responsibility to lead with our organization's Values of Respect, Service, Compassion and Collaboration.

With gratitude, we commit to ongoing learning and action by:

- cultivating authentic relationships with Indigenous Peoples;
- caring for the land to support healthy communities;
- educating ourselves on Indigenous cultures;
- providing care with cultural humility informed by Indigenous practices and beliefs; and
- respecting Indigenous ways of healing.

# Message from our Board & CEO

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Outgoing Board Chair,  
Linda Franklin



Incoming Board Chair,  
Pardeep Singh Gill



President & CEO,  
Dr. Frank Martino

## The Future of Osler

**We envision a health system that delivers world-class health care close to home and is grounded in the principle that everyone in our communities has access to the high-quality care they need, when and where they need it.**

Our 2024-2029 Strategic Plan, *Going Beyond for our People and Communities*, embodies the true spirit of what it means at Osler to go beyond. This means delivering the best possible patient and family experience for the diverse and sometimes vulnerable communities we serve. But this plan is about so much more than that.

It's about cultivating a culture that inspires our people to think differently, deliver exemplary health care, and collaborate with partners to create better experiences across the health system. This means transforming the way we think about health care and the pivotal role that people and communities – including patients, families, Osler team members, donors, and our many partners in the community, primary care, academics and government – play in shaping a health system built for the future.

Building on our strengths in clinical care, research and education, and leveraging our track record for innovation and quality excellence, we are excited to take the steps that will move us towards realizing our bold, new Vision for World-class health care *inspired by our people and communities.*



# Introduction

## Our Community

Across the vibrant regions of Brampton, North Etobicoke and Caledon, the communities we serve can look forward to a bright future for health care. As the **most culturally diverse and fastest-growing** regions of Ontario, our communities are known for their warmth and hospitality, welcoming newcomers and embracing the rich mosaic of perspectives and experiences that each person brings. The population inspires us to constantly evolve to ensure we can meet the unique health care needs and provide the best possible care experiences to anyone who chooses Osler for care.

The population around us, already at **1.3 million residents**, is growing at nearly triple the provincial average. Working together with our many partners, we must be prepared to meet the growth, which is largely among young adults, as well as an aging seniors' population that is expected to increase by nearly **135 percent over the next 20 years**. With a provincial focus on boosting housing across communities, we also expect to continue to see a growing number of young families move into the region.

The communities we serve are incredibly diverse with many newcomers choosing to live in our region each year. More than 76 percent of our residents identified as visible minorities, and over 52 percent as immigrants, of whom more than half were born in Asia.



## Introduction: Our Community



Photo credit: Foodie Festival, toronto.com



**76%+**  
of our residents  
identify as  
visible minorities

**52%+**  
as immigrants

Delivering a people-centred care experience means listening to and respecting patient and family preferences, practices and beliefs, partnering with patients and our community and health system providers to better understand and address barriers to accessing care, and creating an environment where everyone has a strong sense of belonging.

Over the past few years, we have seen an increase in **complex health needs** among the people we serve. In addition to experiencing one of the highest prevalence of diabetes in Ontario, our regions of Peel and the Greater Toronto Area are also facing significant increases in cardiovascular disease, cancer, chronic kidney disease and dementia, requiring enhanced and expanded specialized services closer to home.







As our communities thrive, Osler will embrace every opportunity to ensure **greater equity** for the people it serves through innovative, forward-thinking approaches to health care. Few are as well-positioned and compelled as Osler to lead the necessary changes and collaborate for a more **inclusive health care system** for our communities and beyond.



## Our Community at a Glance



Osler  
Communities

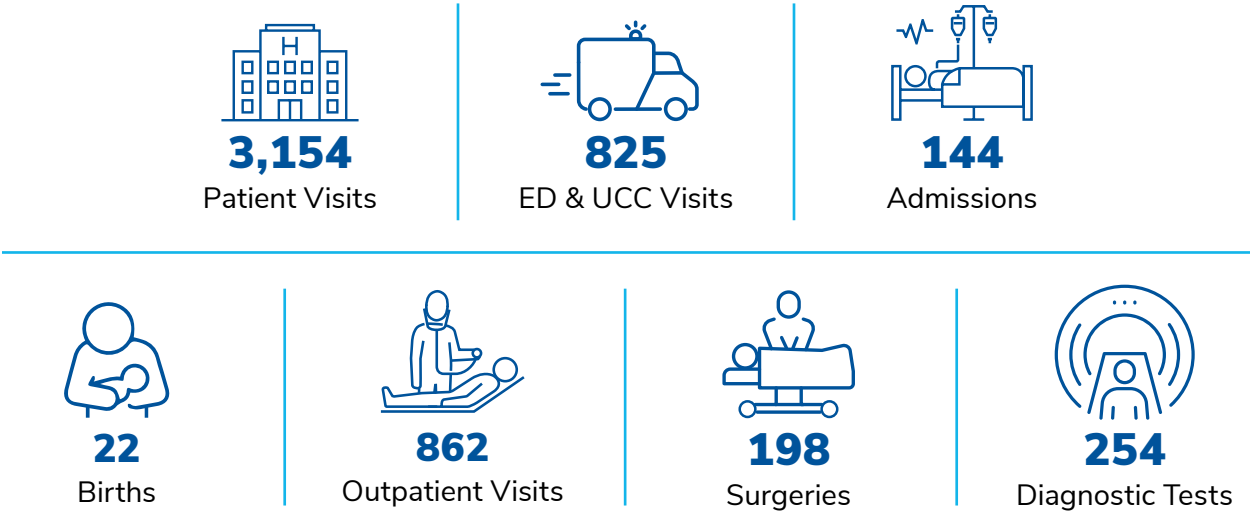
	Population growth expected by 2031 <sup>1</sup>	<b>30%</b> compared to 18% in Ontario
	Newcomers arriving each year <sup>2</sup>	<b>20,000+</b>
	Identify as a visible minority <sup>3</sup>	<b>76%</b> compared to 34% in Ontario
	Speak languages other than English or French <sup>3</sup>	<b>54%</b> compared to 26% in Ontario
	Percent in Lowest Income	<b>16%</b> compared to 13% in Ontario
	Living with 5+ health conditions <sup>4</sup>	<b>43%</b> compared to 35% in Ontario

### Data Sources:

1) Ministry of Finance Population Growth Projections 2023. 2) Government of Canada Permanent Residents by Census Division and Census Subdivision 2023. 3) StatsCan 2021 Census. 4) Ontario Health Profiles March 2022.

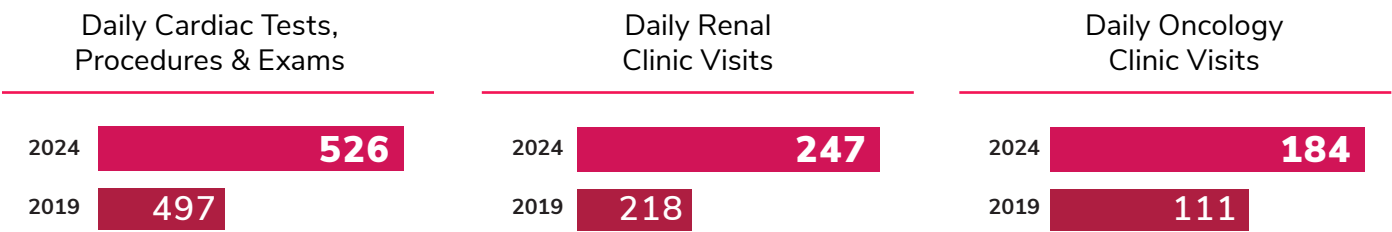
Introduction:  
By the Numbers

A Day in the Life at Osler



Specialized Services

Our specialized services are growing to bring exceptional care closer to home and meet the unique needs of our communities.



Our People



Data reflective of April 1, 2023 – March 31, 2024.  
1) Inclusive of our contracted service partners. 2) Includes medical trainees and interprofessional learners.





# Vision, Mission, Promise & Values

## Our Vision:

**World-class health care inspired by our people and communities**

Our Vision is a commitment to work together across Osler and beyond, engaging our communities, health system, government and academic partners to advance research, education and clinical practices that lead to the best possible health outcomes and experiences for our people. We know that true excellence is only achieved when our people and communities feel valued, empowered, and supported in their health care journeys. Together, we contribute to advance a more unified and inclusive health system for generations to come.

## What these words mean to us:



### World-class

We provide personalized care close to home with the highest degree of excellence, enabled by facilities, services, and systems that are recognized globally.



### People

We care about people before they become patients. Osler values patients and families as unique individuals and equal partners in their health care journey, and is committed to our staff, physicians, and volunteers.



### Communities

Communities includes all the diverse populations we serve in our regions and the partnerships we have and foster locally and across the globe. We embrace research, education, and partnerships to improve health outcomes for the betterment of these communities.



### Health care inspired

Ignited by our sense of purpose, we provide exemplary health care, while collaborating to improve the health system beyond our walls.



“ Our teams blend the best in clinical practice, research, academics and technology, with the human touch... ”

### Our Mission:

## Innovative health care delivered with compassion

We deliver exceptional care experiences where every encounter is a testament to our unwavering **compassion**. Our workplace culture inspires creative, forward-thinking solutions to some of the greatest challenges facing health care today. Our teams blend the best in clinical practice, research, academics and technology with the human touch, applying the latest knowledge at the point-of-care. Our commitment is to approach everyone – patients, families, and colleagues – with empathy, kindness and understanding throughout the health care journey.

### What these words mean to us:



#### Innovative

We actively implement creative, forward-looking solutions, including research, academics, discovery, technology and clinical practice brilliance.



#### Delivered with compassion

We are empathetic, kind and understanding towards our patients, families, and colleagues, providing support throughout the health care journey.

## Our Promise:

### Going Beyond

At Osler, **going beyond** are words we strive to live by every day. They inspire our team members to always provide the best care for our patients, together with teams across the organization, delivering the highest standards of excellence in everything we do, and to work with our partners to create a more integrated and inclusive health system. Leveraging innovation, research and our role in educating tomorrow's health care workforce, we are committed to advancing knowledge locally and beyond that leads to ground-breaking best practices, better health outcomes, and healthier communities.

## Our Values:

Osler's **Values** are key to everything we do. They embody who we are as an organization, and who we aspire to be, and are the guideposts that help shape a culture where everyone is treated with respect, dignity, and compassion, and inspire us in every moment with every person.



Create Community and Belonging.



Quality Lives Here.



Serve with Humility and Gratitude.



Care for Each Other.



Embrace Curiosity. Empower Creativity.



Stronger Together.



# Strategy Development: Shaping the Strategic Plan



“ Over 3,700 voices... provided thoughtful feedback...”

Our 2024-2029 Strategic Plan, **Going Beyond for our People and Communities**, is shaped by the people and communities that know Osler best. Over 3,700 voices from patients, families, staff, physicians, volunteers, Osler's Board of Directors, health system, government, academic and community partners provided thoughtful feedback through focus groups, interviews, surveys, and engagement events.

Together, these voices share a vision for Osler, one that recognizes our exciting next chapter and embraces the endless possibilities and opportunities our future brings to serve our communities. Based on what they told us is important to them, our focus for the future will:

- **Provide world-class health care close to home:** Build capacity and expand specialized services while pursuing a relentless focus on quality excellence and people-centredness to ensure our patients and families receive timely care close to home.
- **Empower and enable our teams to be their best and do their best:** Attract and retain the best talent through opportunities, professional development and fostering a workplace where teams feel supported and valued throughout their experience at Osler.
- **Optimize resources, technology, and facilities for our people and communities:** Leverage user-friendly technology, facilities and equipment that promote teamwork, efficiency, and empower our teams to deliver excellent care.

## Strategy Development: Shaping the Strategic Plan

“...these voices share a vision for Osler...that recognizes our exciting next chapter...”

- **Advance coordinated care with our partners:** Collaborate with partners and continue to establish strong partnerships to enhance progress on our shared goals including timely access to care, seamless transitions beyond Osler’s walls, and address population health.
- **Build on our strength in diversity:** Leverage our strength in diversity to provide culturally competent and accessible care, inspire a culture of belonging for our people, and serve as a model for other health systems by advancing the future of health care.
- **Nurture organizational culture and celebrate our successes:** Take pride in who we are and what we achieve together, celebrating our resilient and innovative teams that advocate for our communities and strive for global impact.
- **Build the foundation for academic excellence:** Recognize our unique position and opportunity to conduct research and education, invest in training the next generation of health care professionals to serve our diverse communities with excellence, and contribute to the future of health care.









# Strategy at a Glance

## OSLER'S MISSION

Innovative health care delivered with compassion

## Strategic Directions

### People & Culture

Inspiring a sense of belonging that supports people to be their best and do their best

### Quality Excellence

Relentlessly pursuing world-class, high-quality health care

### Health System Leadership

Leading and partnering to transform the health system for Osler's communities and beyond

### OSLER'S VISION

World-class health care inspired by our people and communities

### Organizational Effectiveness

Optimizing resources to provide effective health care for the communities we serve

### Research & Academics

Developing the health care providers and researchers of tomorrow

## Strategic Foundations



Equity, Diversity  
& Inclusion



Innovation  
& Collaboration



Infrastructure  
& Technology



Financial  
Stewardship

## OSLER'S VALUES

○ Respect   ○ Excellence   ○ Service   ○ Compassion   ○ Innovation   ○ Collaboration

# Quality Excellence

Relentlessly pursuing world-class,  
high-quality health care

Every patient deserves excellent care and care experiences, so we strive to design health care that is the best in the world. Our teams embrace transformative thinking and a best practice mindset, ensuring everything we do meets or exceeds the highest standards for quality care and safety. We are on a journey to always deliver world-class people-centred care in a welcoming environment that personifies the human experience.

## **We will:**

- Deliver excellent care through an elevated patient experience that is co-designed to cultivate trust and confidence
- Embody evidence-based models of care to advance exemplary quality
- Exemplify Osler as an industry leader in providing safe and reliable health care



# Organizational Effectiveness

**Optimizing resources to provide effective health care for the communities we serve**



**We make the most efficient and effective use of the resources entrusted to us so that we can deliver an exceptional care and work experience.** Committed to health care excellence, we are building more capacity in healing spaces so that our growing population has faster access to care. Our welcoming facilities aim to promote connection and inspire excellent care delivery. We will continue to leverage the latest technology to make informed choices about care, enhance communication, and ensure our teams are at the forefront of best practices.

## **We will:**

- Enable capacity and transformation of health services aligned to population growth and patient needs
- Leverage technology and analytics capabilities to enhance operational efficiencies and advance patient care
- Drive value-based improvement and decision-making through strategic use of data and evidence



## People & Culture

**Inspiring a sense of belonging that supports people to be their best and do their best**

**Our people are our greatest strength and as diverse as the communities we serve, bringing their unique experiences to provide the best care for our diverse population.** We will support our team members to reach their highest potential and make the most of their talents and expertise by providing opportunities to collaborate, innovate, and grow, while also maintaining a focus on their health and wellbeing. We will continue to evolve a workplace culture that our people are proud to be part of founded in respect and trust, where our staff, physicians, volunteers, learners and researchers feel valued, our patients and families feel informed and well cared for, and where everyone feels a strong sense of belonging.

### **We will:**

- Advance our organizational culture to elevate a sense of belonging, pride, and trust
- Foster a learning culture that encourages curiosity, discovery and innovation
- Attract and retain the best talent for the organization and communities we serve



## Health System Leadership

Leading and partnering to transform the health system for Osler's communities and beyond



Through bold leadership and strategic partnerships, we are reshaping the health care landscape. Working closely with our many health system partners including primary care, community partners and the Central West Ontario Health Team, we will collaborate to ensure patients and families have access in a timely manner to the right care in the right place. With growing opportunities for people to live longer healthier lives, we will collaborate to advance how services are delivered to improve population health, support seamless transitions, and enhance access to care for our most vulnerable people. Together, we are not just adapting to change; we are driving it, ensuring our communities receive nothing short of exceptional and inspiring care within and beyond our region.



### We will:

- Lead and advance integrated care through partnerships to ensure seamless care experiences
- Evolve and innovate models of care inspired by our communities' needs
- Advocate to ensure required resources to build capacity and advance integrated health care in collaboration with partners

## Research & Academics

Developing the health care providers  
and researchers of tomorrow



As we transform to an academic health centre, the launch of the Osler Research Institute for Health Innovation (ORIH) and our partnership with Toronto Metropolitan University to open a new School of Medicine in Brampton will advance a culture that celebrates the spirit of discovery, learning and innovation, inspired by the diverse communities we serve.

We will invest in educating and training a diverse health workforce that reflects the populations in our region with the knowledge and competency to care for our communities. In addition, we will advance research projects and opportunities that lead to new approaches to care and clinical excellence in collaboration with our communities to support Osler's growing and underserved communities across different populations.

### We will:

- Transform to an academic health centre, and expand research and teaching while further strengthening our connection with the communities we serve
- Pursue research that advances translation of discovery into practice to improve patient care, health outcomes and system performance
- Develop an exemplary clinical interprofessional educational experience for the future health care workforce

# Strategic Foundations

The following strategic foundations are essential cornerstones that will enable success in fulfilling our Vision of world-class health care inspired by our people and communities:







# What Success Looks Like

As the provincial health care landscape continues to evolve, and the health care needs of our communities continue to grow, we will remain nimble in our ability to change course, as needed, over the next five years. What won't change is our promise to go beyond and the pursuit of our Vision for World-class health care inspired by our people and communities. Here is the exciting future we aspire to achieve together by 2029:

Osler is a health care **provider of choice**, delivering exemplary patient and family experiences and featuring culturally competent and specialized care that is responsive to the growing needs of our communities.

*“Thanks to the latest technology, I received my diagnosis in days instead of weeks, and I appreciated that my care team listened to and respected my preferences, practices and beliefs while planning for my care. I am so fortunate that I live in a community where I can access highly specialized health care services close to home.”*

*– Future Patient, 2029*



## What Success Looks Like

Osler is the **workplace of choice** for staff, physicians, researchers, learners and volunteers, attracting the best and brightest to join our team, build their career, experience an inclusive environment, and have a positive, meaningful impact on the future health care for our communities for generations to come.

*“I grew up in this area, so I am excited to begin my career at Osler after completing my education. My experience at Osler has been fulfilling and I am excited to continue to serve the region’s underserved populations and provide culturally competent care in an inclusive and welcoming environment.”*

*– Future Health Care Provider, 2029*



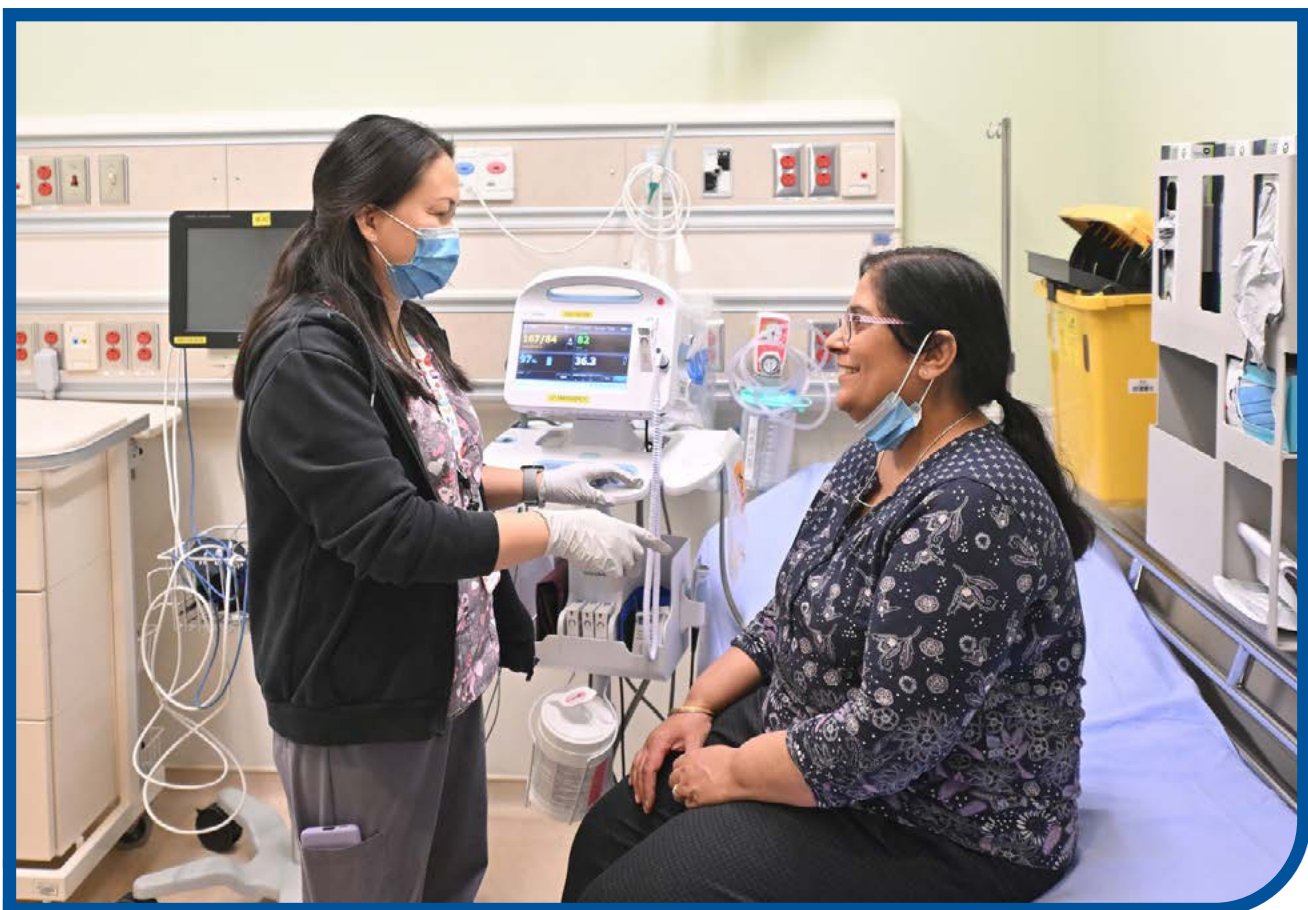


## What Success Looks Like

Osler is a **partner of choice**, attracting health system, community, academic and government partners eager to contribute to a better patient experience for Osler's unique populations and beyond by advancing new approaches to care, and more seamless patient transitions across the health care system to improve population health.

*"Osler is a recognized leader in advancing equitable, inclusive and comprehensive care for its culturally diverse populations, which aligns with our organization's values and priorities. Our partnership based on mutual appreciation, trust and transparency has allowed us to accelerate care provided at the right place at the right time."*

*– Future Partner, 2029*



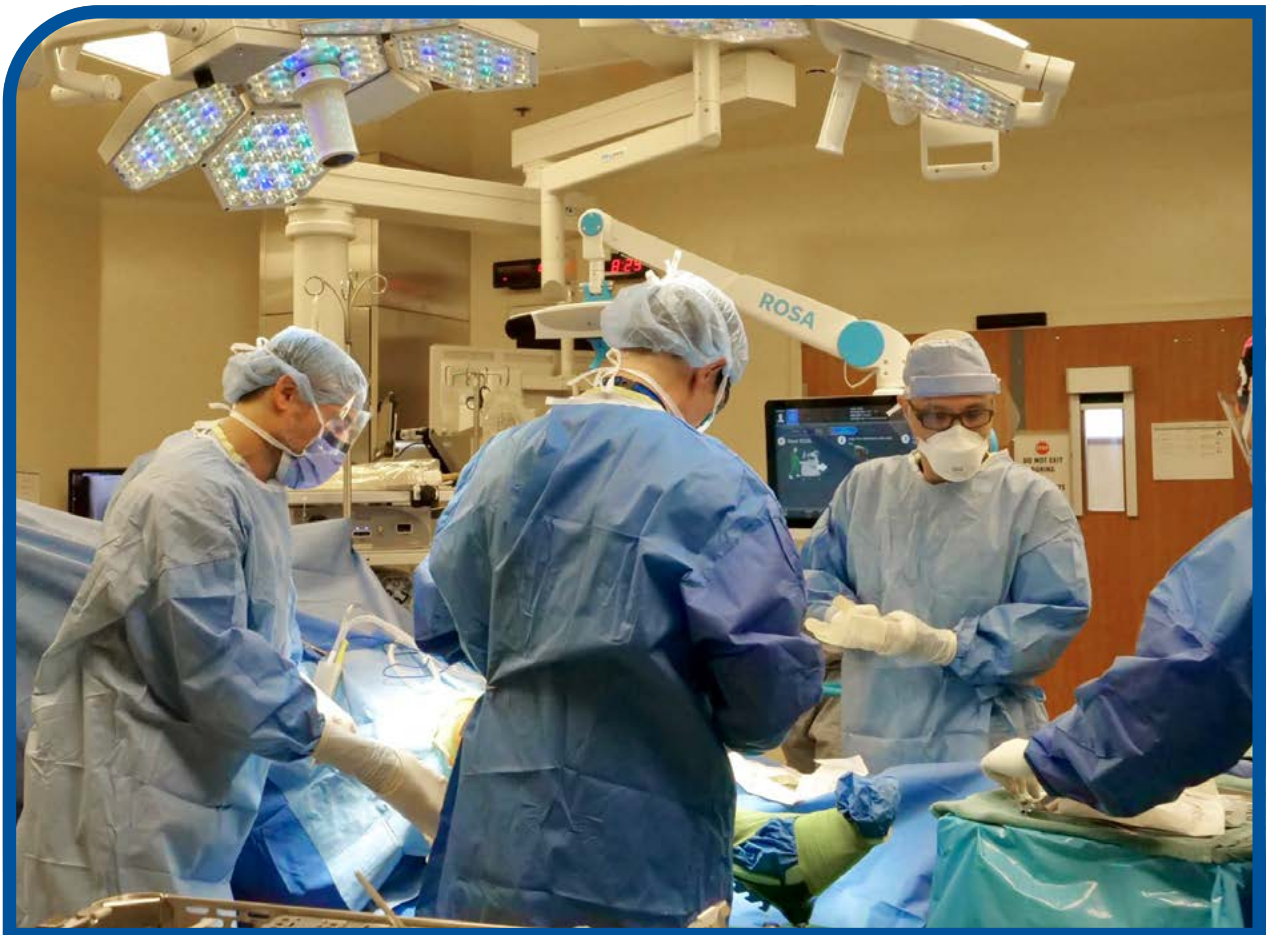


## What Success Looks Like

Osler approaches resources **innovatively, effectively and efficiently** as it invests in state-of-the-art facilities and advances technology to drive evidence-informed decision-making to provide exemplary care for our communities.

*“I feel empowered in my day-to-day because I have the information I need at my fingertips to make decisions and be effective in my work. The state-of-the-art tools and facilities we have at Osler inspire my team and I to be more connected and provide exceptional patient care.”*

*– Future Staff Member, 2029*



## What Success Looks Like

Osler cultivates a **spirit of discovery, diversity, learning and continuous improvement** enhanced by a robust research institute and exceptional academic experiences for better health outcomes.

*“As a frontline clinician, it’s incredible to have the opportunity to engage in research that translates into immediate impacts for the unique populations we serve. I am grateful that Osler’s Research Institute for Health Innovation gave me the opportunity to spearhead a research project that helps more patients receive new, innovative, and effective treatments personalized to each person’s needs”*

*– Future Researcher, 2029*



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**Reactivation Care Centre**

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**Withdrawal Management Centre**

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