

Holland Bloorview

Kids Rehabilitation Hospital

Transformative Care, Inclusive World: Holland Bloorview 2030

Strategic Plan 2023-2030



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This plan imagines Holland Bloorview in 2030 where care and services for children, youth and families are agile, socially accountable and transformed by research and education.”



Transformative Care, Inclusive World: Holland Bloorview 2030 was built on the input of our community through a series of formal focus group discussions we called “campfires.” Inspired by the feedback from our campfires, a series of “sparks” brought the conversation to staff, youth, families, volunteers, government and community and healthcare partners. We used surveys, discussion boards, small group conversations and one-on-one discussions to gather input.

1,250+

touchpoints with
staff, students
and volunteers

150+

touchpoints
with youth
and families

10+

consultations
with system
partners

Transformative Care, Inclusive World: Holland Bloorview 2030

This strategic plan, *Transformative Care, Inclusive World: Holland Bloorview 2030* was born out of the strengths, passions, expertise and experiences of the Holland Bloorview community and the challenges and aspirations beyond our walls.

The needs of children, youth and families living with disability and developmental differences are evolving and, in many cases, becoming more complex.

This plan imagines Holland Bloorview in 2030 where care and services for children, youth and families are agile, socially accountable and transformed by research and education. On the road to 2030 we will challenge ourselves as an academic health science centre with a continuing commitment to teaching, learning and sharing our knowledge, expertise and discoveries.

Of course, we cannot do this alone. We will continue to nourish existing relationships with children, youth, families and diverse partners. We'll creatively and respectfully build new partnerships and system approaches.

The “we” of this plan is the remarkable team at Holland Bloorview whose well-being is essential to our collective success. Their brilliance, dedication and compassion anchor all that we do. We are committed to an empowering, inclusive and safe environment that will cultivate innovation, continuous learning, education and research.

We are excited to begin the journey to 2030.



Julia Hanigsberg

Julia Hanigsberg
President and CEO
Co-chair, Strategy Taskforce



Poonam Puri

Poonam Puri
Chair, Board of Directors



Allyson Whyte Nowak

Allyson Whyte Nowak
Member, Board of Directors
Co-chair, Strategy Taskforce

A young boy with a prosthetic right leg is sitting in a wheelchair, laughing joyfully. He is wearing a purple t-shirt with the text "This is what we do" and "with Leader" visible. He has a large, dark prosthetic leg on his right side, secured with straps, and is wearing a grey sneaker. A woman with long dark hair, wearing a black t-shirt and a blue surgical mask, is sitting next to him, looking at him. They are in a room with wooden cabinets and a whiteboard in the background.

Our vision

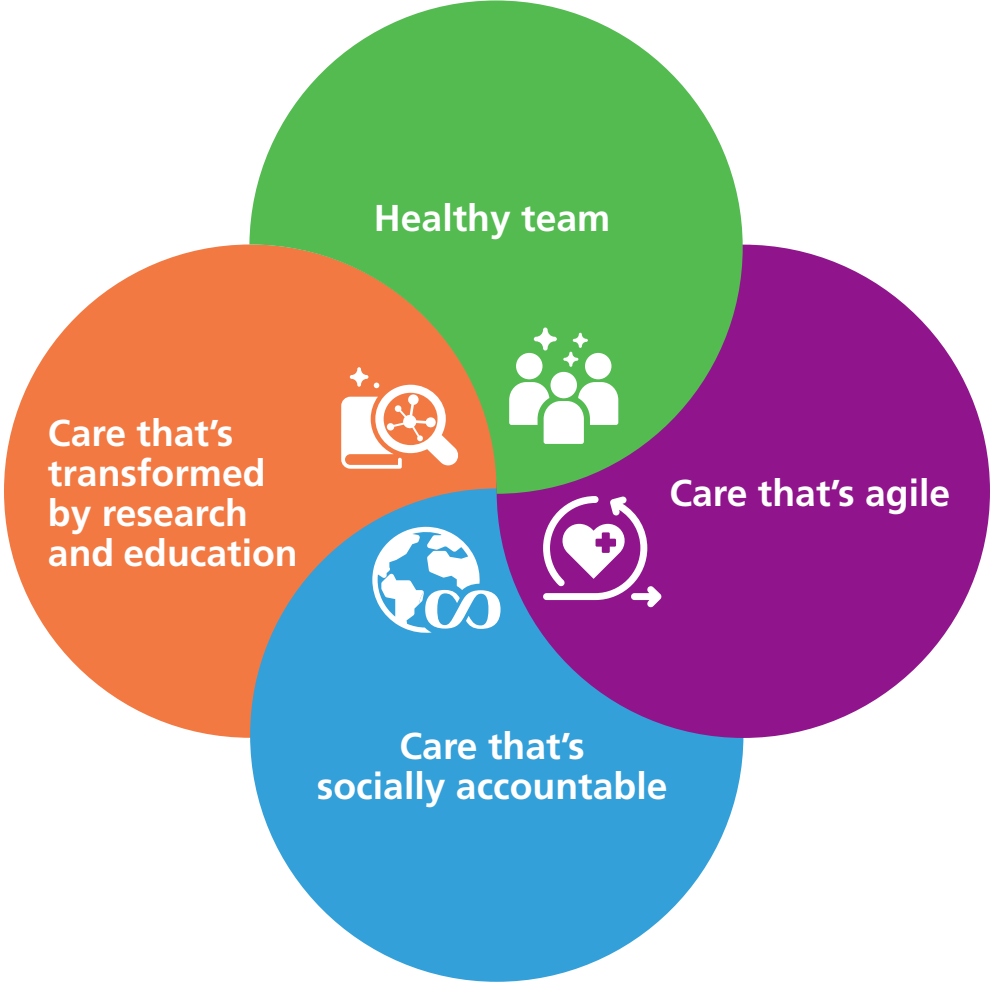
The most meaningful and healthy futures for all children, youth and families.

Our mission

In unparalleled partnership with children, youth and families, we deliver outstanding personalized, interprofessional care; maximize function through cutting-edge treatment and technology; co-create ground breaking research, innovation and teaching; connect the system; and drive social justice for children and youth with disabilities.

Strategic Plan 2023-2030

Goals



Commitments

Our commitments are the lens through which we see the Holland Bloorview 2030 strategy:

Caring Safely

We will ensure the safe thing to do, is the easy thing to do as we strive for zero harm across the hospital.

Co-design

We will engage the expertise of our team, children, youth, families and alumni to co-design care, services and pathways.

IDEAA

We will build an inclusive, diverse, equitable, accessible and anti-racist environment that treats all individuals with respect and fairness.

Reach

We will share and spread knowledge with pediatric health providers locally, nationally and globally.

Sustainable

We will lead with a lens on environmental, financial and human sustainability.



Healthy team

Empower a thriving, diverse team equipped with the skills, tools and time to learn, do their best work, and the agency to effect meaningful change.

We will:

- build opportunities for connection and relationships that foster belonging and purpose while celebrating successes.
- optimize safety, education, mentorships and new technology adoption to help staff grow professionally and reduce burden.
- elevate the diversity of voices and have a staff, leadership and board representative of the communities we serve.
- confront and address workplace racism, discrimination and ableism.

We will track progress by measuring:

- staff opportunities to inform/co-design new policies, practices or service delivery models.
- psychological safety at work.
- engagement and experience scores for staff who identify as belonging to equity seeking groups.
- representation across leadership, staff, learners and volunteers from historically marginalized populations including Black, Indigenous and people with disabilities.

DEFINITION

Psychological safety: Shared belief held by members of a team that you can take risks, express ideas and concerns, speak up with questions, and admit mistakes freely, without fear of negative consequences.

Care that's agile

Meet the evolving and complex physical, mental, developmental, behavioural and psychosocial health needs of children and youth with disabilities, developmental differences and rehabilitation needs through continuous learning, the power of data and improving integration across systems of care.

We will:

- become a learning health system.
- expand our team's resources and capability.
- empower teams with the training and tools they need to safely and meaningfully adapt to evolving health needs and behavioural complexity.
- strengthen our partnerships across systems of care and services to simplify access and transitions.

Engaging kids, youth and families:

As a learning health system, we will continuously evolve our engagement efforts, including authentic partnership and co-creation, inside and outside of Holland Bloorview. We will creatively seek out new co-creation opportunities, including with alumni, the external disability community and those experiencing structural oppression.



We will track progress by measuring:

- teams using internal data, research and client feedback to continuously inform decision-making.
- improved access across all programs and services.
- clinician confidence providing care for the evolving population of children and youth we serve.
- clients transitioning to adult care with access to reliable and specialized healthcare.

DEFINITION

Learning health system: An environment of continuous improvement and innovation, where internal data, research and experiential knowledge are used collaboratively across clinicians, researchers, operations, children, youth and families to inform the best possible care and outcomes. In a learning health system, trying new ideas, embracing failure and success, is encouraged and incentivized.

Care that's socially accountable



Integrate equity, anti-racism and social determinants of health in all that we do and demand a world that values children and youth with disabilities and developmental differences.

We will:

- better equip clients and families with the skills and resources needed to self-advocate.
- be a voice for policy and system change locally and nationally.
- re-imagine our services so children, youth and families have equitable access and greater choice in when, where and how they receive them.
- understand and support the unique social needs of each family we serve.

We will track our progress by measuring:

- increased availability and use of socio-demographic data to serve children and families from marginalized communities.
- partnerships with community-based organizations supporting equity seeking groups.
- families expressing unmet social needs that are connected to supportive programs.
- access to care for Black, Indigenous, people of colour and newcomers.

DEFINITION

Social accountability: A recognition that the social determinants of health (including where we live and play) influence healthcare access, quality and safety, and outcomes for different communities, leading to health inequities. In practice, this means challenging systems of health inequities and improving the health of historically disadvantaged people and communities. Socially accountable organizations build trusting, transparent, and mutually beneficial relationships with their clients, families, vendors and community partners.

Care that's transformed by research and education

Groundbreaking discoveries, precision health, education and knowledge exchange will transform care for children, youth and families that live with disability and developmental differences around the world.

We will:

- harness the power of internal and external data sets and artificial intelligence to understand individual variability, predict outcomes and inform care.
- mobilize research findings to enhance quality of life, support policy recommendations and create individualized treatments and interventions.
- create and participate in networks of researchers, clinicians, families, leaders and educators to exchange knowledge.
- train the next generation of innovative, diversely skilled and adaptive health system leaders.

We will track progress by measuring:

- research projects using biology, clinical and sociodemographic data to inform precision health.
- adoption of Bloorview Research Institute findings and technologies nationally and internationally.
- published research that contributes to the understanding of the intersection between childhood disability and equity seeking communities.
- students taught and clinicians trained in a wider range of disciplines that have the specialized skills and knowledge to meet the needs of children and youth with disabilities and developmental differences.

DEFINITION

Precision health: A proactive and personalized approach to care where interventions, services, and accommodations are informed by each individual's biology and environment, including their genetics, neurobiology, clinical presentation, and sociodemographic context.





Holland Bloorview 2030



From 2023

To 2030

Healthy team



Children, youth and families are everyone’s motivation. Arising from the pandemic, lower staff engagement, increased burnout and moral distress is present in teams. Leaders are seeking more tools and ways to support their team. Our journey to confront organizational and systemic racism, discrimination and ableism has just begun.

Each person and team is supported and engaged, empowered and valued to do their best work. Our commitment to children, youth and families is matched by our optimism.

Care that’s agile



Waitlists and wait times are too long. The healthcare system is stretched, as are our resources. Innovation and transformation is everywhere and teams are looking for the tools and time to do even more. Data is beginning to be used more consistently to inform decisions.

Holland Bloorview is a dynamic ecosystem where internal data, research and experiential knowledge are merged to inform decision-making and clinical care. Our teams have agency to continuously learn, adapt, take risks and innovate. Children, youth and families have easier access to the expertise and resources they need to transition smoothly to adulthood.

Care that’s socially accountable



Systemic barriers are preventing equitable access to care. Social needs are being identified and are beginning to be addressed in some programs.

We deliver data-driven, equity-informed, services when and where families need them. The healthcare system prioritizes the well-being of children and youth with disabilities and developmental differences.

Care that’s transformed by research and education



Our new state-of-the-art research space is complete and many high-impact research findings are the norm. Over 500 students each year are trained at Holland Bloorview in a wide range of disciplines. We have the largest developmental pediatric sub-specialty program in Canada.

Novel, individualized, cutting-edge discoveries are rapidly adopted and transforming the lives of children and youth. Highly skilled experts are being trained in innovative ways and at greater rates, enabling enhanced access to developmental experts and the services they provide.

Download and share the plan at:
StrategicPlan.HollandBloorview.ca

The web and PDF versions of the strategic plan are accessible for screen readers and other accessible technologies.



Holland Bloorview
Kids Rehabilitation Hospital

A TEACHING HOSPITAL
FULLY AFFILIATED WITH



UNIVERSITY OF
TORONTO

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