

# 2021/22 Strategic Indicators & Targets



| Strategic Goal  | Indicator   | Baseline    | 2021/22 Target   |
|---|---|-------------|--|
| By 2024, Unity Health will achieve top-tier care experience metrics for all those we serve.   | During your hospital stay, did staff treat you with kindness and respect? (interim)*  | 90%         | 90%  |
|   | Establish care experience measurement framework and implement so that composite care experience indicator can be used for 2022 onward*  | N/A         | Completed  |
|   | Primary Care Communications Protocol for West and Downtown East Toronto Ontario Health Teams  | N/A         | Completed  |
| By 2024, Unity Health will achieve best care experiences for those who experience marginalization.  | Collect demographic data so that data can be analyzed to specifically assess care experience for Black and Indigenous patients*   | N/A         | Process for collecting demographic data developed and implemented                              |
| By 2024, Unity Health will be an inspiring and equitable workplace that will attract and sustain the best and the brightest health care providers, educators, learners and researchers. | Top 100 Employer Recognition application  | N/A         | Completed  |
|   | New leaders and physicians are reflective of the racial makeup of Greater Toronto Area population   | N/A         | Mechanism for race-based data collection completed and guidance for hiring processes developed |
|   | Learner Experience – “I would recommend this organization for a placement here”   | 62% Top Box | 63%  |
|   | Staff engagement – “I would recommend this organization to my friends as a great place to work.”  | 74%         | 74%<br>(maintain baseline)   |
|   | Student learner engagement – “As part of orientation, I was made aware of appropriate channels and resources available to me if I experienced harassment, discrimination or violence in the workplace.” | 79%         | 84%<br>(5% increase)   |

**Bold indicators** are tied to 2024 goal statements.

\*Indicators tied to *Excellent Care for All Act* (ECFAA) performance based compensation.

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|--|---|-----------|--|
| By 2024, Unity Health will be a world class health care organization in research and innovation.   | Top 5 in research intensity amongst Canadian hospitals  | \$407,200 | \$447,920  |
|  | Review of research operations   | N/A       | Completed  |
| By 2024, Unity Health will be a recognized world leader in advancing care in focused specialty areas including: multiple sclerosis, trauma, critical care, and innovations in brain & heart. | Progression towards defined key performance indicators (academic output, attracting talent, advanced innovations, highly functional critical teams academy) | N/A       | Achieved   |
| By 2024, Unity Health will be a recognized world leader in creating applied health artificial intelligence (AI) solutions to advance the care experience.                                    | # of active international collaborations on AI initiatives  | 0         | ≥ 1 active collaborations  |
|  | Demonstrating improvement in meaningful outcomes* related to AI initiatives   | N/A       | ≥ 2 new AI solutions   |
|  | Commercialize AI solutions  | N/A       | Develop AI Commercialization Plan and ‘Spin out’ at least 1 start-up |
| By 2024, Unity Health will transform our digital and physical infrastructure to support the best care experiences.   | Electronic Patient Record (EPR) project milestones achieved   | N/A       | Issue request for proposals to Market                                |
|  | Completion of SMH 3.0 Redevelopment Project Phases 3 & 4  | N/A       | 25% Completed  |
|  | Implementation milestones for Providence Campus of Care Phase I project   | N/A       | Completed  |
|  | Submission of SJHC Sunnyside Wing Functional Program to Ministry of Health for approval   | N/A       | Completed  |
| Balanced Budget  | Net surplus at bottom line  | N/A       | > 0  |