

## 2025/26 Strategy Dashboard – Q3 as of December 31, 2025

### Mission

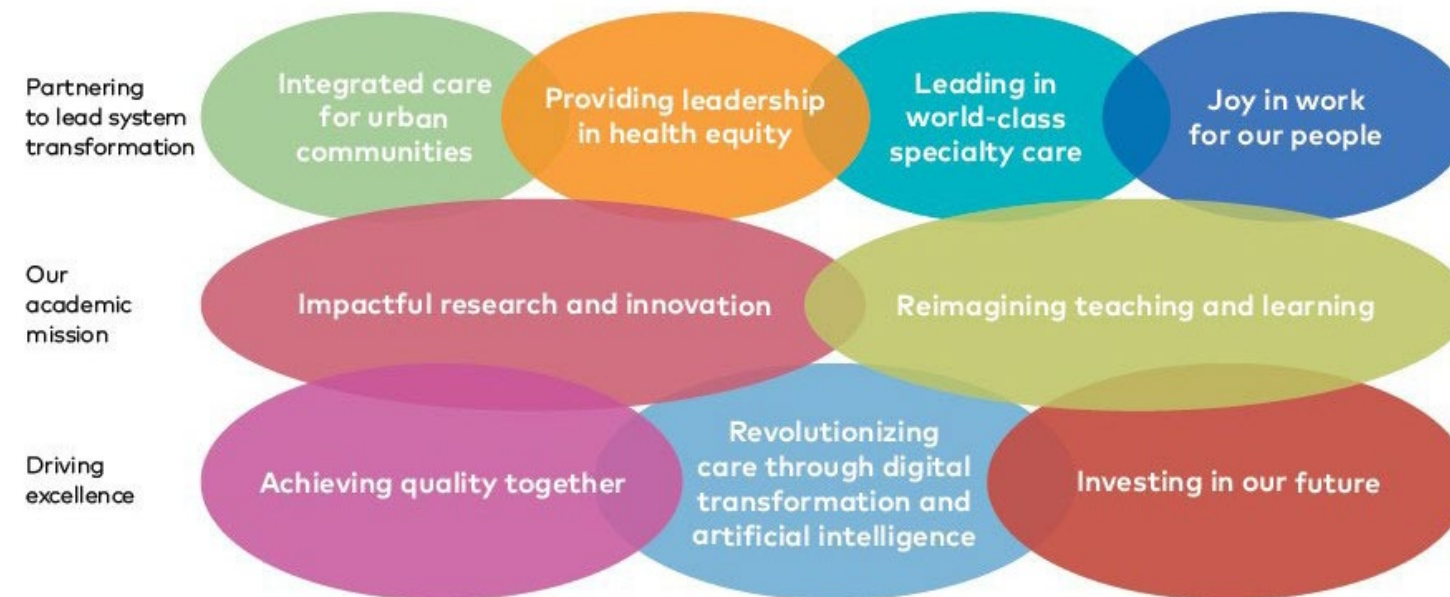
Unity Health Toronto is a Catholic health-care organization providing compassionate physical, emotional and spiritual care to all in need. We advance excellence in health care through world-class education, research and innovation.

### Vision

The best care experiences. Created together.

### Values

- Human Dignity: We affirm that every person has sacred value and is worthy of respect.
- Compassion: We enable health and healing by understanding each person’s needs and by providing care with kindness and sensitivity.
- Excellence: We strive to achieve the best care and quality through innovation and continuous improvement.
- Community: Together we embrace diversity, trust, joy and teamwork to fulfil human potential.
- Inclusivity: We foster an inclusive, welcoming environment where everyone is treated equitably and without judgement.



Strategic Component	Description	2026 Goal	Indicator	Baseline	2025/26 Target	Q1	Q2	Q3	Q4	YTD
Providing leadership in health equity	We will be an international leader in creating an equitable future for our patients and the people who work and learn in healthcare, serving with compassion, excellence and humility.	We will have equity-oriented quality improvement efforts that cover all clinical areas, as well as a greater number of equity-focused clinical initiatives for specific patient populations.	Open Indigenous wellness spaces	No wellness space specifically for Indigenous peoples	Open first Indigenous wellness space at SMH	Completed				Completed
			Percentage of clinical areas that have at least one patient-focused equity-oriented improvement initiative	N/A	100% of clinical areas have equity-oriented improvement efforts initiated or active	40-50%	68.5%	81%		81%
Revolutionizing care through digital transformation and artificial intelligence	We will be the world leader in applied health AI and advanced analytics.	Internationally recognized for improving patient outcomes with our EPR.	HIMSS Level 6 requirements	Epic live across all in-scope areas	Achieve HIMSS Level 6 requirements	>90%	>95%	100%		100%
		We will co-develop at least two additional commercializable products.	Total number of novel commercializable products co-developed with partners	3 (CHARTwatch/Discharge Prediction; Project ED; Data and Analytics Platform)	3 (maintain)	3				3
		≥5 new AI solutions demonstrating improvement in meaningful outcomes.	Number of AI solutions that drive improvements in meaningful outcomes (mortality, readmission, length of stay, human effort, cost, and care experience)	8	10	8	1	0		9
Leading in world-class specialty care	We have and will maintain our global presence in our areas of world-class specialty care.	Generate first and best innovative approaches to our care.	Trauma: Implement Stop the Bleed Community Outreach Program	No program implemented	Implement program	Completed				Completed
			Critical Care: Publish findings on the novel Team Training and Clinical Excellence (TTrACE) program	Evaluation completed	≥1 manuscript related to the novel TTrACE program accepted for publication					
			Brain & Heart: Complete unique, robotically assisted cardiac procedures that are among the first in Canada	N/A	≥2	2				2
			Multiple Sclerosis: Develop Purple Pathway for BARLO MS patients for rehabilitation services at Providence	No pathway in place	Pathway implemented					
Joy in work for our people	We will be an inspiring and equitable workplace that will attract and sustain the best and the brightest healthcare providers, educators, learners, and researchers.	Recognized as Canada's Top 100 Employer.	Voluntary turnover difference between OHA rate and Unity Health rate	18.73% (as of 2024/25 Q3)	10% less than OHA Winter 2025 Survey	0.52% better than OHA	19.72% better	26.03% better		14.35% better than OHA
			Employee Net Promoter Score (Engagement Survey: "I would recommend this organization to my friends as a great place to work.")	72.2% (2022)	≥73%		76.3%			76.3%

**Legend:** ▲ Trending well    ▼ Trending poorly    ■ No change    
 **On track**    ■ Performance within target    
 **At risk**    ■ Off target; risk mitigation in place    
 **Attention Required**    ■ Significantly off track; immediate action needed

Strategic Component	Description	2026 Goal	Indicator	Baseline	2025/26 Target	Q1	Q2	Q3	Q4	YTD
Integrated care for urban communities	We will actively work with partners to better integrate care and improve the patient experience for urban communities, guided by our mission to serve those most in need.	Be a recognized leader in integrated care for diverse urban communities.	Number of operational Homelessness and Addiction Recovery Treatment (HART) Hubs supported by Unity along with external partners to serve those most in need	0	3 operational hubs (Toronto Public Health; Downtown East CHC; and Parkdale Queen West CHC)	0	3			3
			Number of new partnerships that support integrated care across our network, communities, and health system	0	10	0	3	4		7
Impactful research and innovation	We will be a world-class healthcare organization in research and innovation.	Increase number of grants & awards supported by at least 25% over 3 years (n = 85).	Number of grants & awards supported annually	100 (2024/25)	100 (maintain)	18	28	33		79
Reimagining teaching and learning	We will be the learning organization of choice for our academic partners while supporting the wellness and safety of our learners and educators.	Achieve a 90% overall favourable learner experience.	Overall Favourable Learner Experience Rating (Learner Experience Survey: "I would recommend this organization for a placement here.")	88.3% (FY2024/25)	90.0%	89.9%	93.4%	88.0%		89.6%
Achieving quality together	We will achieve top-tier care experience metrics for all of those we serve, reflecting excellence, accountability, and a commitment to continuous improvement.	Improve access flow and transitions and continued improvement in care experience.	90 <sup>th</sup> percentile ED LOS for admitted patients performance ranking compared to peer group	SJHC: 7 out of 11 (very high volume hospital peers) SMH: 2 out of 9 (teaching hospital peers)	SJHC: Top 1/3 SMH: Top 1/3	SJHC: 9/11	8/11	7/11		SJHC: 7/11
						SMH: 5/9	5/9	5/9		SMH: 5/9
						SJHC: 80	72	75		SJHC: 76
						SMH: 47	56	46		SMH: 50
						PHC: 25	22	19		PHC: 22
			Monthly average open Alternate Level of Care (ALC) cases	SJHC: 87 SMH: 54 Providence: 36	SJHC: 78 SMH: 48 Providence: 32 (10% improvement)					
			Percentage of MyChart Enterprise Activations	38.4%	50%	44.3%	46.5%	49.2%		49.2%
Investing in our future	We will transform our physical infrastructure while being environmental and financial stewards to support the best care experiences.	Integrated Campus Program (formerly Master Program) redevelopment milestones achieved to guide future project priorities.	Progressing Implementation of the Integrated Campus Plan	Achieved 2024/25 milestones	Achieve 2025/26 key milestones of the Integrated Campus Plan: Substantial completion of all renovation and infrastructure project components of SMH 3.0; Submission of Zoning Applicable Law Certificate (ZAP) to City of Toronto for SJHC Redevelopment Project; Plan in place to implement project on existing campus for sustainability initiatives					

Legend: ▲ Trending well    ▼ Trending poorly    ■ No change    On track (green)    Performance within target    At risk (yellow)    Off target; risk mitigation in place    Attention Required (red)    Significantly off track; immediate action needed