

Unity Health Toronto – 2023/24 Strategy Dashboard – Q2 as of September 30, 2023

Strategic Component	Description	2023/24 Indicator	Baseline	2023/24 Target	Q1	Q2	Q3	Q4	YTD	Trend
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.	Percentage of leadership (manager and up) hires that adhere to the required 8 equity-based practice standards for leaders*	Equitable hiring practices toolkit created and available to hiring managers through UnityNet	95%		100%			100%	■
		Percentage of Vice-Presidents that have at least one indicator in their accountability agreement focused on improving equity for our people or our patients*	N/A	100%		100%			100%	■
Revolutionizing care through digital transformation and artificial intelligence	We will be the world leader in applied health AI and advanced analytics.	Number of novel commercializable products co-developed with Signal 1	1 (discharge prediction/ CHARTWatch)	≥1						■
		Demonstrate a reduction in mortality rates in hospital units where CHARTWatch has been deployed*	15-20% drop in mortality among high-risk patients in General Internal Medicine	≥5% relative reduction					≥20%	■
		Rollout discharge prediction at SJHC	The use of AI to support clinical decision making has not yet been rolled out at SJHC	Deployment complete on 1 unit at SJHC						■
		Launch implementation of EPR	EPR contract approved and signed in April	Implementation milestones for EPR project met						■
Leading in world-class specialty care	We have and will maintain our global presence in our areas of world-class specialty care.	Trauma: Verification status through the American College of Surgeons' (ACS) trauma accreditation program	Preparing for ACS verification	Achievement of ACS verification status						■
		Critical Care: Launch the Team Training and Clinical Excellence (TTraCE) leadership academy	Pilot launched in FY2022/23 Q4 with 13 staff completing	50 staff complete TTraCE training	31	0			31	■
		Brain & Heart: Opening and operationalizing OR-X to support advancement of telesurgery for cerebrovascular care	OR-X not operational and construction is underway	Opening and operationalizing OR-X						■
		Multiple Sclerosis: Develop plan for first dedicated MRI for MS	N/A	Plan approved						■

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

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

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Integrated care for urban communities	We will actively work with partners to better integrate care and improve the patient experience for urban communities.	Expand Unity@Home bundles of care	2 existing Unity@Home bundles of care (not disease specific)	Implement 2 new disease specific pathways						
		Complete a feasibility review to be an Operation Support Provider for West Toronto OHT and Downtown East Toronto OHT	Government announced in November 2022 that each OHT will require an Operation Support Provider as part of new OHT structure planned for the province	Feasibility report with recommendations to EC and Board						
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.	Voluntary turnover	16.9% better than OHA average	≥10% better than OHA average	19.5%	26.1%			22.27%	▼
Impactful research and innovation	We will be a world-class healthcare organization in research and innovation.	Number of grants & awards supported	68	Increase by 10%	23	24			47	▲
Reimaging 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.	Learner experience – “I would [strongly] recommend this organization for a placement here.”	60% top box	63% top box	61%	63%			61.2%	▼
Achieving quality together	We will achieve top-tier care experience metrics for all of those we serve.	Reduce average ED LOS for admitted patients*	SMH 18.1 hours	SMH 16.3 hours	19.0	19.3			19.2	▲
			SJHC 33.8 hours	SJHC 30.4 hours	18.5	18.2			18.2	▼
Investing in our future	We will transform our physical infrastructure while being environmental and financial stewards to support the best care experiences.	Unity Health Multi-site Campus Plan (formerly Master Plan)	N/A	Plan complete						
		Balanced Budget	>0	>0	-\$53.6M	-\$147.4M			-\$147.4M	▼

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