UHN
University Health Network

FROM RESEARCH TO CARE:
UHN'S STRATEGY FOR GLOBAL IMPACT

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OCADU Strategic Foresight and Innovation . SFIN6013 Strategy Development

THE CHALLENGE

Develop a 3-5 year recommended strategy for an organization

UHN

THE BUSINESS IDEA & ENVIRONMENT

INTERNAL PERSPECTIVE

Understanding the Organization [BUSINESS IDEA]

EXTERNAL PERSPECTIVE

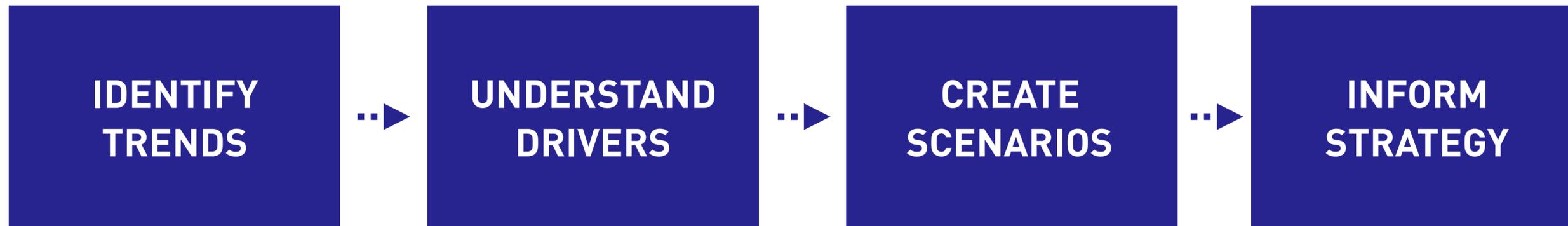**Understanding the Environment [SCENARIOS]**

Is this the right organization for these future environments?

If Not: Address Competencies
If So: Address Business Choices

STRATEGIC FORESIGHT

| IDENTIFY TRENDS | → | UNDERSTAND DRIVERS | → | CREATE SCENARIOS | → | INFORM STRATEGY |

STRATEGIC FORESIGHT TOOLS

1   **Business Idea** (reinforcing loop)

2   **STEEPV** Trend Analysis

3   **2 x 2** Critical Uncertainties Matrix

4   **Futures Scenario** (using scenarios as planning tool)

5   **Backcasting** (working back from future to present)

6   **Windtunneling** (an evaluative framework)

7   **Three Horizons** (understanding paths over time)

FORESIGHT - CONE OF POSSIBILITIES

Now

Future(s)

POTENTIAL

POTENTIAL

Probable

Preferable

Plausible

Possible
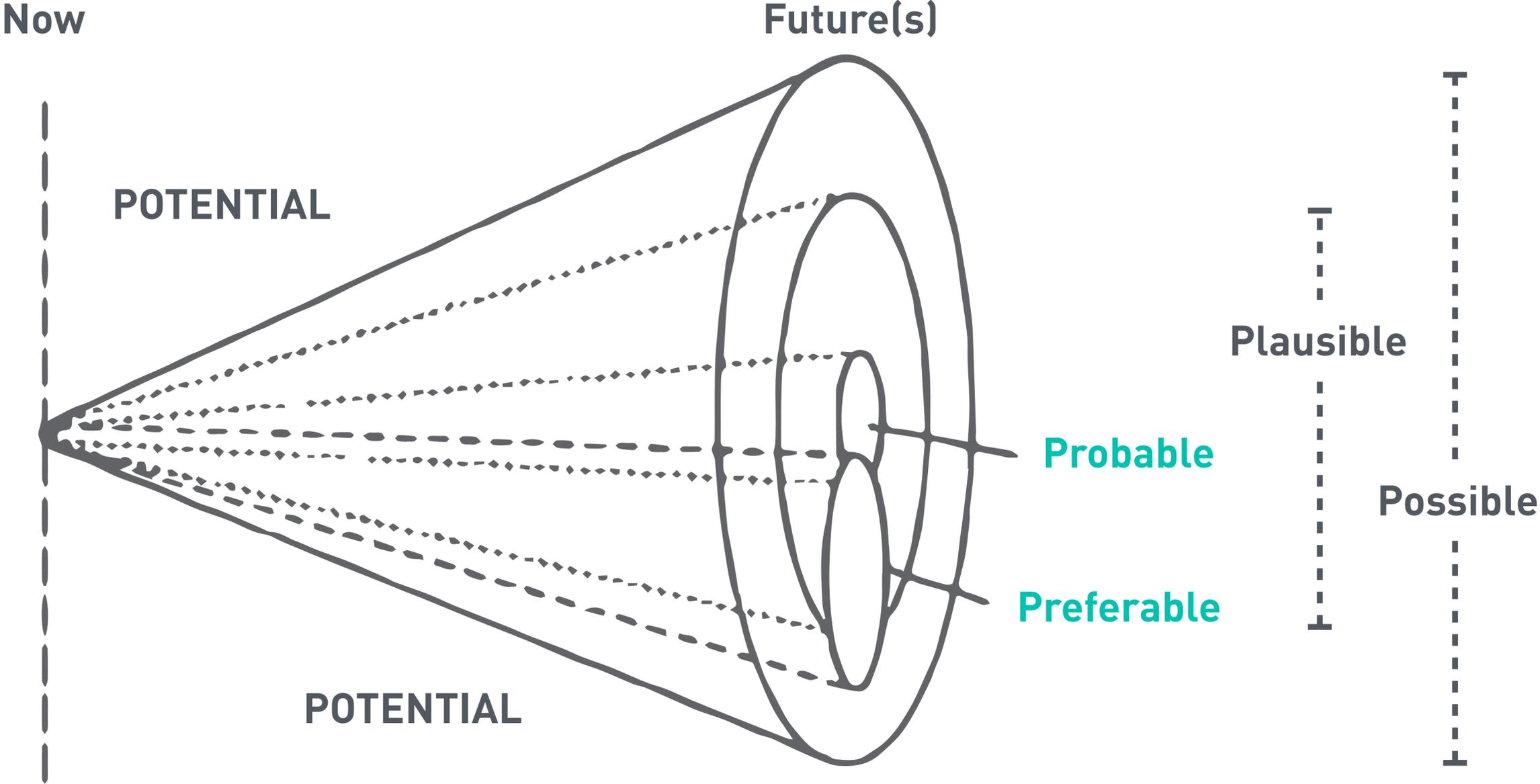
THE CONTEXT

CARE
Achieve and document exceptional outcomes for our patients

CREATIVE
Become the research hospital of the future

ACADEMIC
Deliver exceptional education to enable success of healthcare leaders
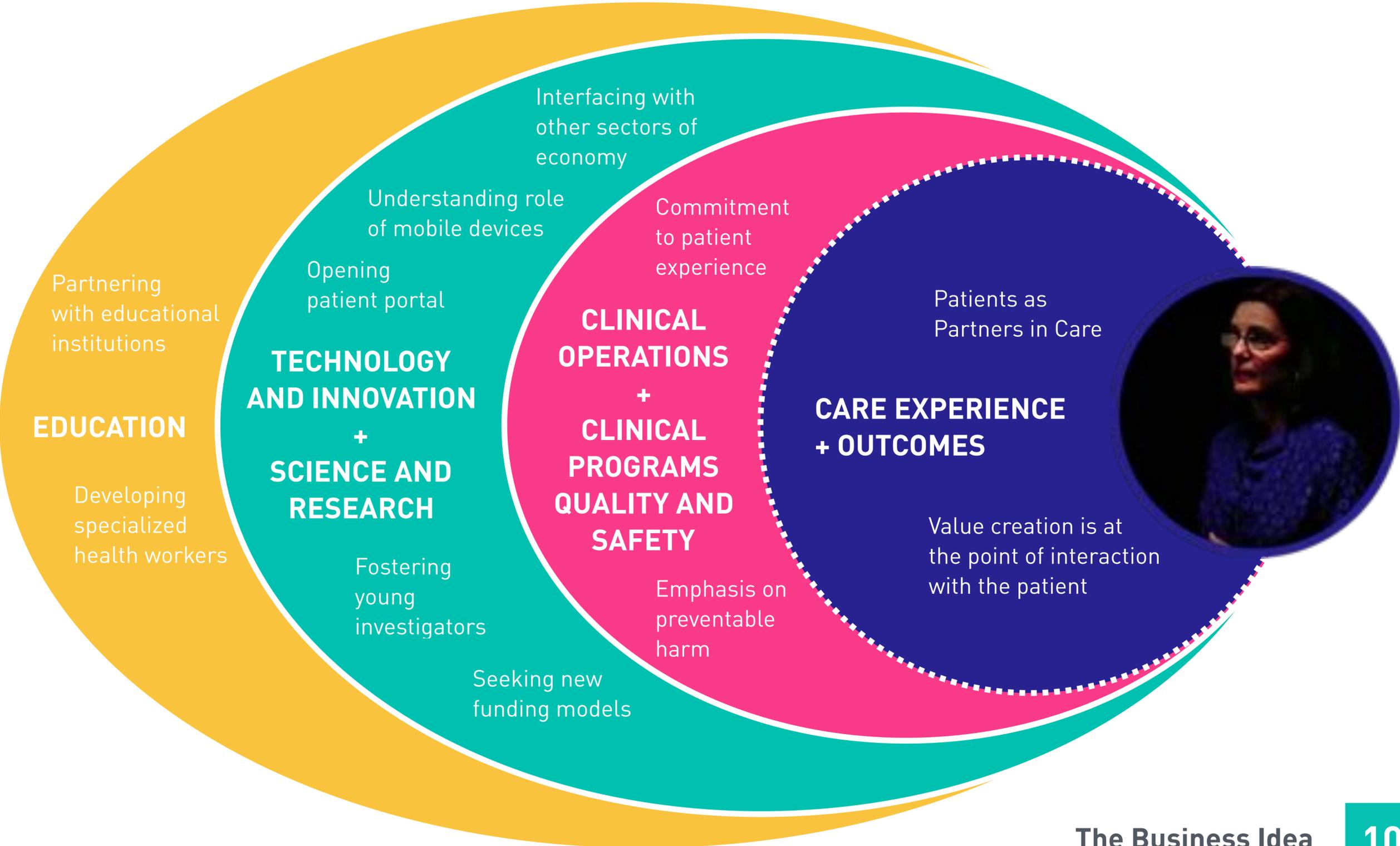
Product Leadership   **VS**   **Customer Intimacy**

We exist to fulfill a moral obligation to serve patients. Everything we do is for them.

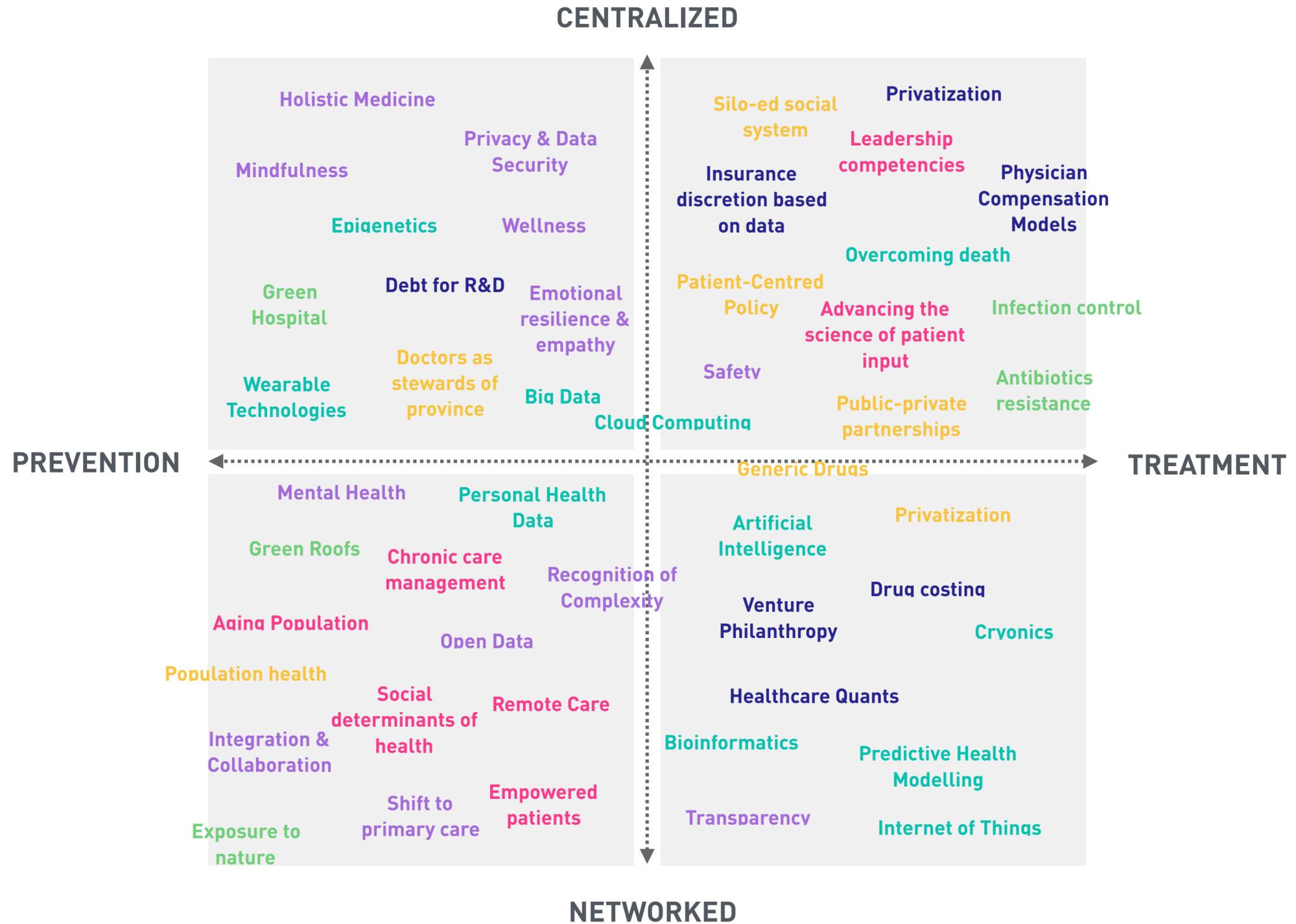— Peter Pisters, President and CEO, UHN (2015)

KEY TRENDS & DRIVERS

Social

Advancing the science of patient input

Holistic Functional Medicine

Chronic care management

Social determinants of health

People-centred care

Empowered patients

Employee health & wellness

Remote Care

Aging Population

Leadership competencies

Technological

Epigenetics

Personal Health Data

Overcoming death

Cryonics

Big Data

Internet of Things

Cloud Computing

Artificial Intelligence

Wearable Technologies

Predictive Health Modelling

Bioinformatics

Economic

Healthcare Quants

Physician Compensation Models

Insurance discretion based on data

Privatization

Debt for R&D

Venture Philanthropy

Drug costing

Ecological

Green Hospital Movement

Exposure to nature

Green Roofs

Infection control

Antibiotics resistance

Political

Patient-Centred Policy

Silo-ed social system

Doctors as stewards of province

Privatization

Public-private partnerships

Generic Drugs

Population health

Values

Holistic Medicine

Mental Health

Mindfulness

Integration & Collaboration

Privacy & Data Security

Safety

Shift to primary care

Behaviourial Economics

Recognition of Complexity

Emotional resilience & empathy

Open Data

Transparency

2025 FUTURE SCENARIOS

CENTRALIZED

Holistic Medicine

Privacy & Data Security

Mindfulness

Epigenetics   Wellness

Green Hospital   Debt for R&D   Emotional resilience & empathy

Doctors as stewards of province

Wearable Technologies   Big Data

Cloud Computing

Silo-ed social system   Privatization

Leadership competencies

Insurance discretion based on data   Physician Compensation Models

Overcoming death

Patient-Centred Policy

Advancing the science of patient input   Infection control

Safety

Antibiotics resistance

Public-private partnerships

PREVENTION ← → **TREATMENT**

Generic Drugs

Mental Health   Personal Health Data

Green Roofs   Chronic care management

Recognition of Complexity

Aging Population

Open Data

Population health

Social determinants of health   Remote Care

Integration & Collaboration

Shift to primary care   Empowered patients

Exposure to nature

Artificial Intelligence   Privatization

Drug costing

Venture Philanthropy

Cryonics

Healthcare Quants

Bioinformatics

Predictive Health Modelling

Transparency

Internet of Things

NETWORKED

2025 FUTURE SCENARIOS

CENTRALIZED

(Centralized-Prevention)

Self-care and health knowledge reduce demand for medical care and are enhanced through risk behavior management, social networks, digital technologies, pre-disease identification, data and new cures and therapies.
Lack of specialization in large health centers leaves the most acute care needs (of which there are comparatively fewer) in deficit.
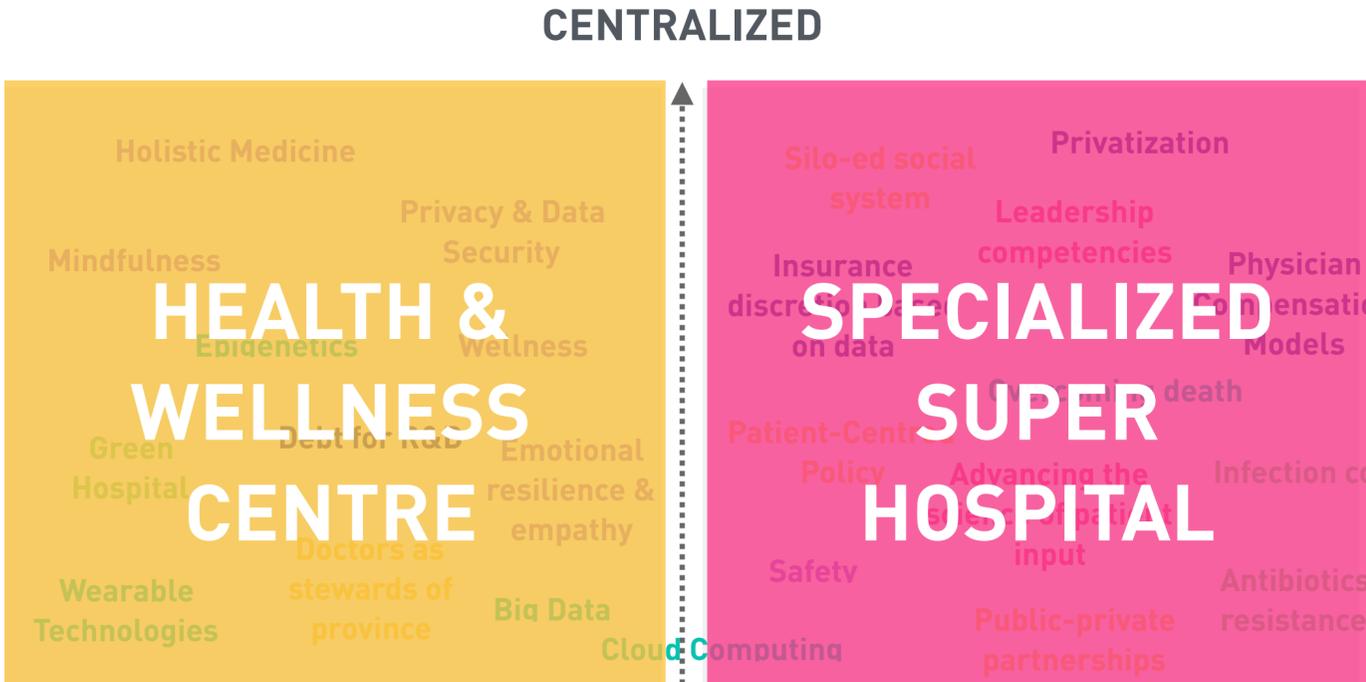
(Centralized-Treatment)

A treatment focussed institution that has over time, become more specialized in the most acute and rare of treatments.
The resources it takes to maintain those nimble emergency and acute intervention offerings continue to erode prevention practices and long term care infrastructure.

HEALTH & WELLNESS CENTRE

Holistic Medicine
Privacy & Data Security
Mindfulness
Epigenetics
Wellness
Green Hospital
Emotional resilience & empathy
Debt for R&D
Doctors as stewards of province
Wearable Technologies
Big Data
Cloud Computing

SPECIALIZED SUPER HOSPITAL

Silo-ed social system
Privatization
Leadership competencies
Insurance discrepancies on data
Physician compensation Models
death
Patient-Centered Policy
Advancing the
Infection control
input
Safety
Antibiotics resistance
Public-private partnerships

PREVENTION

Generic Drugs

TREATMENT

(Networked-Prevention)

The hospital network focuses on activities that keeps people healthy with an incentivized focus on returning people back to better health as soon as possible
The networked nature of the world can result in costly gaps between the right healthcare encounter at the right time.
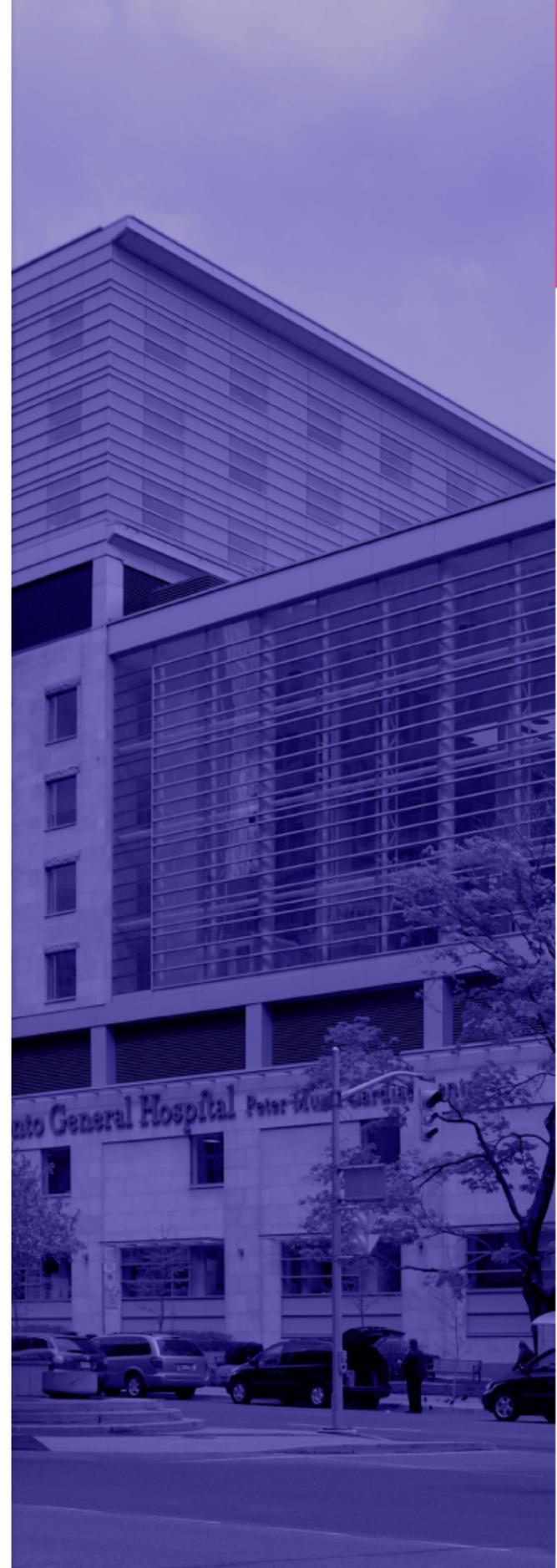
(Networked-Treatment)

Health conditions requiring that most amount of treatment are handled by independent but networked facilities specializing in specific treatment areas.
These treatment nodes are able to generate venture philanthropy funding through the calculated marketing of their most extreme success stories, and preferential treatment is given to donors.

HEALTH & WELLNESS NETWORK

Mental Health
Personal Health Data
Green Roofs
Chronic care management
Recognition of Complexity
Aging Population
Open Data
Population he
Remote Care
Social determinants of
Integration Collaboration
Shift to primary care
Empowered patients
Exposure to nature

ACUTE TREATMENT NETWORK

Artificial Intelligence
Privatization
Drug costing
Venture Philanthropy
Cryonics
Healthcare Quants
Bioinforma
Health Modelling
Transparency
Internet of Things

NETWORKED

Strategic Options

BACKCASTING

2015
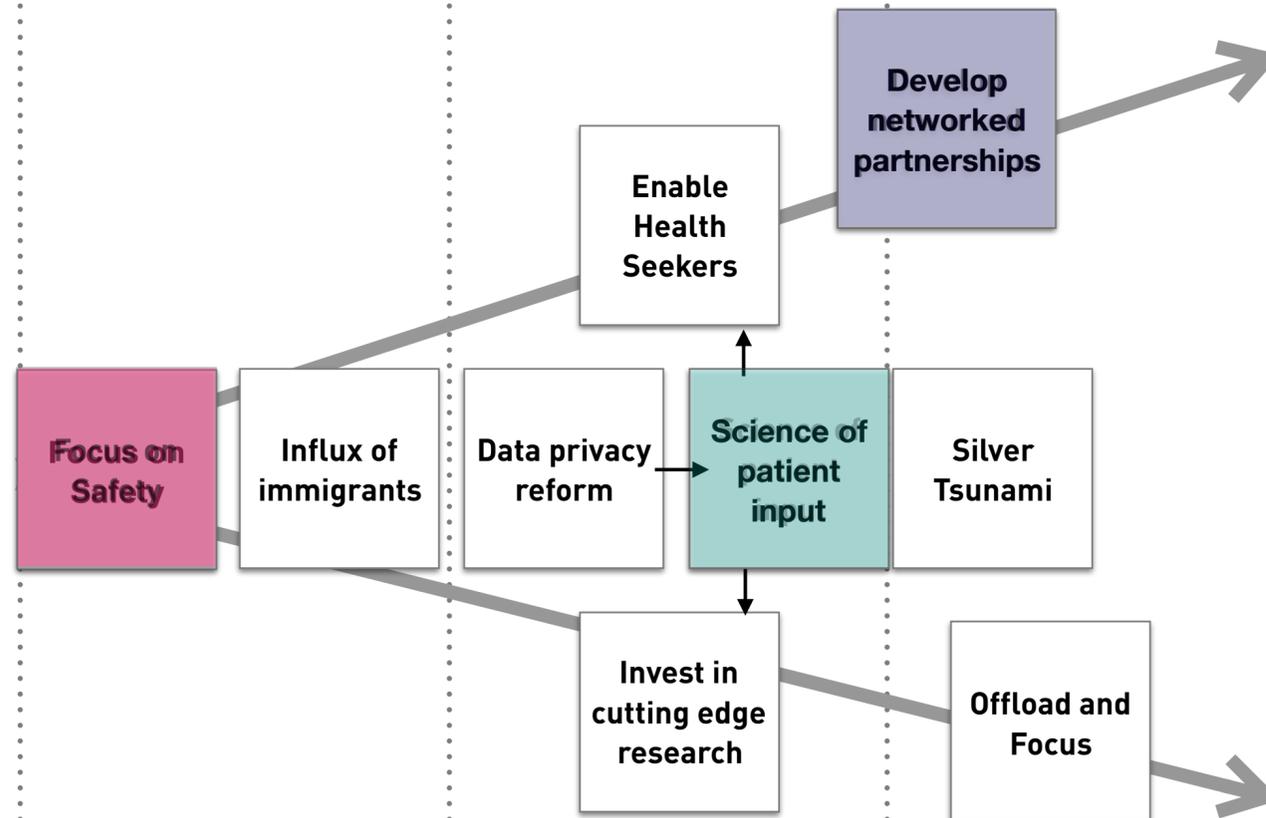### CURRENT STATE

2020
STRATEGY

2025
FUTURE SCENARIOS

Lack of clarity and unified focus

Slow-moving culture

Physician-centred model of care

Reputation in Research Excellence

"Network" of Hospitals

Data challenges

Focus on Safety

Influx of immigrants

Data privacy reform

Science of patient input

Silver Tsunami

Enable Health Seekers

Develop networked partnerships

Invest in cutting edge research

Offload and Focus

HEALTH & WELLNESS NETWORK

Tech as enabler/ mediator

Data co-owned by patient

Empowered "health seeker"

Community health promoters

Data open to the network

Network for spectrum of wellness

SPECIALIZED SUPER HOSPITAL

Information is currency

Data owned by hospital

"Rockstar doctors"

Research is primary focus

Specialized acute/ treatments

Expensive treatment

WIND TUNNELLING

	Treatment Focused Super Hospital				Health and Wellness Network			
	Financial	**Risk**	**Strategic**	**Cultural**	**Financial**	**Risk**	**Strategic**	**Cultural**
1. Focus on Patient Safety to Deliver Exceptional Experiences	Unsafe care is expensive	Lowers financial and legal risk	Proven that Hospitals are Inherently Unsafe	Patient Safety can be Unifying Force at UHN	Less Treatment Equals Less Harm	Balance Investments in Safety in this Network	Never Bad to Focus on Safety in Health Care	Safety is Still a Cultural Fit
2. Advance the Science of Patient Input to Improve Outcomes	High upfront costs	Privacy, financial and potential safety risks.	Key Enabler for UHN	UHN Can Stake Their Claim in This Area	High Upfront Costs but Long Term Efficiencies	Unpredictability of Environment Means Business and Clinical Risk	Patient Centered Approach	Research and Academia in This Area Fits Well
3. Partner to Provide a Seamless Continuum of Care	Integration Can Be Cheaper	Potential Revenue and Reputational Risks	Allows for Core Focus of Work	Moral Obligation to Care for Patients	Long Term Efficiencies	Socioeconomics of Prevention	Strategic Fit for Health System and UHN as a Leader in Transformation	UHN will need to be Able to Say No

SO-1 PATIENT SAFETY

SO-1

- Financial
- Risk
- Strategic
- Cultural

STRATEGIC OPTION #1

Focus on Patient Safety to Deliver Exceptional Experiences

Hypothesis

By making patient safety a strategic focus for UHN, the organization can align its focus, resources and efforts on an area that impacts everyone in the organization.

This will give all stakeholder shared ownership in the success of the organization and provide shared meaning in the outcomes they provide. At the heart of a good patient experience, is that patients are safe while within UHN.

Resources

- Patient safety team
- Human factors lab
- Incident reporting system
- Patient family advisor
- Analytics platform
- Educational programs
- Business Cases for Patient Safety

Competencies

- High Reliability Organization
- Storytelling
- Open Transparent Culture
- Research Focus on Patient Experience

SO-2 SCIENCE OF PATIENT INPUT

SO-2

- 🟡 Financial
- 🟡 Risk
- 🟢 Strategic
- 🔴 Cultural

STRATEGIC OPTION #2

Advance the science of patient input to improve outcomes

Hypothesis

As technology shifts, patient input will not be limited to clinical encounters and retroactive surveys but towards real time, 24/7 devices, virtual visits, artificial intelligence and wearables.

Technology is shifting rapidly and by staying at the forefront of this shift UHN can revolutionize how it achieves world class outcomes that are replicable, high quality and always safe.

Resources

- **Empowered health seekers**
- **Information management expertise**
- **New evaluation frameworks and decision models**
- **Human resources** (data scientists, quantitative and qualitative researchers, designers)

Competencies

- **Diverse Teams of Clinical and Non-Clinical Experts**
- **Advanced Analytics**
- **Service Design**
- **Qualitative Research Skills Including Ethnography**

SO-3

- 🟢 Financial
- 🟡 Risk
- 🟡 Strategic
- 🟢 Cultural

STRATEGIC OPTION #3

Partner to Provide a Seamless Continuum of Care

Hypothesis

UHN should focus on partnerships as a key enabler of safer care and a better patient experience.

UHN can enable the system to elevate its standards through partnerships that improve a network of peers across the continuum. UHN needs to build a focus on a continuum of care, not multiple episodes of care.

Resources

- **Partner Organizations**
- **Legal and business systems**
- **Information systems**

Competencies

- **Reputational Excellence**
- **Partnership**
- **Governance**
- **Operations and business acumen**

HORIZON 3 WORLD

HORIZON 3
FUTURE HEALTH SYSTEM
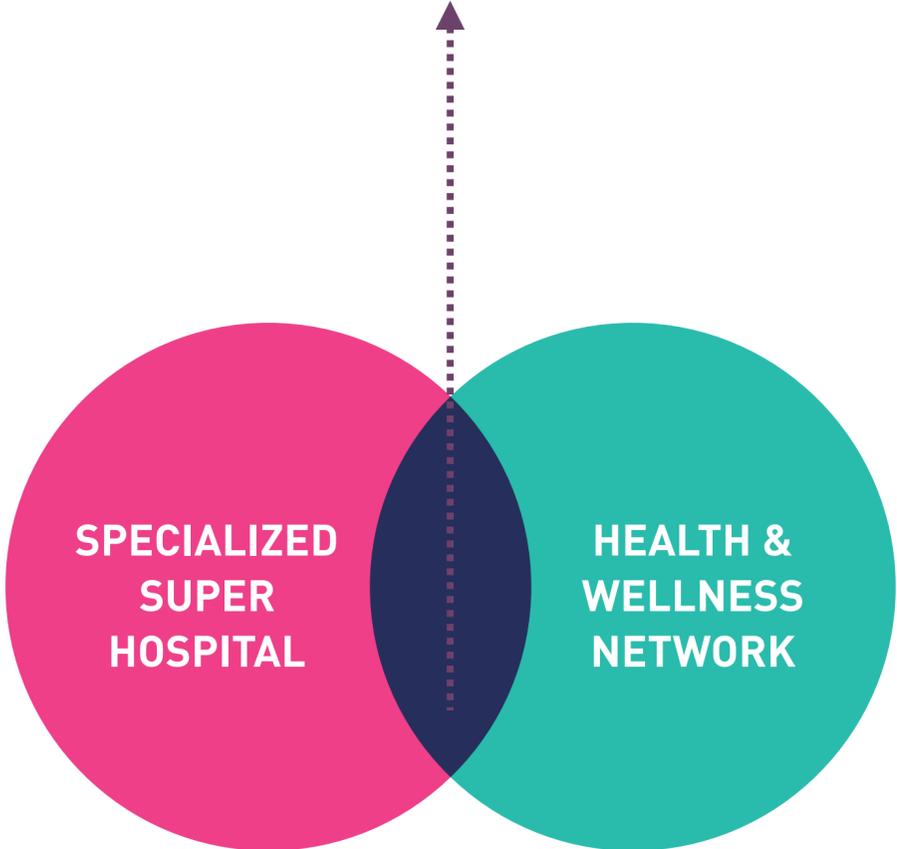
Attributes of an H3 world

Specialized in acute clinical service	Hospital connected to network of pre-acute and post-acute service	Doctors leaders of small teams delivering treatment.	Patient records integrated across partnerships
"What does patient need to have a good experience?"	Science of patient input for better clinical outcomes	Venture philanthropy	Empowered health seekers collaborating on their treatment
	Transparency and openness around costs of healthcare	Public funding moves towards preventative health	

SPECIALIZED SUPER HOSPITAL

HEALTH & WELLNESS NETWORK

Moving Forward
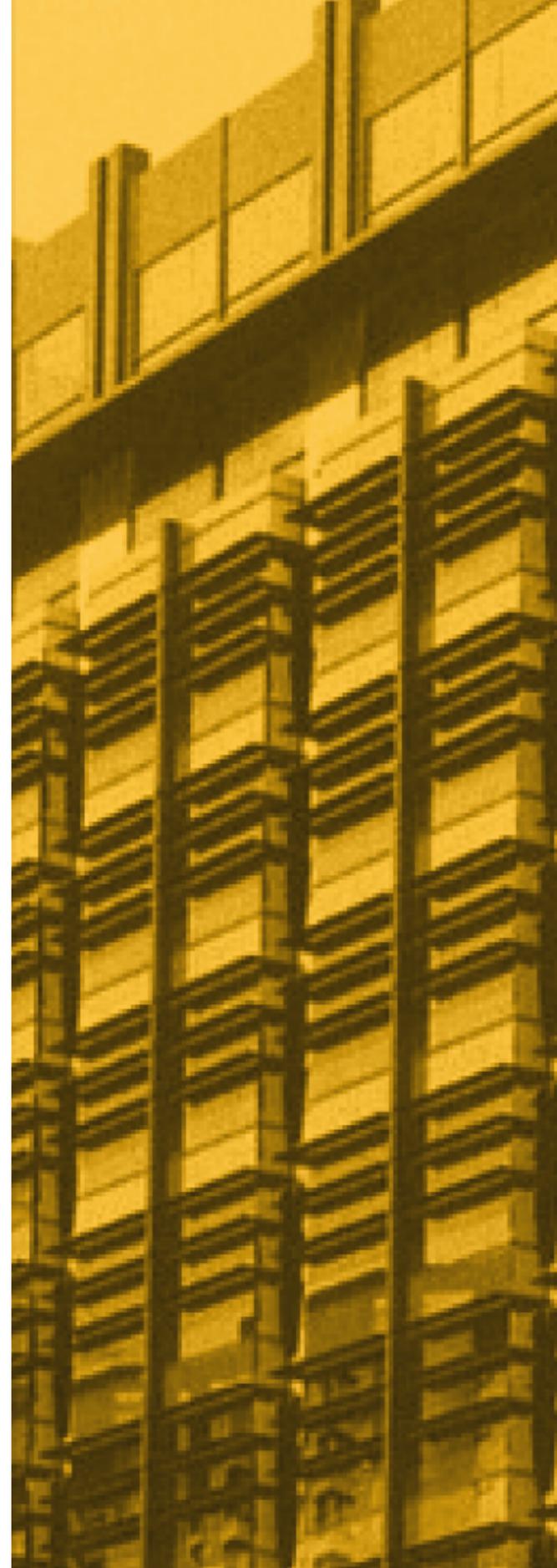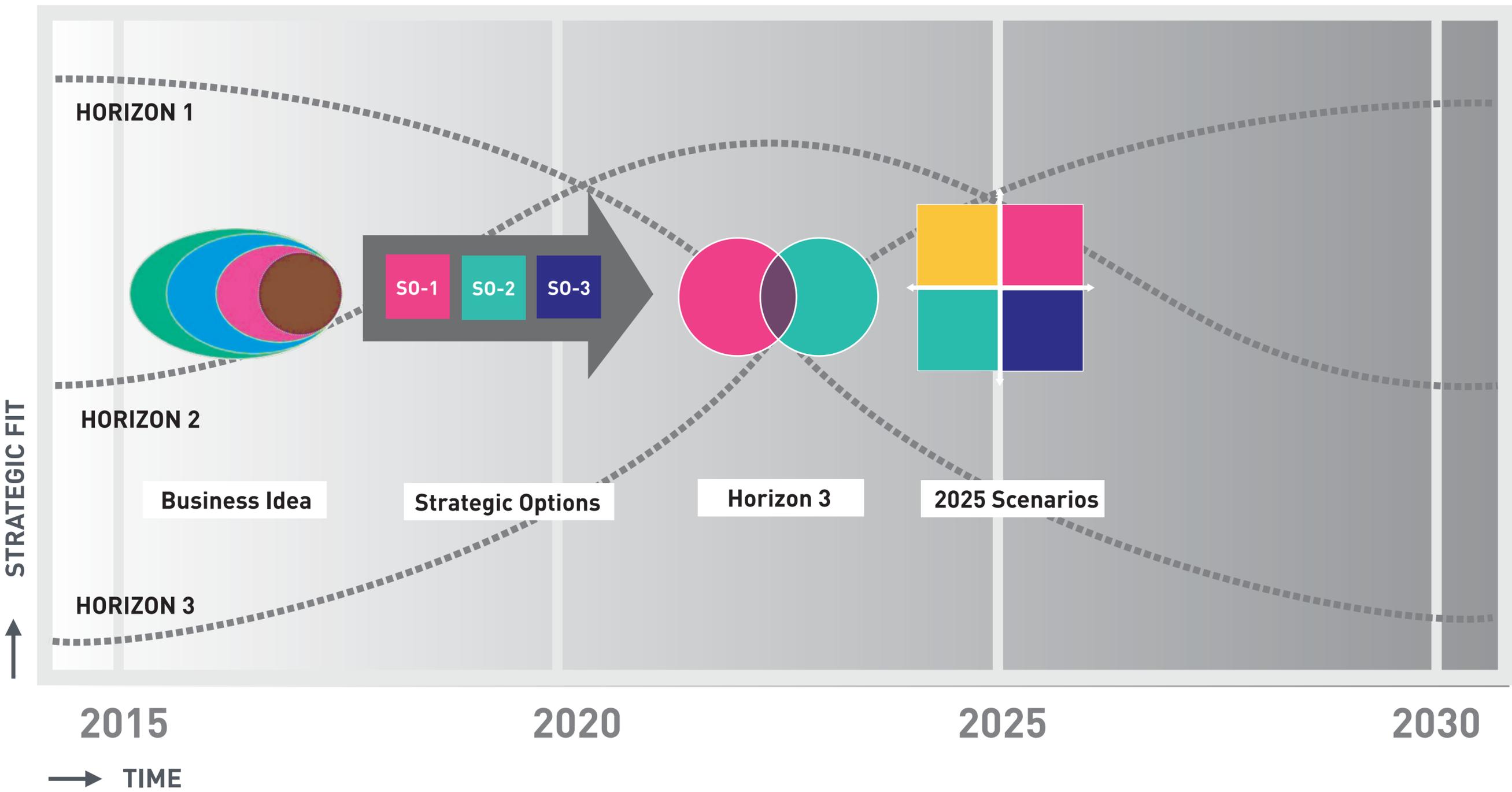
THREE HORIZONS
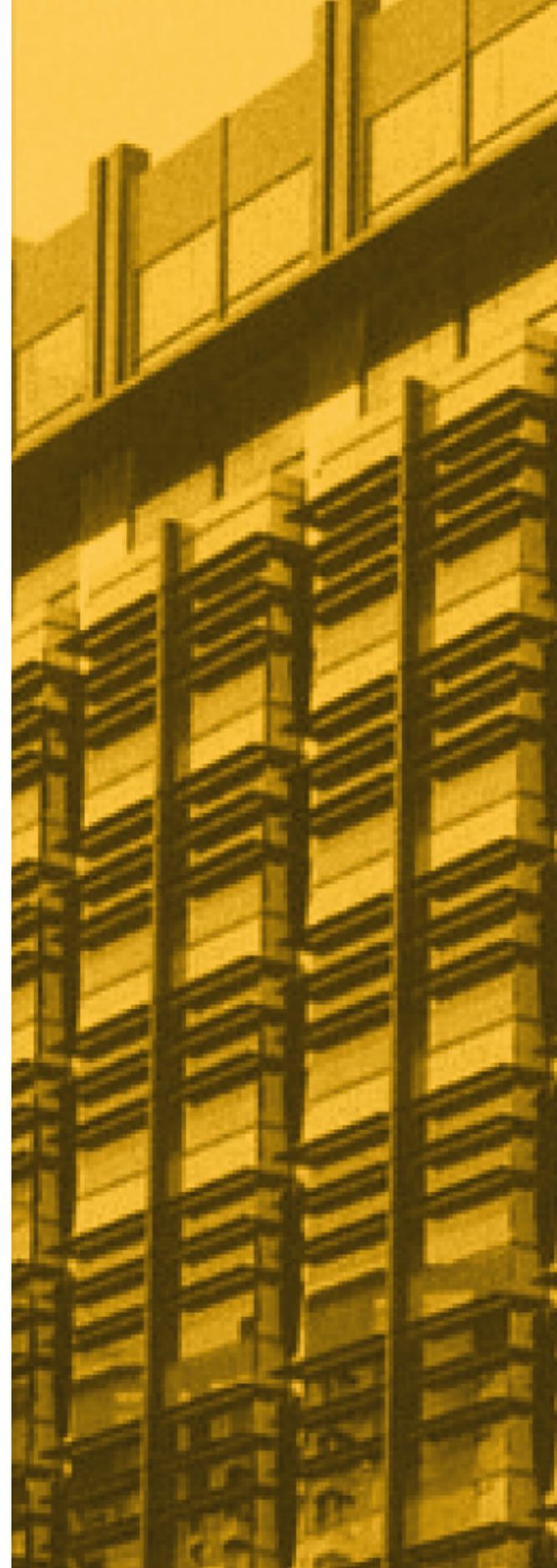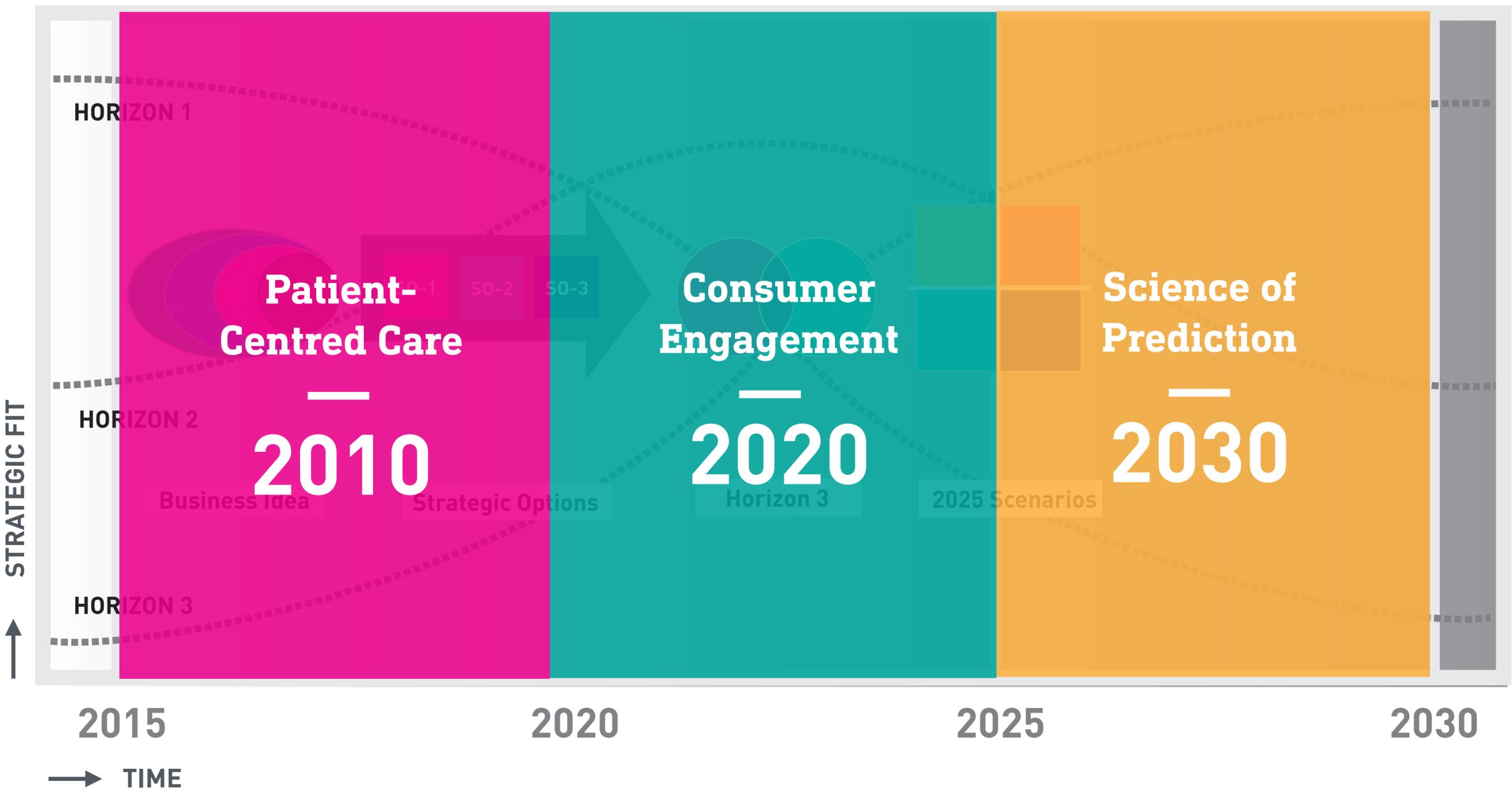
PURSUING A ROBUST STRATEGY

SO-1

RECOMMENDATION #1

Start with Safety.

Unify the organizational pillars around a common purpose that provides lift to the UHN brand and gives you greater capital in the industry.

SO-2

RECOMMENDATION #2

Lead on the Science of Patient Input.

Lead on the science of patient input and do so as the future becomes increasingly clear. This will allow UHN to reap the benefits of this shift without the potential upfront cost required in experimentation.

SO-3

RECOMMENDATION #3

Hedge on Partnerships.

Strategic partnerships will help creating a seamless continuum of care in the short term, and offload prevention and non-core capabilities to the network in the long term.

SFI OCAD TEAM

Cheryl Hsu is a foresight and design strategist, and is the co-founding director of Madeleine Co., an interdisciplinary creative agency fusing technology, art, and research to create innovative strategies around social change. Cheryl works with the Office of the Vice President, Research and Innovation at Ryerson University, involved closely with the social innovation portfolio at the university. Cheryl is a MDes candidate in Strategic Foresight and Innovation at OCAD University. Her research interests lie in the intersection between creative practice and social innovation, foresight, and technology.

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Sean Molloy is the Director of Quality, Patient Safety and Integrated Risk Management at St. Joseph's Health Centre in Toronto. Previous to his role at St. Joe's, Sean was the Clinical Program Manager for Symptom Management at Cancer Care Ontario working collaboratively with cancer programs across the province to improve the patient experience. Sean has extensive experience in quality improvement and patient safety through his roles as Director of Operations and Director of Knowledge Management at the Quality Healthcare Network and the Ontario Node of Safer Healthcare Now! Sean holds a Master of Health Science from the University of Toronto's IHPME and he is a Certified Health Executive (CHE) with the Canadian College of Health Leaders. Sean is currently enrolled in the Master of Design program at OCAD University in Toronto with a research interest of using principles of design to drive innovation in healthcare and the patient experience.

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Corey Norman is an experienced project management and design professional who works directly with complex networks of stakeholders in the discovery, design, development and management of organizational strategies, user-centered processes, and innovative products, primarily in the social sector. Corey has a Bachelor of Arts in Communication Studies, Global Studies and Business Administration from Wilfrid Laurier University, as well as a post-graduate diploma in International Project Management. He is a certified Project Management Professional (PMP) and a certified Corporate Social Responsibility Professional (CSR-P). Corey is also currently pursuing a Masters of Design (MDes) in Strategic Foresight and Innovation.

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Kimberley Peter is an experience designer, researcher and strategist at IBM. She helps teams clarify their strategy and intent using methods to understand where they are going, how they can get there and how they can adapt to change along the way. She helps organizations work effectively across disciplines and geographies, and builds design talent and teams that are oriented toward collaborative practices, design thinking, and openness to experimentation. Kimberley has a Bachelor of Fine Arts in Visual Arts at University of Lethbridge and a Master of Science in Biomedical Communications at the University of Toronto. She is currently working toward a Master of Design in Strategic Foresight and Innovation at OCAD University.

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Michael Schaus is a digital media producer, creator, and communications strategist based in Toronto, Ontario. He is a graduate of the Canadian Film Centre's Interactive Media Lab and has extensive experience and applicable hard skills in managing creative teams, stakeholders, and the business affairs of screen based media projects. Michael is passionate about story, with a working knowledge of how to apply the powerful elements of a great story to both the media product and the collaborative process itself.   Michael is communications strategist at Livewire Communications, a consultancy dedicated to improving internal communications towards better business results. He is currently working toward a Master of Design in Strategic Foresight and Innovation at OCAD University.

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