



SickKids[®]
2025

LEADERSHIP MESSAGE

Along the main corridor at SickKids, there is a set of coloured footprints that guides visitors through our hallways. It never ceases to amaze, the sense of wonder that this simple set of footprints brings to the children who traverse them. Despite being in a hospital, in their minds they might be venturing on a space walk, stalking through a jungle, or exploring foreign lands.

At SickKids, it is our mission to preserve this imagination and restore health so that every child and youth in our care can reach their full potential.

Today, our mission faces many challenges. More children and youth require our support every year. Families face fragmented experiences and disparities in access to care. Evolving diseases and technologies demand new ways to provide care. And an aging population continues to consume precious system resources making them scarcer for our vulnerable children and youth.

In response to these challenges, we are pleased to introduce **SickKids 2025**.

Created from the collective voice of our community, this five-year plan will be our compass, guiding us to realize new paradigms of research, education, and clinical care.



SickKids 2025 represents the beginning of a movement to deliver unprecedented outcomes through Precision Child Health. With big data and artificial intelligence poised to transform medicine and scientific discovery, we will harness the power of these technologies to individualize child and youth health care. To create a more seamless child and family experience, we will situate this care within a network of digital and physical access points, striving to meet our patients' needs closer to home. With bold plans to see a new SickKids rise, transformation must begin today.

Change will be balanced with a focus on the human elements of healing. This will begin with efforts to unleash the talents and safeguard the wellness of our staff, and will extend to patients and families through a commitment to partnership and unwavering compassion.

As this exciting plan unfolds, we promise to stand and raise our voice for children's health. To our community of patients, families, partners, and donors - please join us.

Ronald D. Cohn, M.D. FACMG
President and CEO
Senior Scientist, The Hospital for Sick Children
Professor, Departments of Paediatrics and
Molecular Genetics, University of Toronto



WHAT IS PRECISION CHILD HEALTH?

Every child and youth is biologically, physically, and socially unique; however, patients traditionally receive health care based on what works best for the population average. For some, this may lead to less than optimal health outcomes.

At SickKids, Precision Child Health is a movement that will shift us from a one-size-fits-all approach to medicine to health care that is individualized to each patient's unique characteristics.

Realizing the potential of Precision Child Health will require an understanding of how children are unique, as well as how they are similar. To build this understanding, clinicians and researchers will collaborate with patients and families to gather important genetic, physiological, medical, and social determinants of health data.

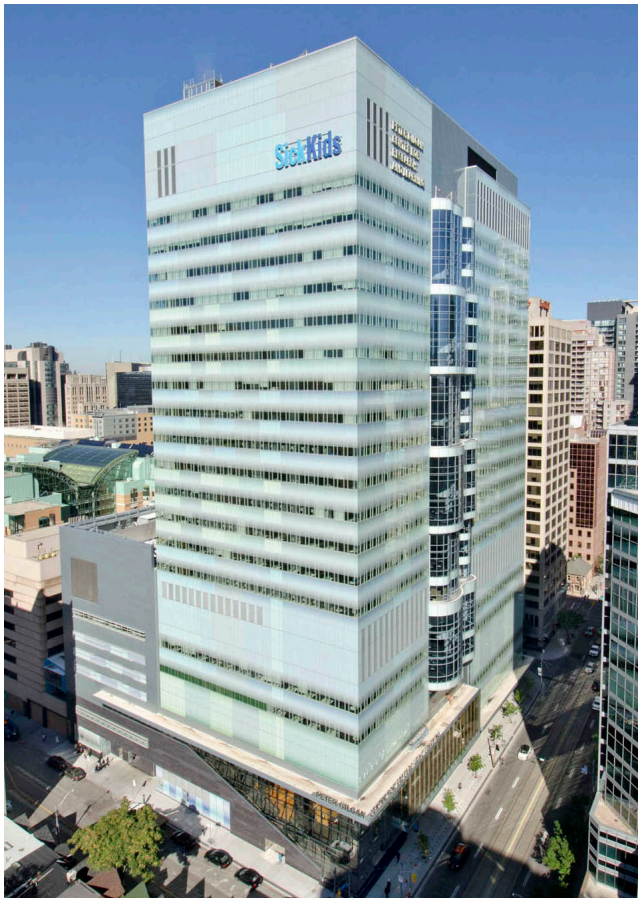
Using powerful computing platforms and artificial intelligence through the Artificial Intelligence in Medicine for Kids (AIM4Kids) initiative, big patient data will be analyzed to identify diagnoses and treatments tailored to each patient's unique characteristics. This will eventually allow us to provide a more predictive and preventative care approach to achieve improved health outcomes for children.

Precision Child Health will challenge existing care models to incorporate in real-time:

- Emerging technologies including Whole Genome Sequencing
- Demographic and social determinants of health data
- Rapid diagnostic tests
- Powerful predictive analytics
- Development of novel therapeutics
- Disruptive clinical trials

Delivering targeted diagnoses and treatments, at the right time, will achieve better outcomes allowing kids to get back to doing the things they love.

As we learn more about what works and what does not, Precision Child Health will usher in a new generation of discovery, prevention, and treatment for children worldwide.



VISION, MISSION, PARTNERSHIPS & VALUES

OUR VISION

Healthier Children. A Better World.

OUR MISSION

As leaders in child health, we partner locally and globally to improve the health of children through the integration of care, research, and education.

PARTNERSHIPS

Realizing our vision will require close collaboration with SickKids Foundation, the generosity of our community of donors, and evolving collaborations with the University of Toronto, the Toronto Academic Health Sciences Network, health and social system partners, Provincial and Federal Governments.

COMPASSION

We genuinely care about others. We approach all interactions with empathy, respect, professionalism, and kindness by practicing active listening, and treating others the way they want to be treated.

INTEGRITY

We do the right thing every time. We ensure that honesty, trustworthiness, fairness, sincerity and ethics guide our actions and choices.

COLLABORATION

We believe we are stronger when we work together. We value teamwork, relationship building and leverage individual strengths and experiences to achieve desired results and outcomes.

INCLUSION

We value a culture of belonging. We create a safe environment where everyone feels welcomed and respected and where their uniqueness is valued and celebrated.

INNOVATION

We will make today better than yesterday. We will challenge the status quo, embrace possibility thinking and balance risk with reward to drive necessary change.

EXCELLENCE

We will take personal accountability to be our best and do our best. We embrace a continuous learning mindset, curiosity, and hold ourselves to the highest standards of care, safety, quality and service.



INDIVIDUALIZE CHILD AND YOUTH HEALTH CARE



Leverage artificial intelligence integrating big data spanning the genetic code to the postal code

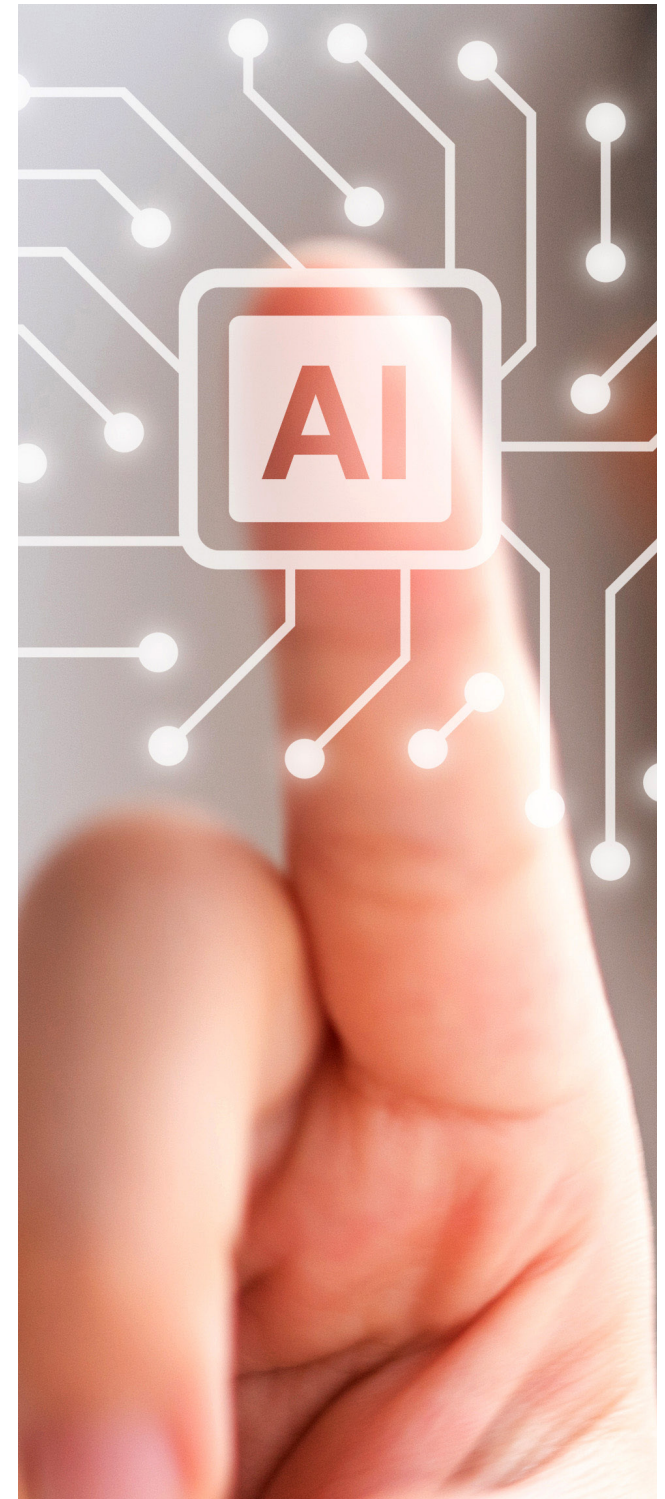
Fuel discovery and accelerate translation to groundbreaking clinical trials and care

Ensure every patient has the opportunity to engage in and the right to benefit from research

To unlock the potential of Precision Child Health, we will invest in the human and technical capabilities necessary to harness the power of big data, advanced analytics, and artificial intelligence. Our first crucial step will be implementing a data management system for the linkage and integration of data from multiple sources, including clinical encounters, administrative, research, and population data. In parallel, we will deploy a robust data governance and analytic infrastructure, such that AIM4Kids will provide the platform to support initiatives spanning clinical care, research, learning, and operations, translating into discoveries to enhance care for newborns, children, and adolescents.

Building on the breadth of research at SickKids, we will enable the bi-directional exchange of knowledge, technology, and infrastructure across clinical and research functions to fuel discovery science, reduce barriers for clinical trials, and accelerate translation of new diagnostics and therapeutics to care. Collaboration with provincial, national, and international partners will achieve synergies in the treatment of rare diseases.

Efforts will rely on a renewed focus to establish SickKids as a children's research hospital. By increasing child and family engagement in research, enhancing educational initiatives, and improving the visibility of research in our physical spaces, all children will gain the opportunity to contribute to and the right to benefit from research.



CREATE A SEAMLESS CHILD AND FAMILY EXPERIENCE



Partner purposefully to advance health system integration and value creation

Transcend geography with virtual care

Integrate physical, mental, and behavioural health care

Advocate for equity and action on social determinants of health

SickKids will work closely with health and social services organizations to build capacity for high-quality paediatric care, improve transitions to community and adult services, advance value-based models of care, and support a provincial paediatric entity. Where appropriate, we will pursue structural collaborations and other forms of integration to unlock value and address system gaps by extending service lines in primary care, urgent care, and home care.

In tandem with physical spaces connected by a digital ecosystem, we will improve convenience and access through implementation of a virtual care strategy toward our vision of *SickKids care, anytime, anywhere*.

To respond to the need for mental health services, we will collaborate across SickKids and with community partners to improve access and services through patient- and family-centred models integrating physical, mental, and behavioural health care. Complementary efforts to promote mental health research and literacy will propel SickKids into an exciting new chapter of mental health.

Through the Child Health Institute and in collaboration with the Leong Centre for Healthy Children, we will identify priority issues in children's health, conduct research, and transmit findings to inform public policy. Leveraging partner databases and collecting structured social determinants of health data will inform research and assist with connecting children and families to services in the community.



ENSURE QUALITY AND ACCOUNTABILITY IN EVERYTHING WE DO



Partner with patients and families in decision-making for clinical care, research and education

Exemplify compassionate communication and care

Eliminate preventable harm

Optimize efficiency and use of resources

SickKids will advance all dimensions of quality including safety, timeliness, effectiveness, efficiency, equity, and patient-centredness.

According to their preference, we will engage children and families in decision-making for care, education, and research with a spirit of respect, communication, and partnership. Principles of equity, diversity, and inclusion will be reflected in partnership efforts with advisors, including targeted recruitment of vulnerable populations.

To complement technological enhancements, we will deliver on the promise of quality with a human touch, demonstrating empathy, recognizing and responding to vulnerability, and communicating to promote mutual understanding. Each day, in every encounter, SickKids will work to meet the needs of children and families and strive to exceed expectations.

Building on existing efforts to promote safety, SickKids will endeavour to be a high-reliability organization where no patient, family, or staff member has to bear the burden of preventable harm. Improvement science will be leveraged to advance a culture of continuous improvement with a focus on waste elimination, efficiency, and resource stewardship to maximize patient benefits, staff experience, and financial health.



UNLEASH THE TALENT OF OUR PEOPLE



Champion equity, diversity, and inclusion

Support psychological safety, emotional health, and wellness

Expect a culture of professionalism and respect

Bolster creativity and agile decision-making

SickKids staff are our most valuable asset. We will create a more equitable, diverse, and inclusive environment that empowers all staff and mobilizes the range of ideas, talent, perspectives, and experiences critical to excellence in child health.

For continued success, it will be critically important to foster a work environment where team members feel accepted, respected, and safe to speak up with ideas, questions, concerns, or mistakes. Progress in the workplace will be balanced by an emphasis on emotional health and well-being where employees are provided with the skills and resources necessary to build the resilience and self-awareness to sustain happy and productive lives, at work and at home.

Across all levels of the organization, SickKids will advance a culture of collaboration through transparent communication, characterized by professionalism, respect, and zero tolerance for unprofessional behaviour.

To spur innovation, we will capture ideas from across the organization to drive change, ensuring decisions are made in the right place with the right inputs, and removing burdens that impede creativity.



DRIVE FINANCIAL SUSTAINABILITY



Secure funding tailored to the unique health needs of children and youth

Diversify revenue streams and foster entrepreneurship

Collaborate with our Foundation to advance a culture of philanthropy

Hospitals in Ontario are experiencing increasingly severe financial challenges and trimming at the margins will not yield a viable path to sustainability. As a result, SickKids will advocate with provincial and federal governments for stable funding to meet the unique physical, mental health, and psychosocial needs of children and families, as well as to establish sustainable, multi-year funding strategies.

Where possible, SickKids will leverage our core competencies to pursue revenue generating opportunities locally, nationally, and internationally spanning commercial services, patient care, education, and advisory services. Through a renewed focus on industry partnerships and commercialization, we will remove barriers and fast track promising discoveries to generate financial returns for the organization, while broad exploration of private sector partnerships may unlock investment and accelerate innovation.

SickKids Foundation is a critical partner in our mission of Healthier Children. A Better World. To advance this shared commitment, SickKids will continue to collaborate with the Foundation in aligning strategic priorities with fundraising strategies, and in bringing hope to children and families on a global scale.



BUILD AN ACADEMIC HEALTH SCIENCES CENTRE FOR THE FUTURE



Accelerate adoption of enterprise-wide data and information systems

Drive impact through dynamic technology and infrastructure

Mobilize a green-friendly organization







As a critical underpinning of Precision Child Health, we will integrate data assets across the SickKids enterprise to deliver value to patients and families, staff, partners, and government. In parallel, we will optimize Epic and business intelligence systems and invest in digital solutions to support clinical care, education, research, operations, and transition to an agile work environment.

Project Horizon, SickKids' campus redevelopment plan, will deliver upgraded facilities as well as physical and technological infrastructure to ensure SickKids remains a world-class leader in paediatric health care. Throughout this process, we will seek opportunities to transform care models, workplace strategies, and support systems that are able to effectively integrate and support high-quality patient care, contemporary education and training, and leading-edge research.

Recognizing the importance of environmental factors in the health of children and future generations, SickKids will act as responsible stewards of a healthy planet through environmental leadership, waste reduction, mobilization of socially responsible staff, and communication of progress on these commitments to our community.



WHAT WILL SUCCESS LOOK LIKE?

	FROM 2020	TO 2025
 INDIVIDUALIZED CARE	One-size-fits-all care	➔ Precision Child Health (individualized care)
 SEAMLESS EXPERIENCE	Fragmented health and social services Volume-based health care	➔ Decentralized, digitally-connected system Value-based health care
 QUALITY	Provider-centred	➔ Patient- and family-centred research, education, and care
 TALENT	Organizational siloes Signals of burnout, challenged morale	➔ Fluid collaboration and communication Improved wellness and emotional health
 FINANCIAL SUSTAINABILITY	Year-over-year fiscal challenges	➔ Sustainable funding model
 TECHNOLOGY & INFRASTRUCTURE	Disparate data assets, reactive analytics 1949 building	➔ Integrated data assets, predictive analytics Campus of the future underway



CUSTOMIZABLE, CHILD-FRIENDLY HEALTH CARE

Healthier Children. A Better World.

KIDS' VOICE

(SICKKIDS' CHILDREN'S COUNCIL)



EVOLVING THE FUTURE OF HEALTH



EASY EXPERIENCE



MAKING SURE YOU AND YOUR FAMILY ARE COMFORTABLE AND SAFE



GETTING THE BEST OUT OF EVERYONE



USING EVERY PENNY AND MAKING MANY MORE



USING TECHNOLOGY TO MAKE A DIFFERENCE

UNPRECEDENTED OUTCOMES POWERED BY PRECISION CHILD HEALTH

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