



Baycrest

Innovations in aging

**STRATEGY
YEAR ONE UPDATE**

Strategy Year One Update

Last spring, we launched the Strategic Plan for the next five years. As the first year of this strategy comes to a close, we would like to share with you an update on the progress we have made, and what future activity you can expect to see.

The Strategic Plan focuses on four goals:

- Deliver Exceptional Care by achieving maximum quality of care & quality of life for our clients;
- Create Global Impact by leading the solution to healthy aging;
- Foster a High-Performing Organization, wherein staff have the appropriate expertise, and are empowered, to deliver the highest quality, innovative services;
- Achieve Financial Sustainability and stability to support us in successfully executing our strategy.

A subset of seven imperatives, outlined here, were selected for Year One of our strategy execution.

This choice was made to appropriately sequence our strategic activity, to ensure increased success by not spreading ourselves too thin, and to allow our staff enough time to attend to their operational responsibilities.

These imperatives do not represent all the activities at Baycrest that are driving our strategic goals, but they are the most directional. As such, and as appropriate for Year One, many of the milestones you will find in this update relate to the vision, design and re-tooling needed to transform the experience of aging to enrich the lives of older adults.

Goal # 1: Exceptional Care

The Client Experience (Baycrest Model)

- Extensive enterprise-wide consultation was conducted to articulate elements that we collectively believe differentiate the Baycrest experience
- External information gathering augmented and validated the model's formulation
- Subsequent design sessions synthesized the above items to specify the key features of the Baycrest experience

Next Steps:

- Identify 'Baycrest experience' priorities
- Define communication plan to engage all staff
- Coordinate implementation plan with other imperatives

Clinical Services Plan

- A thorough review of government strategies identified the forces that will shape the services we choose to deliver
- Working Groups, comprised of ~50 cross-portfolio cross-discipline individuals from across Baycrest, produced viable clinical directions and service offerings that would be of relevance to Baycrest and our patients (current and future)

Next Steps:

- 11 clinical directions will be developed and designed, in detail, by small teams

Quality Framework

- An environmental scan identified quality dimensions and principles adopted by organizations that have successfully prioritized high-quality care delivery
- Development of Baycrest-specific quality dimensions and principles was enhanced by stakeholder engagement
- Structural changes, enabling quality framework execution, include restructuring of the Quality team and development of Quality Subcommittees for each program

Next Steps:

- Approve finalized Quality Framework
- Define Quality Improvement Plan
- Integrate with Corporate Performance Management

Our Strategic Plan is available in its entirety
at www.baycrest.org/strategicplan

Goal # 1: Exceptional Care (cont'd)

Translational Research

- Following final approval to launch the Baycrest Client Registry (BCR), an innovative tool that connects researchers with clients, enterprise-wide communication and implementation is underway
- KLAERU, our vehicle to enable applied research, was resourced with project management & a research assistant
- A visioning document for future development of scholarship at Baycrest was completed

Next Steps:

- Engage with family & clients about the BCR
- Engage with clinical staff to conduct research studies through KLAERU

Goal # 3: High-Performing Organization

Workplace Culture

- This imperative was deliberately delayed in order to allow the activity in the following areas to advance first in order to inform this imperative in terms of desired outcomes:
 - the Client Experience; the Clinical Services Plan; Employee Engagement Survey; and Education, Research, Technology, and Workplace of Choice Strategies

Next Steps:

- Analysis and design work is now in progress toward creating the structures, processes and skills that will empower and support our staff

Goal # 2: Global Impact

Innovative Educational Approaches and Commercial Opportunities

- While no imperatives from this goal were selected for Year-1 execution, ongoing activity continues in relation to disseminating Baycrest's expertise in age-related cognitive and mental health care and understanding

Next Steps:

- Strategic focus for this goal is being developed for years two through five, including: the development of an eLearning Strategy, the execution of our Education and Research strategies, as well as advancement of commercialization activity

Goal # 4: Financial Sustainability

Philanthropic Activity

- Established key building-blocks: Recruiting Campaign Co-Chair & Campaign Steering Committee; pipeline development; targeted cultivation of top 50 donors
- Restructured and optimized the Foundation structure and resources to meet the imperative needs

Next Steps:

- Fully develop creative content for Branding & Awareness campaign
- Complete our "Case for Support"
- Continue assembly of key building-blocks

Resource Realignment

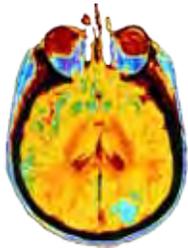
- Implemented several budget savings and revenue generation opportunities in Year One of the strategy.

Next Steps:

- In collaboration with the Finance department, portfolio leaders will continue to review opportunities that address strategic alignment, budget savings and new revenue-generation opportunities

Baycrest

is unique in the world



Ranked the best in the world for cognitive neuroscience in the area of memory and aging.



Achieved an Accreditation Canada standard that ranks us as one of the top Canadian healthcare organizations.



Appointed as a Long-Term Care Home Centre of Learning, Research and Innovation by the Ontario Ministry of Health and Long-Term Care.



Won the 2011 Change Maker Award from Neurological Health Charities Canada.



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Baycrest Health Sciences
is fully affiliated with the
University of Toronto



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