Strategic Plan 2023-2030

Transformative Care, Inclusive World: Holland Bloorview 2030



Holland Bloorview
Kids Rehabilitation Hospital

HB2030: Renewing our commitment together



Letter from our leaders

Three and a half years ago, we set out on a bold journey toward transformative care and an inclusive world. Together, we have built a remarkable foundation, from a growing learning health system and system-leading health equity work to groundbreaking discoveries, enriched learning opportunities and new programs that expand access to care. This work was fueled by our Together We Dare campaign, and made possible by the dedication of staff, volunteers, learners and generous donors.

As we reach the midpoint of HB2030, we are renewing our commitment to our strategic pillars and sharpening our focus on five key areas where we can make the greatest difference: mental and behavioural health, genetics and genomics, artificial intelligence, a quality-driven learning health system and advocacy. These areas are not a departure from our strategy. They are an opportunity to be more precise as we continue to build a healthy team and deliver care and services that are agile, socially accountable and transformed by research and education.

None of this work can be done alone. Our success will depend on strong partnerships with staff, clients, families, health system and community partners, government and donors who will help us co-design solutions, share expertise and advocate for change.

Thank you for helping us shape this next chapter of HB2030. We are deeply grateful for your continued support and commitment to transformative care and an inclusive world.

Together, we dare to accelerate our impact.



Bruce Squires
president and CEO,
Holland Bloorview Kids
Rehabilitation Hospital



Catherine Roche
chair, board of directors,
Holland Bloorview Kids
Rehabilitation Hospital

We are grateful to be in Tkaronto (Toronto), a Mohawk word meaning, "the place in the water where the trees are standing." We live, work and provide care on the traditional territory of the Haudenosaunee-speaking nations, including the Huron-Wendat, Seneca and Mohawk. For more than 15,000 years, this land has been a place of gathering.
Chi Miigwetch, Nia:weh, Merci – Thank you.

HB2030 success

Over the last three and a half years, powered by staff, researchers, clients, families and learners, we have made tremendous progress in setting the foundation for transformative care and an inclusive world. Here are a few highlights across our four strategic pillars.



Healthy team

- Launched an Emerging Leaders Program to strengthen capacity across the pediatric rehabilitation sector.
- Championed employee resource groups to foster belonging and employee-led inclusion.
- Advanced environmental sustainability to reduce our footprint and support healthier communities.



Care that's agile

- Designed new programs for needs-based, wraparound care, including the Extensive Needs Service and Neurodevelopmental Disorders Restrictive Eating Clinic.
- Built a learning health system to learn from every child through continuous evaluation, data-driven care pathways and quality improvement initiatives.
- Expanded access to Holland Bloorview-developed programs across Ontario, including Empower BCI and Empower Inclusion.

Care that's socially accountable

- Advanced system-leading social health data initiatives to understand who we serve, identify disparities and drive equitable action.
- Launched Canada's first comprehensive, hospital-based food support program for caregivers.
- Formed the National Disability Initiative, funded by The Slaight Family Foundation's 2024 donation, in partnership with the Rick Hansen Foundation and 10 other organizations in Canada to dismantle barriers and raise awareness of disability issues.



Care that's transformed by research and education

- Secured over $25 million in genetic and genomic research funding to power precise diagnoses and personalized care.
- Expanded access to exoskeleton and motion analysis technology to advance mobility and participation.
- Launched a new data informatics platform and grew data science expertise to fuel continuous learning, improvement and innovation.

Many of these successes would not have been possible without our Together We Dare campaign and the generous support of our Holland Bloorview Kids Rehabilitation Hospital Foundation.



See the full list of successes:

2027-2030: Daring to accelerate impact

Through the latter half of HB2030, we are renewing our commitment to our strategic plan and sharpening our focus on five key areas to accelerate progress across our strategic pillars. Achieving our vision of transformative care and an inclusive world will require new and innovative partnerships across the health system and beyond.



	Healthy team	Care that's agile	Care that's socially accountable	Care that's transformed by research and education
Mental and behavioural health Strengthen internal resources and system capacity to meet the mental and behavioural health needs of those we serve.	Build internal capacity, resources and support systems to provide trauma-informed, disability-affirming mental and behavioural health services.	Proactively integrate needs-based mental and behavioural health services into care pathways.	Through partnership, enhance capacity across the system to increase access to disability-affirming mental and behavioural health care across the lifespan.	Grow scientific expertise in mental and behavioural health and disability while equipping the next generation to meet unique needs across the system through innovative training.
Genetics and genomics Advance precision health for children and youth with disabilities and developmental differences through access to genetic and genomic discoveries, diagnostics and therapies.	Build clinical capacity and expertise to deliver genomics informed care.	Advance timely, ethical and equitable access to genomic testing and precision drug & rehabilitation therapies.		Advance leadership in genetics and genomics-informed developmental care across the lifespan through research and embedding these competencies in internal training programs.
Artificial Intelligence (AI) Leverage AI intentionally, ethically and responsibly to advance operational efficiency and accelerate the adoption of proven innovations in clinical care.	Support AI literacy and capacity across all staff and learners through training, tools and support.	Deploy AI solutions to advance operational efficiency, access, clinical care and streamline workflows.	Co-design resources that enable clients and families to understand how AI is used in their care, supporting informed choice, equitable access and responsible engagement.	Leverage AI as a research tool to advance precision health-focused research and accelerate innovation.
Quality driven learning health system (LHS) Foster a culture of continuous learning and quality improvement at all levels of the organization where data is used to spark curiosity, deepen understanding and guide innovation.	Scale quality improvement skills, structures and resources to identify and lead meaningful change as the next evolution of our learning health system.	Embed measurement-based care across programs and services to ensure we maximize learning from all clinical interactions.	Build health equity data into learning and improvement cycles to identify and address disparities and inequities.	Increase scientific expertise and leadership to support measurement-based care in rehabilitation.
Advocacy Mobilize advocacy, policy and government relations efforts to inform policy change, funding decisions and public awareness to accelerate an inclusive world.	Define a policy and advocacy agenda with families, staff and external partners across the developmental sector.		Challenge ableism across the system through organizational advocacy efforts centred on reducing disparities, greater access and meaningful inclusion.	Expand scientific expertise to contribute to the understanding of disparities in Canada and advance health policy research.

Our commitments are the lens through which we see the Holland Bloorview 2030 strategy:

Caring Safely | Co-design | IDEAA | Reach | Sustainable

Read, download and share the full strategic plan at: **StrategicPlan.HollandBloorview.ca**

Engagement approach

Over the past five months, through retreats, meetings and engagement sessions, we asked more than 200 staff, leaders, clients and families, and system leaders two simple questions: Where have we made the greatest impact, and what work remains to be done?

The response was clear, energetic and optimistic: build on our strategic pillars and focus on what matters most to staff, clients, families and the health system.

3
strategic leadership retreats

10
meetings

3
engagement sessions





Holland Bloorview Kids Rehabilitation Hospital

TOGETHER WE DARE

A teaching hospital fully affiliated with University of Toronto

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