



Our Annual Corporate Plan 2026-2027: Transforming care, together

KHSC 2027 Outcomes

Together with patients and families, we will:

2026-2027 Objectives



1. Ensure quality in every patient experience

KHSC has a robust culture of quality where adherence to standards and evidence-based practice drives decision making in every program and service

KHSC benchmarks as a high performer amongst Ontario teaching hospitals delivering outcomes that matter to patients and families at the best cost

KHSC works with community partners to deliver integrated, team-based, people-centred care

People receive timely access to specialist care for chronic conditions

People and communities are partners in designing people-centred models of care, research and teaching

Our communities are inspired to provide philanthropic support for hospital modernization

- › Optimize Lumeo clinical processes across KHSC with a continued focus on Barcode-Medication Administration (BCMA) and Computerized Provider Order Entry (CPOE) adoption and performance
- › Maintain our position as a high performer (top 30%) amongst Ontario teaching hospitals while continuing to manage the approved budget deficit towards a break-even position in the future.*
- › KHSC, as the lead health service provider, will continue partnering with FLA OHT and Ontario Health at Home to implement the Home Care Modernization Leading Project, enhancing care coordination, and expanding in-home services
- › Patients discharged from the ED with suspected exacerbations of chronic obstructive pulmonary disease (COPD) or congestive heart failure (CHF) are prioritized for rapid access to receive evidence-based specialist care within a clinic closest to home
- › Advance the principles of people-centred care by involving patient advisors in quality improvement planning
- › Advance coordinated bridging projects to address short-term patient-care and facility needs across the existing hospital sites and select buildings on the new location, while continuing to advance the full redevelopment program for a new greenfield hospital



2. Nurture our passion for caring, leading and learning

KHSC has a stable, engaged work force
Our people report improved wellness at work
KHSC has a strong culture of safety

Our people are equipped to do their best work

Our leaders are highly engaged

- › Implement Psychological Health and Safety Framework actions
- › Expand simulation-based education across clinical programs to advance clinical competence and workforce readiness
- › Develop system-level leaders



3. Improve the health of our communities through partnership and innovation

Together with FLA OHT partners, KHSC delivers proactive, evidence-based care for patients with chronic conditions

KHSC staff and physicians will benefit from more efficient, integrated workflows, data-driven decision-making, and access to regional information as Lumeo is stabilized and optimized

KHSC identifies several key areas of excellence that align with regional population health needs

- › Contribute to the development of the FLA OHT by participating in Ministry-directed initiatives
- › Enterprise Resource Planning (ERP) Modernization – complete a decision-ready options analysis of tier 1 ERP products and implementation partners for SLT consideration
- › Artificial Intelligence (AI) – establish KHSC AI governance and operational support structure, including a standardized intake, evaluation, and approval process that applies clear criteria (quality, access, productivity, cost), required controls (privacy, security, bias, clinical safety), and post-go-live evaluation to confirm expected benefits
- › Optimize and expand robotic-assisted surgery across two robotic platforms to improve patient outcomes and strengthen KHSC's role as a teaching centre and a centre of excellence for complex surgical care



4. Launch KHSC as a leading centre for research and education

KHSC has a coordinated plan to ensure clinical learners, including nursing, allied health and medical students and residents have allocated placements

Enhanced research activities lead to novel discoveries that transform clinical care for our patient population

KHSC and its research institute become nationally recognized for people-centred research and innovation excellence

- › Work with education partners to create capacity for all requested nursing, allied, medical and post-grad student placements
- › Implement a KHSC Research Institute strategic plan that enhances research activities



5. Advance equity, inclusion and diversity and address racism to achieve better outcomes for patients, families, providers and staff

KHSC offers a culturally safe care environment that values and respects diversity

- › Implement Integrated Inclusion Framework actions

Mission: We care for our patients, families and each other through everyday actions, significant moments and exciting breakthroughs.

Vision: Partnership in care, discovery and learning to achieve better health for our communities while transforming our health care system.

Values:
Compassion
Respect
Partnership
Excellence
Innovation