



wom•en /'wimin/

We use the term “women” inclusively and welcome all people who identify as such.

Strategic Plan

2022 – 2025



wom•en /'wimin/
We use the term “women”
inclusively and welcome all people
who identify as such.

Contents

1. A Message from our Leadership
2. Our Story
3. Our Strategic Framework
4. Our Strategic Initiatives and Measures of Success

A Message from Our Leadership

It is our pleasure to share the first strategic plan for UHNWomen. This plan describes our vision, mission, values, and strategic goals, as well as the initiatives we will pursue to achieve these goals.

Women in our workplace experience unique gender-based challenges and a broad range of inequities. These experiences impact us all and compromise our organization's ability to achieve our goals – related to our performance as a hospital organization, but also in how we empower and elevate each member of our UHN family.

This strategic plan was developed with input from a broad range of UHN team members, as well as with the guidance and direction from our interdisciplinary UHNWomen Steering Committee. Throughout the strategic planning process, we heard about the opportunities to help empower and uplift our workforce.

We aspire to be an employer of choice that champions and elevates women to achieve success. Our five strategic goals – *Enable Leadership Development, Champion Culture Transformation, Promote Values-Driven Practices, Enhance Infrastructure & Resources, and Advocate for Equitable Policies* – showcase our focus areas and actions for the coming years. Our plan is responsive, flexible and driven by passion for change.

As the Executive Co-Sponsors, we are excited to share our multi-year strategic vision and priorities for UHNWomen. We look forward to seeing the outcomes of our work over the coming years.

Catherine Wang

Executive Co-Sponsor

Brian Hodges

Executive Co-Sponsor

Sheila O'Brien

Executive Co-Sponsor

Our Story

Our Story

About UHN Women

UHNWomen was founded on International's Women Day in 2018 by three early career women at TeamUHN. Their dream was to create a program to help empower and further uplift TeamUHN and *A Healthier World*.

The initial employee-led program hosted International Women's Day panel events for two consecutive years (2018 & 2019) in partnership with JLABS, Johnson & Johnson's incubator. Both events were sold out in attendance and focused on women's challenges faced through various life stages, the value of mentorship, and unconscious bias experiences in academia, clinic, commercialization process, and business operations.

With the development of UHNWomen, we embrace the principles of inclusivity and intersectionality. We understand that true progress cannot be made unless all are welcome to learn and teach, and we recognize that UHNWomen needs the power of all to make meaningful change.

We are committed to supporting a great experience for everyone, regardless of role or position. We are committed to changing those negative experiences that impact us all and compromise organizational outcomes – not only in terms of well-being, but also performance. Imagine what we could achieve in a world where no one was held back by inherent bias or prejudice.

Our Strategic Framework

Our Strategic Framework

Mission: To promote equitable and inclusive opportunities for women to lead, grow and achieve professional fulfillment in their careers and lives.



Core Values:
Bold • Open-Minded • Equity • Integrity

Our Vision, Mission, and Values

Our **vision** is: A place that champions and elevates women to achieve success.

Our **mission** is: To promote equitable and inclusive opportunities for women to lead, grow and achieve professional fulfillment in their careers and lives.

Our work is ground by four core **values**:

Bold	We are committed to being courageous and to not being afraid of speaking up and taking actions that will shape a better future for our workforce.
Open-Minded	We are committed to being responsive to our changing environment, as well as willing to take smart risks and learn from our experiences.
Equity	We are committed to enabling people with different strengths, interests and cultural backgrounds to grow, succeed and be themselves in the workplace.
Integrity	We are committed to being honest, transparent, ethical and fair, and to act in a trustworthy manner that adheres to our words.

Our Strategic Initiatives

and Measures of Success



SD 1 – Encourage and Support Leadership Development

We understand the power of women in our workforce and want to empower each other to lead, drive and take an active role in transforming how we serve our patients, perform research and scholarly activities, and support our communities.

For UHNWomen, this means we will:


- Advocate for and promote leadership development, mentorship, coaching and sponsorship opportunities for women in our workforce;
- Support establishment of clear career pathways and growth opportunities aligned to women's personal and professional goals; and
- Actively support the development of under-represented and/or intersectional women leaders.

Expected Outcome

- More women in leadership roles, both as UHN broadly and within specific groups and teams, particularly in areas where women are underrepresented.
- More women participating in leadership development trainings and mentoring, coaching and sponsorship opportunities.

Our Strategic Initiatives

To achieve our strategic directions, we will focus on the following strategic initiatives (actions):

Strategic Direction	Strategic Initiatives				Measures of Success
	Goal	Year 1 (FY22/23)	Year 2 (FY23/24)	Year 3 (FY24/25)	
Encourage and Support Leadership Development 	Advocate for and promote leadership development, mentorship, coaching and sponsorship opportunities for women in our workforce.	1A. Planning the UHN Working Moms Mentorship Program. 1B. Formalize partnership between UHNWomen and Women Who Lead. 1C. Plan for the UHNWomen-specific communication channel (including social media plan, celebration and amplify the “small” and large achievements of women).	1D. Implement & evaluate the UHN Working Moms Mentorship Program. 1E. Create a UHNWomen-specific communication channel used to announce, amongst other things, UHN Women news, and leadership and mentorship events and activities, successes and accomplishments.	1F. Use learnings from UHN Working Moms Mentorship Program to develop an overall UHNWomen Leadership Mentorship Program.	<ul style="list-style-type: none"> • Staff experience (measured through survey) • Objective measures of women in leadership roles within the organization • Post-event/ workshop surveys for participants to share their experience • 3rd party organization-wide impact assessment
	Support establishment of clear career pathways and growth opportunities aligned to women’s personal and professional goals.		1G. Inform and advocate for the enhancement of the UPP process at UHN to support women in career planning that includes tools for leadership assessment. 1H. Create meaningful partnerships with existing professional educational programs to promote and enhance leadership development workshops; specifically for women.		
	Actively support the development of under-represented and/or intersectional women leaders.	1I. Engage with experts in anti-racism and other intersectional components to identify best practice and approach for UHN in mentoring under-represented groups.	1J. Execute lessons learned to: (1) improve UHN Working Moms Mentorship Program, (2) development overall UHNWomen Leadership Mentorship Program and (3) execute any net-new initiatives identified.		



SD 2 – Champion Culture Transformation

We believe that an uplifted culture that inspires and generates interpersonal and organizational support, openness, resources and partnerships, is key to collectively elevating all, particularly women, in the workplace.

For UHNWomen, this means we will:


- Establish a culture within UHNWomen that celebrates the success and accomplishments of our workforce, and amplifies the voices of women at UHN;
- Provide training and education to enable allyship, collectively elevate women and reflect a no tolerance view on discriminatory behaviours and bias in the workplace; and
- Collect data and report on the status of women within the workplace to drive change across the organization and within teams.

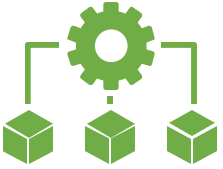
Expected Outcome

- Greater number of women feeling engaged, respected, empowered and fulfilled in their jobs and roles.

Our Strategic Initiatives

To achieve our strategic directions, we will focus on the following strategic initiatives (actions):

Strategic Direction	Strategic Initiatives				Measures of Success
	Goal	Year 1 (FY22/23)	Year 2 (FY23/24)	Year 3 (FY24/25)	
Champion Culture Transformation 	Establish a culture within UHNWomen that celebrates the success and accomplishments of our workforce, and amplifies the voices of women at UHN.	2A. Develop plan to execute micro and macro events to allow for a broad group of women and allies to network (including learners/students) and also highlight intersectionality. 2B. Develop a plan to launch an annual UHNWomen Incubator event.	2C. Establish and support local teams of UHNWomen to drive local action in their areas (Women@LMP, Women@Digital, Women@Research, etc.). 2D. Execute micro and macro events, including those that increase the visibility of women mentors/leaders that represent diverse backgrounds. 2E. Host annual UHNWomen Incubator events that promote and support the implementation of grassroots initiatives brought forward by individuals, local groups and teams at UHN. 1E. Create a UHNWomen-specific communication channel used to announce, amongst other things, UHNWomen news, and leadership and mentorship events and activities, successes and accomplishments.		<ul style="list-style-type: none"> EES survey results Rate of female employee attrition Attendance rate for education forums/seminars The creation and use of a toolkit for addressing barriers in career progression, and reporting inequitable practices in operational areas
	Provide training and education to enable allyship, collectively elevate women and reflect a no tolerance view on discriminatory behaviours and bias in the workplace.	2F. Leverage the plans for enterprise wide anti-racism training to further emphasize the intersectionality. 2G. Explore opportunities for training to reference UHNWomen where appropriate.	2H. Continuous identify and promote training and education resources that promote inclusive, equitable and respectful practices for all at UHN. 2I. Promote inclusive and respectful practices that can be incorporated into the day-to-day work of Team UHN (e.g., including pronouns in email signatures, asking patients their pronouns at the start of appointments).		
	Collect data and report on the status of women within the workplace to drive change across the organization and within teams.	2K. Establish key outcomes and associated measures of success for the UHNWomen Strategy.	2L. Identify high impact areas by understanding demographic data across UHN.		



SD 3 – Enhance Infrastructure & Resources

We know our teams spend a lot of their time at work, where the physical environment and resources available influence their well-being and work productivity. We want to create a physical environment that is free of barriers and implement a variety of resources that strengthen women's participation in the workplace.

For UHNWomen, this means we will:


- Advocate for buildings, facilities and common spaces that remove physical barriers and enable women to be supported in the workplace;
- Raise awareness on available resources to support our workforce with family planning, including maternal, paternal, parental and adoption leave, return to work and childcare support; and
- Enable a work environment that prioritizes employee well-being and allows women to be successful both personally and professionally.

Expected Outcome

- More women in our workforce feeling supported in balancing their careers and personal/family priorities.

Our Strategic Initiatives

To achieve our strategic directions, we will focus on the following strategic initiatives (actions):

Strategic Direction	Strategic Initiatives				Measures of Success
	Goal	Year 1 (FY22/23)	Year 2 (FY23/24)	Year 3 (FY24/25)	
Enhance Infrastructure & Resources 	Advocate for buildings, facilities and common spaces that remove physical barriers and enable women to be supported in the workplace.	3A. Construct and open bookable Lactation Rooms at all UHN clinical sites.	3B. Identify and implement improvements to make our physical work environment more inclusive and welcoming to women (e.g. women-specific workwear/scrubs, feminine sanitary supplies in washroom facilities).		<ul style="list-style-type: none"> • Annual employee satisfaction survey • Measurement of access to policies (e.g. click rates) • Indicators on attrition for women and parents
	Raise awareness on available resources to support our workforce with family planning, including maternal, paternal, parental and adoption leave, return to work and childcare support.		3C. Advocate for and promote people strategies that provide greater flexibility in work schedule and work locations (e.g. work from home, hours, etc.). 1D. Implement & evaluate the UHN Working Moms Mentorship Program. 1E. Create a UHNWomen-specific communication channel used to announce, amongst other things, UHN Women news, and leadership and mentorship events and activities, successes and accomplishments.		
	Enable a work environment that prioritizes employee well-being and allows women to be successful both personally and professionally.		3D. Provide staff with support and options for short-term, last-minute solutions (e.g. for childcare, elder care, fertility planning, and other life needs).	3E. Develop a Child Support program to support Women in the organization with young children	



SD 4 – Advocate for Equitable Policies & Values-Driven Practices

We believe that equity in the workplace means everyone is treated with dignity and respect, and that transparency and accountability are at the core of everything we do. Ultimately, we believe that when we get this right, our full workforce will have equitable access to opportunities.

For UHNWomen, this means we will:

- Advocate for equitable recruitment and retention practices that support advancement of women into leadership roles;
- Advocate for gender pay equity policies that recognize employees in a fair and equitable manner; and
- Follow an evidence-based framework for designing and enhancing clinical program areas to ensure focus on equity related issues for women.

Expected Outcome

- Refreshed organizational policies that promote equity for women.

Our Strategic Initiatives

To achieve our strategic directions, we will focus on the following strategic initiatives (actions):

Strategic Direction	Strategic Initiatives				Measures of Success
	Goal	Year 1 (FY22/23)	Year 2 (FY23/24)	Year 3 (FY24/25)	
Advocate for Equitable Policies & Values-Driven Practices	Advocate for equitable recruitment and retention practices that support advancement of women into leadership roles.	<p>4A. Explore the barriers and systems that limit leadership and self-driven growth opportunities for women, especially those with intersectionality.</p> <p>4B. Promote meeting limitations and guidelines to limit number of meeting during ‘quiet hours’, and length of meetings.</p>	<p>4D. Advocate for 360 feedback and exit-interviews when switching departments or roles in order to promote opportunities for culture shifts and removal of barriers.</p> <p>4E. Advocate for updates existing policies and practices within UHN that ensure regular performance review and promotion cycles are not disrupted due to maternity, paternity, parental and adoption leave.</p>		<ul style="list-style-type: none"> Measuring the backgrounds of people who are being recruited (e.g.: ethno-cultural background, gender, etc.) Current state vs. future state assessment of women in leadership roles % of adherence to the policy against organizational components Feedback survey results from patients, families, and caregivers on experiences Health indicators on gender-related care outcomes
	Advocate for gender pay equity policies that recognize employees in a fair and equitable manner.	<p>4G. Advocate for a Pay Equity Review that includes review based on gender.</p>	<p>4H. Support the development of plan to address learnings from Pay Equity Review (including evaluation plan).</p>		
	Follow an evidence-based framework for designing and enhancing clinical program areas to ensure focus on equity related issues for women.	<p>4J. Engage with experts in equity related issues for women (including areas of intersectionality) to understand critical pain points and opportunities for improvement.</p> <p>4K. Align this work to the Women’s Health Program, led by Dr. Moira Kapral.</p>	<p>4L. Develop a data strategy to safely collect, govern, and use health data to understand diversity of our communities (various internal and patient groups), and leverage it in planning.</p>	<p>4M. Promote the framework across the organization using change management techniques, including assignment of specific accountability measures and incentives.</p>	