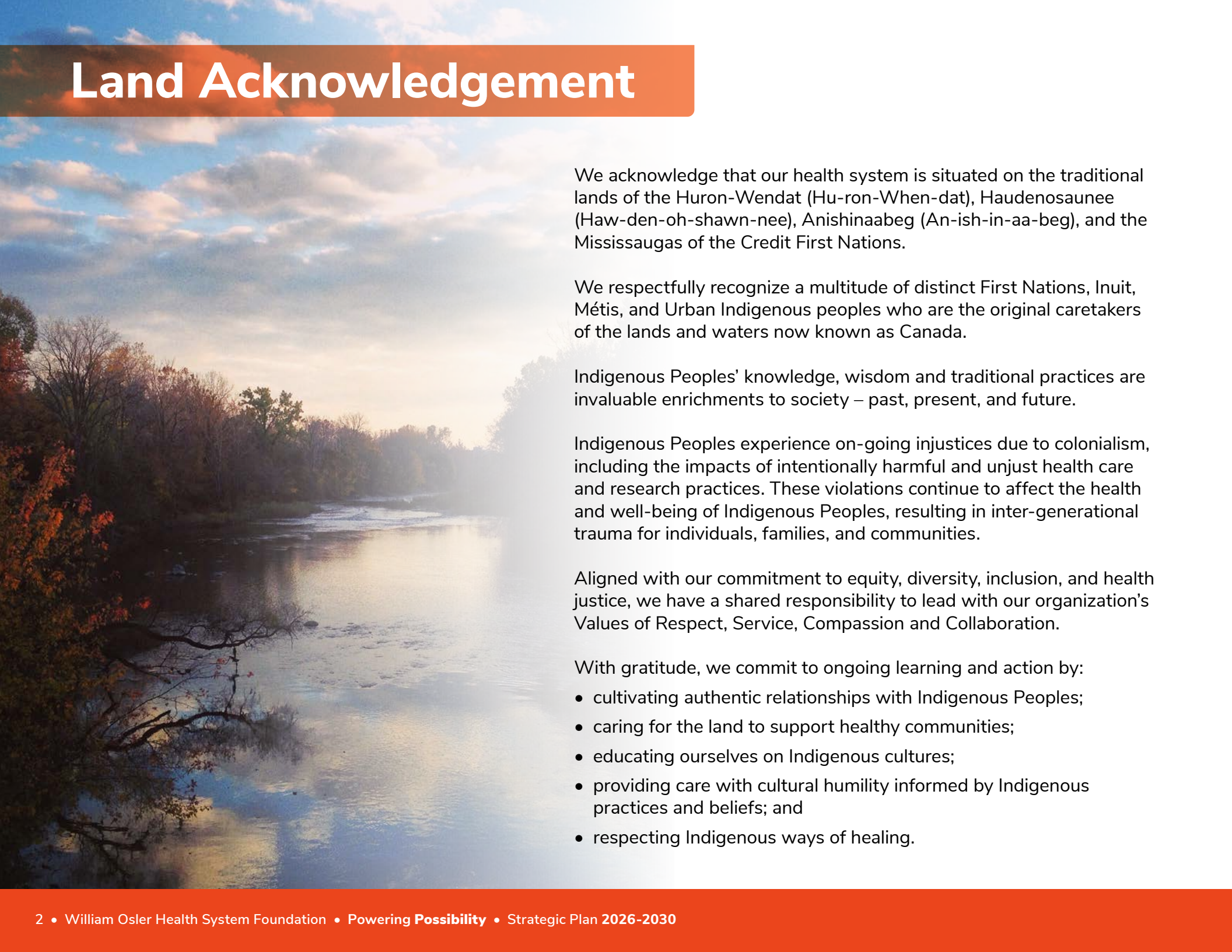


POWERING POSSIBILITY

William Osler Health System Foundation Strategic Plan 2026-2030





Land Acknowledgement

We acknowledge that our health system is situated on the traditional lands of the Huron-Wendat (Hu-ron-When-dat), Haudenosaunee (Haw-den-oh-shawn-nee), Anishinaabeg (An-ish-in-aa-beg), and the Mississaugas of the Credit First Nations.

We respectfully recognize a multitude of distinct First Nations, Inuit, Métis, and Urban Indigenous peoples who are the original caretakers of the lands and waters now known as Canada.

Indigenous Peoples' knowledge, wisdom and traditional practices are invaluable enrichments to society – past, present, and future.

Indigenous Peoples experience on-going injustices due to colonialism, including the impacts of intentionally harmful and unjust health care and research practices. These violations continue to affect the health and well-being of Indigenous Peoples, resulting in inter-generational trauma for individuals, families, and communities.

Aligned with our commitment to equity, diversity, inclusion, and health justice, we have a shared responsibility to lead with our organization's Values of Respect, Service, Compassion and Collaboration.

With gratitude, we commit to ongoing learning and action by:

- cultivating authentic relationships with Indigenous Peoples;
- caring for the land to support healthy communities;
- educating ourselves on Indigenous cultures;
- providing care with cultural humility informed by Indigenous practices and beliefs; and
- respecting Indigenous ways of healing.

Message from Osler Foundation

The future of health care at William Osler Health System (Osler) is ambitious. Helping make it possible requires an equally ambitious approach to philanthropy.

Powering Possibility, William Osler Health System Foundation's (Osler Foundation) four-year Strategic Plan through to 2030, sets a clear direction for our work and how we will mobilize the philanthropic support Osler needs to advance its priorities.

Brampton Civic Hospital, Etobicoke General Hospital and Peel Memorial Centre for Health and Integrated Wellness provide care to more than 1.3 million people across Brampton, North Etobicoke and Caledon, one of Canada's fastest growing and most diverse regions. As Osler grows to meet the increasing scale and complexity of care, philanthropy will help fund the facilities, equipment, technology, research and education it needs.

In Ontario, communities must fund 100 per cent of hospital equipment costs and a portion of construction costs. That is why the generosity of our donors and community is so important. Osler Foundation is midway through a major capital campaign that is central to this next chapter. It will support the expansion of Peel Memorial into Brampton's second hospital, expand cancer care services at Brampton Civic, fund essential equipment and technology and invest in research and education for Osler's growing communities.

Closely aligned with Osler's strategic growth, *Powering Possibility* is built around four priorities: raising more funds for exceptional patient care, deepening relationships

with donors, empowering the people who make our work possible, and building a Foundation that can sustain this ambition for the future.

Our mission is to inspire our communities to invest in world-class health care close to home. Our vision is healthy communities powered by generosity. This plan provides the framework to put both into action, ensuring the work we undertake and the decisions we make are deliberate, thoughtful and focused on impact.

We are grateful to the donors, Board members, staff and leaders from both Osler and Osler Foundation who helped shape this plan, guided by a Task Force accountable to our Board.

Every relationship we build and every dollar we raise brings Osler closer to the future its communities deserve. *Powering Possibility* will guide us as we work together to make that future possible. We are grateful to have you with us along the way.



Shelagh Barry
Interim President & CEO
William Osler Health
System Foundation



Steve Robinson
Chair, Board of Directors
William Osler Health
System Foundation

Foreword



As William Osler Health System Foundation (Osler Foundation) entered our 2025/2026 strategic planning process, we did so grounded in the tremendous progress of recent years. Our 2019–2024 strategic plan positioned Osler Foundation to play a critical role during significant change at William Osler Health System (Osler), mobilizing philanthropy to advance major campaigns, sustain strong financial performance, and strengthen the leadership and governance capacity needed to support a rapidly evolving health care system.

During this period, Osler strengthened its role in community-based health care, serving one of Canada's fastest-growing and most diverse populations while delivering care at increasing scale and complexity.

Through philanthropy, Osler Foundation supported hospital expansion and renewal, positioned Peel Memorial Centre for Health and Integrated Wellness (Peel Memorial) as a hub for coordinated community care, and advanced priority clinical areas including mental health, cancer care, technology, and patient-centred innovation.

Throughout the COVID-19 pandemic and its aftermath, we partnered closely with hospital leaders to support system readiness and resilience, while advancing long-term priorities, including building Brampton's second hospital and Osler's role as the primary clinical partner for Toronto Metropolitan University's new School of Medicine.



Now we look ahead. As our region grows, ages, and diversifies—and as technology, data, and artificial intelligence reshape care—health care demands will intensify. At the same time, economic pressures and rising expectations for accountability are reshaping the philanthropic landscape. Osler Foundation must continue to evolve in how we mobilize support for Osler’s priorities.

In this next phase, Osler is advancing its transformation into a leading community teaching hospital, integrating research, education, and innovation in service of exceptional, compassionate community-based health care. The launch of the Osler Research Institute for Health Innovation (ORIH) and the partnership with Toronto Metropolitan University to establish a new School of Medicine in Brampton mark important milestones in this evolution.

Osler Foundation’s current \$200 million campaign is a pivotal catalyst in this journey. It will support the expansion of Peel Memorial into Brampton’s second hospital, fund essential equipment and technology, and enable investments in research and education, positioning Osler to meet the needs of one of Canada’s most diverse regions.

Osler Foundation’s role is to help realize this vision. Through philanthropy, we will accelerate research that advances new models of care, invest in the education and training of a workforce reflective of our communities, and champion innovation that improves outcomes for growing and underserved populations.

Grounded in strong community relationships and a culture of philanthropy, this strategic plan strengthens our ability to mobilize the resources and partnerships Osler needs to lead—advancing care, research, and education to help shape a more unified and inclusive health system for generations to come.

Architectural rendering provided by Bird Design-Build Construction Inc. and Cannon Design Ltd., subject to change as design and planning progresses.

Strategic Planning Process



We developed this strategic plan through a deliberate and inclusive process that actively engaged a broad range of stakeholders. We sought input from donors, Osler and Osler Foundation Board members, staff and leadership, and drew on emerging trends and best practices in health care philanthropy to inform our direction. Oversight was provided by a Task Force accountable to the William Osler Health System Foundation Board of Directors, whose leadership strengthened both the plan and the integrity of the process.

Through this work, we reaffirmed our mission, refined our vision and values, and confirmed the four strategic priorities established in the previous plan, adding to each a new series of objectives to guide our work, supported by a series of key performance indicators. Together, they set an ambitious and actionable course for Osler Foundation, designed to activate internal and external engagement, align effort, and ensure progress is measurable and accountable.



Mission

Inspire our communities to invest in world-class health care close to home.

Vision

Healthy communities powered by generosity.

Values

ACCOUNTABILITY
COLLABORATION
EXCELLENCE
INTEGRITY
INNOVATION
CARING

Value Statements



ACCOUNTABILITY

We set clear expectations, define roles and responsibilities, and own our results, holding ourselves accountable to our donors and community.

COLLABORATION

We work in alignment—with our hospital, our Boards, our partners, and our community—to achieve more together than any of us could alone.

EXCELLENCE

We pursue exceptional quality in everything we do, setting bold goals, exceeding expectations, and continually raising the bar.

INTEGRITY

We are trustworthy and transparent, honouring our commitments and stewarding every gift with accountability and care.

INNOVATION

We think boldly and act creatively, reframing challenges, embracing technology, and pursuing solutions that deliver better outcomes.

CARING

We lead with compassion and empathy, building trusted relationships that make every donor, patient, and partner feel valued and connected.

Strategic Priorities

1

Philanthropic Leadership

Raise more funds in support of world class patient care at William Osler Health System.

Champion transformational philanthropy

Innovate fundraising models

Activate the Board and forge strategic partnerships



2

Donor Experience Excellence

Enhance and optimize our donor experience.

Strengthen reputation and brand resilience

Diversify and deepen donor engagement

Integrate data-driven personalization



3

Employee Empowerment

Empower employees to achieve performance and organizational excellence.

Build organizational capacity and succession planning

Foster a culture of collaboration, learning and innovation

Prioritize well-being and balance



4

Innovation & Sustainability

Plan for the future of philanthropy at William Osler Health System Foundation.

Align with Osler's strategic growth

Innovate fundraising models

Build long-term financial sustainability



Strategic Priority 1 – Philanthropic Leadership

Raise more funds in support of world-class patient care at William Osler Health System

1. **Champion Transformational Philanthropy:** Focus on inspiring and securing visionary gifts that align with Osler's long-term strategic and academic ambitions.
2. **Innovate Fundraising Models:** Modernize giving strategies by expanding planned and mid-level giving, leveraging data and analytics to diversify and deepen donor engagement, engaging younger and more diverse donors, fostering unrestricted giving, and updating outdated pledge structures.
3. **Activate the Board & Forge Strategic Partnerships:** Recruit influential and connected leaders who can open doors to transformational gifts; support the Foundation's efforts to build collaborations with corporations, community champions, and institutions that can amplify philanthropic impact; and increase strategic ambassadorship in the community.

Strategic Priority 2 – Donor Experience Excellence

Enhance and optimize our donor experience

- 1. Strengthen Reputation & Brand Resilience:**
Elevate storytelling that reflects real impact and represents our communities, and reinforce a clear and compelling mission and vision, to build trust and pride among donors.
- 2. Diversify & Deepen Donor Engagement:**
Strengthen donor stewardship and engagement by extending reach beyond our catchment area, tailoring communications for cultural and linguistic relevance, developing relationships with underrepresented communities, and ensuring engagement with younger donors.
- 3. Integrate Data-Driven Personalization:**
Use insights and segmentation to build authentic, one-to-one donor relationships at scale and seamlessly connect all points of engagement—from first gift to legacy—across all programs and platforms.

Strategic Priority 3 – Employee Empowerment

Empower employees to achieve performance and organizational excellence

1. **Build Organizational Capacity & Succession Planning:** Expand and strategically resource the team while strengthening leadership capacity through development and mentorship to support long-term succession and sustained performance.
2. **Foster a Culture of Collaboration, Learning, & Innovation:** Encourage collaboration across teams and support employees with professional development and opportunities to innovate in their roles, fostering initiative and strategic thinking across the organization.
3. **Prioritize Well-being & Balance:** Make staff well-being an organizational imperative to strengthen resilience, engagement and sustained high performance.



Strategic Priority 4 – Innovation + Sustainability

Plan for the future of philanthropy at William Osler Health System Foundation

- 1. Align with Osler's Strategic Growth:**
Integrate philanthropic planning with the hospital's expansion, research, and academic initiatives.
- 2. Innovate Fundraising Models:**
Stay ahead of trends in digital giving, data ethics, and AI-enabled fundraising and leverage technology and predictive analytics to identify giving trends, automate donor journeys, and ensure agility in philanthropic planning.
- 3. Build Long-Term Financial Sustainability:**
Expand diversified revenue streams, increase the proportion of flexible and unrestricted support to enable strategic agility, and create adaptive fundraising structures that can evolve with community and health care needs.

Strategic Enablers

PEOPLE

Attracting, developing, and empowering talented staff, volunteers, Board members, and champions, and leveraging their networks and influence to drive philanthropic success.

ALIGNMENT

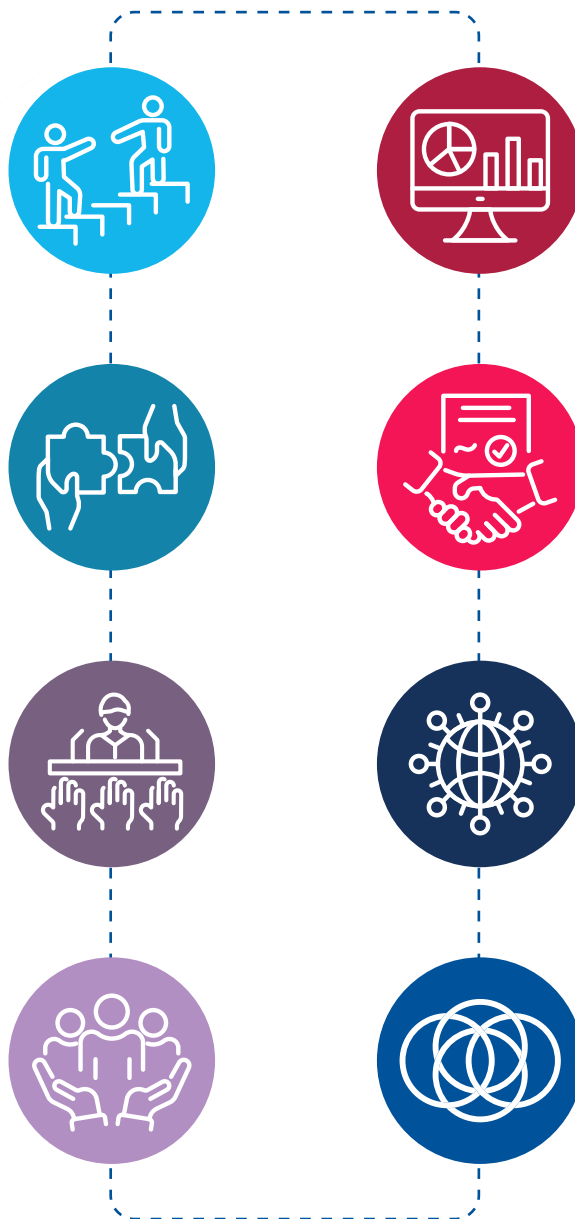
Ensuring a close, trust-based partnership between Osler Foundation and Osler, grounded in shared priorities and coordinated planning.

CASE

Articulating compelling, cohesive funding priorities that clearly demonstrate impact and inspire philanthropic support at all levels, from community giving to transformational investment.

CULTURE

Fostering psychological safety, listening, collaboration, and initiative to support high performance and continuous improvement.



INSIGHT

Using high-quality data and performance measurement to guide decisions and strengthen outcomes.

INVESTMENT

Making disciplined resource investments, including infrastructure and systems, to build capacity and remain responsive to economic conditions and donor generosity.

TECHNOLOGY

Harnessing secure, integrated technologies and digital innovation to deepen donor relationships, enable data-informed strategy, streamline operations, and support scalable philanthropic growth.

BRAND

Building and promoting a trusted, credible reputation that reflects excellence in health care and positions Osler Foundation as a vital community partner.



Community Mental Health & Addictions

13 Children & Youth Mental Health Services Ontario

Services de santé mentale pour les enfants et les jeunes Ontario

14 Child & Adolescent Clinic

15 Eating Disorders Clinic

16 Centre for Community

Mental Health & Addictions

Addictions Counselling

2001 Response Clinic

2002 Mental Health Clinic

2003 Adult Youth



William Osler
Health System

F O U N D A T I O N