BORN
Strategic Plan
2025-2030

BORN Ontario Strategic Plan 2025-2030

Perinatal, newborn, and child health are foundational to the well-being of our communities and our province. As a prescribed registry, BORN Ontario is entrusted with a unique responsibility: to mobilize vital data that empowers families, care providers, health systems, and policymakers — all in pursuit of healthier beginnings and brighter futures.

We want to foster the healthiest possible outcomes for all pregnant people, children, and families in Ontario by transforming data into actionable insights.

Strategic Goals

1

MODERNIZE TECHNOLOGY TO MOBILIZE SYSTEM INTELLIGENCE

Invest in the infrastructure, tools, and strong partnerships needed to advance digital health, interoperability, and timely access to lifesaving insights.

2

DELIVER AUTHORITATIVE INFORMATION AND INSIGHTS

Ensure the highest standards in data stewardship, knowledge generation, and communication so Ontario's health system can respond effectively to emerging priorities.

3

DRIVE IMPROVEMENTS IN SCREENING, CARE, AND OUTCOMES

Engage with clinicians, organizations, communities, and knowledge users to close gaps, promote equity, and enable evidence-based and person-centered care.

Acknowledgement & Commitment

BORN's work acknowledges the privilege and responsibility of holding sensitive information. We strive to embed equity, support Indigenous health, reconciliation, and sovereignty, and deliver personalized health insights in all we do. Our approach is collaborative, rooted in respect for privacy and data stewardship, and is constantly evolving to meet the needs of Ontario's diverse populations.

This Strategic Plan reflects our collective commitment to Ontario's families, care providers, partners, and policymakers to continue to lead, innovate, and serve as a trusted source of knowledge and a catalyst for positive change in perinatal and child health.

1 STRATEGIC GOAL: Modernize Technology to Mobilize System Intelligence

At BORN Ontario, one of our key strategic goals is to **modernize technology to mobilize system intelligence**.

Looking ahead, we aim to work collaboratively to develop a **digital pregnancy record in Ontario** – an essential step toward enabling greater system intelligence through the use of personalized, accurate, and timely health information. A digital record will support interoperability across care settings, ensuring that individuals receive the right care at the right time, while also enhancing clinical decision-making and continuity of care.

We also plan to accelerate **provincial immunization data exchange** and expand our safe, privacy-focused, and ethical use of data linkages and artificial intelligence.

Focus Areas

Build the Digital Ontario Perinatal Record

- Co-design the build of a digital platform that will revolutionize coordinated and patient-engaged prenatal and postpartum care

- Centralize prenatal care record keeping in the province

- Use all available technology to enhance the clinician and patient experience while offering personalized care insights/ clinical decision support

Accelerate Provincial Immunization Data Exchange & Support RSV Protection for All Infants

- Continue to collect before-discharge infant RSV status from health system partners while advocating for better models.

- Push for new efficient, low-burden methods that use health information message standards between EMR vendors and health partners across the system

- Advocate for connectivity/repositories (where mechanisms to share the RSV/other immunization status data don't exist) so that care providers and families can benefit and registry can participate

Modernize Data Infrastructure

- Build efficiencies into our analytical processes and infrastructure

- Link BORN Information System (BIS) data and other source data making it more readily available for analysis

- Revisit Data Sharing Agreements (DSAs) to enable modern uses of the information we aggregate

- Include greater capacity for Artificial Intelligence (AI) research and use

2 STRATEGIC GOAL: Deliver Authoritative Information and Insights

One of BORN's strategic goals is to **provide authoritative information and insights** to guide policy, practice, and system-level improvement.

In the next five years, we will focus on key outcome areas including:

- major causes of perinatal and maternal morbidity and mortality

- neonatal health and outcomes (including NICU utilization, infant mortality, and critical congenital heart disease, RSV)

- paediatric diabetes care, and prenatal screening quality and experience (including aneuploidy detection and beyond)

Focus Areas

Share Actionable Insights about Neonatal Outcomes

- Dedicate focus on establishing and populating validated outcome measures of neonatal outcomes, including mortality.

- Where possible, focus on how outcomes for neonates born at inappropriate level of care (per PCMCH guideline) may vary from in-born care

- Investigate the trends in neonatal care and how changes in pregnant populations may be having an impact on NICU utilization. (e.g. high rates of neonatal hypoglycemia, obesity)

Inform High-Quality Paediatric Diabetes Care

- Enable system-wide quality monitoring and performance benchmarking, helping to identify variations and gaps in pediatric diabetes care.

- Support targeted interventions and equity in care

- Drive research and continuous quality improvement (such as evaluation of care models) aimed at optimizing pediatric diabetes care and informing evidence-based policy and practice.

Understand and Improve Prenatal Screening Quality and Experience

- Understand how screening is offered and how the process is experienced by the patient

- Support clinicians in decision-making and results interpretation through guidance documents based on timely data analytics

3 STRATEGIC GOAL: Drive improvement in screening care & outcomes

A key strategic goal for BORN Ontario over the next five years is to **drive meaningful improvements in screening, care, and outcomes** for pregnant women, newborns, and families.

Achieving meaningful progress will require a **multifaceted approach, strong partnerships across the health system, and the integration of embedded knowledge translation strategies** to ensure evidence informs practice and policy.

Our future work will focus on:

- reducing maternal mortality and morbidity related to causes such as obstetrical hemorrhage, sepsis, hypertensive conditions, mental health, and barriers to prenatal care;

- advancing innovative approaches to screening by implementing fetal RhD screening to prevent hemolytic disease of the fetus and newborn, and by exploring the feasibility of universal preterm preeclampsia screening and universal reproductive genetic carrier screening;

- leveraging digital health innovations to improve care delivery, clinical decision-making, and outcomes.

Focus Areas

Reduce Maternal Mortality and Morbidity

- Inform perinatal care providers of the trends and realities of observed mortality and morbidity related to: obstetrical hemorrhage, sepsis, and hypertensive conditions, mental health, and prenatal care access

- Identify known interventions / guidelines / approaches that reduce risk factors/likelihood of these outcomes

- Collaborate with organizations and leaders to mobilize information effectively, change practice, and measure adherence to standards

- Advocate for policy and program change, where necessary

Implement Fetal Rh Screening to Prevent Hemolytic Disease of the Fetus and Newborn

- Implement Fetal RHD screening to allow for targeted RhIG use and avoid overtreatment

- Implement quality strategies and knowledge mobilization to support practice change re: appropriate use of RhIG

- Measure RhIG use over time to demonstrate system savings

- Embed a focus on equity of access to this screening in program design and ongoing monitoring

Focus Areas

Determine the Feasibility of Universal Reproductive Genetic Carrier Screening

In conjunction with Newborn Screening Ontario and provincial genetics program, co-design and submit proposal to MOH to fund a model for preconception and prenatal genetic carrier screening to evaluate the feasibility of a universal screening program as recommended in 2024 Health Technology Assessment. Model will propose:

- Recommended testing technology and sample collection

- Information management for highest clinical utility and quality assurance

- Ethical, equitable, and pragmatic pilot segmentation (by population, geography, screening targets, or otherwise)

- Assessment of patient acceptability of the screening program model(s)

- Governance model over program structure and operations; evaluation schema; and ongoing program quality metrics

Determine the Feasibility of Universal Preterm Preeclampsia Screening

- Mobilize knowledge to raise awareness among pregnant people and care providers regarding factors that can increase the risk, and how low-dose aspirin can mitigate

- Undertake an implementation/QI pilot to better understand how screening can be best situated (focus on primary care)

- Keep health equity and impact at forefront of activities

Thank you

Thank you to our many partners — perinatal and child health clinicians, administrators, policy makers, and researchers across Ontario — and especially to our data contributors. We all have different, but vitally important roles to play as parts of a learning health system.

With your continued collaboration, we look forward to making our strategic plan a reality and advancing perinatal and child health outcomes throughout Ontario.

BORN Ontario

PRENATAL SCREENING
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