



Research & Innovation Plan

***Patient-inspired Innovation:
Making a practical difference to the health of
our community***

2018-2022

Our Research & Innovation Journey

At Michael Garron Hospital (MGH) | Toronto East Health Network (TEHN) research, innovation and quality improvement are all interrelated and closely linked to our strategic directions, which state that to improve and ensure exemplary quality, make decisions and move forward in ways that are evidence-supported and informed by our patients, we must “advance our research agenda in the areas of quality improvement and community health, and deliver outstanding educational experiences for the broad range of health care roles.”

Our goals are those that are important to our patients and those that will improve the health of our community. A ‘cure’ or major discovery is not our objective. Our goals have primarily focused on practical outcomes such as projects that will inform and improve care, care delivery and address issues of health equity for the community we serve.

‘Putting evidence into practice’ is important to our patients, is integral to the long-term viability of the healthcare system and transferable to other institutions. As a community hospital serving the large and diverse population east of the Don River, we have access to a diverse population where ideas can be developed, improvements made and evidence acquired that will have relevance not just for our community, but for people cared for across the system.

The current plan builds on the accomplishments of the 2014-16 Research Plan and 2015-18 Innovation Plan and the success of the past several years. It was developed following internal and external consultations with over 200 stakeholders with a variety of perspectives/lenses, and an external program review conducted by an expert from the Ottawa Hospital that was commissioned to help validate the program directions.

Research and innovation at MGH have historically operated in an environment with little formal infrastructure or funding support. The program has been largely medically-driven and focused on research, innovation and quality improvements that correspond to the interests and expertise of staff physicians working closely with medical students and residents through our medical education program. Community based participatory research has been the cornerstone strategy used to ensure the research is meaningful to the community.

The result is a program with strong academic partnerships and excellent results in specific areas of interest, including patient-centric and community based research.

MGH is now ready to take the next step and become a leader in practical innovation and evidence-based quality improvement solutions that have the potential to build health for people in this community and beyond.



History of Accomplishments

Toronto East Hospital Network has been recognized for excellence in research and innovation and has developed and maintained a local and international research profile for a number of years. The hospital is also known for its ability to find practical solutions to complex system issues and develop unique collaborative partnerships



737

MGH has conducted over 737 research projects since 1988



4000

Our REB has distributed more than 4000 REB letters since its inception.



\$500,000

We have funded \$500,000 for research projects aligned to community based participatory research since 2008.



>500K

Research partnership between Dept. of Medicine & UTOPIAN provides access to data from 550,000 patient records.



119

Number of active studies at MGH in 2017

Research & Innovation Affiliates



Awards

2012 – 2017 Michael Kirby Centre at the Monash University, Australia
Ongoing invitation to our researchers to work in partnership

2016 Canadian Patient Safety Institute (CPSI)
Patient Safety Champion of the Year Award

2016 Cleveland Clinic Practice of the Year Award
Patient Videos-Empowering the Patient Voice to Transform Care

2008 – 2017 Publication Awards

- *Excellence in Quality Improvement Research at MGH Publication Award*
- *Excellence in Bench-to-Bedside Research Publication Award*
- *Excellence in Research Education Publication Award*
- *MGH Community Research: Greatest Impact Publication*
- *MGH Research Beyond the Community: Greatest Impact Publication*

2016 – 2017 The Polaris Award
John Bradley Clinical Research Program

2016 – 2017 The Abrahamson Award
John Bradley Clinical Research Program

2008 – 2017 Community-Based Research Fund Awards

*The MGH Foundation supports internal research competitions: 54 projects have been selected and supported with **\$597,431.70** from **2008-2017***

The Foundation of our Success – Who We Are

We will build on three foundational elements that define and shape the MGH program.



Passionate People – A Passion for Change

Research and innovation at MGH arises from the passion of providers to find solutions to problems they identify through everyday care of the people we serve. Their observations drive and shape the kind of improvement that is undertaken, leading to a program based on practical research, innovation and evidence-based implementation science.



Projects that Matter to Our Community

Our community-based participatory research philosophy ensures that we pursue projects that matter to our patients and meet their needs.



Strong Partnerships

MGH has cultivated a strong internal culture for research and innovation through collaborations with internal and key external partners. These partnerships, both inside and outside the hospital, have led to a legacy of good work that provides a strong base for moving forward.

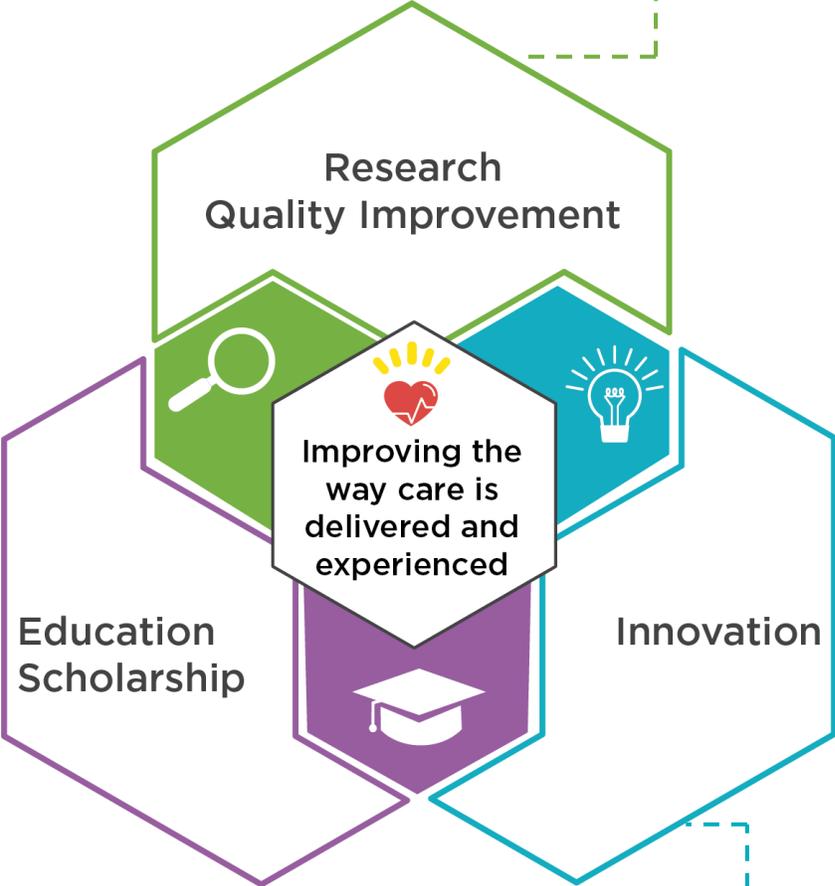


Who We Are

Each of the three programs works independently to contribute to improved care delivery and patient experience at MGH, and together make a difference to and improve the health of the community we serve.

“Education Scholarship is an umbrella term which can encompass both research and innovation in health professions education as well as patient education.

“A forum for patient-centred research activities that will lead to iterative improvement for the people cared for at our community-based teaching hospital”.



“Developing, selecting, rapidly adapting and sustaining new practices that better the health of our community across our coordinated network”.

What We Heard From Our Stakeholders



“MGH research, which is based on care at a community hospital, is relevant for other community hospitals, the Ministry, and the LHIN.”

“Research puts a positive spin on medicine, making the hospital a place where you want to go.”

“We see elements of people no one sees, with no one to speak for them. We have a unique and powerful role; this is what puts us on the map.”

“We have a rich opportunity to undertake research that will help us understand our patients, their social needs and the challenges that confound clinicians.”

Research & Innovation Goal One

Align our Focus

TEHN/MGH is a leader in community-based participatory research and innovation. We are committed to sharing our learning in understandable and non-traditional ways to change the face of health care locally and beyond.

Priorities:

- Promote our vision to improve care through a focus on patient-inspired practical solutions that make a difference to our community.
- Continue to use the principle of community based participatory research to ensure we are true to this vision.
- Create a culture where research and innovation successes are celebrated and shared - ensure this work is seen as valuable and desirable at MGH and TEHN.
- Intentionally recruit clinicians with an interested in research and innovation
- Share knowledge gained with patients, community, staff, our research community and the broader healthcare system.



What We Heard From Our Stakeholders

“Realizing potential opportunities for the program will require investment of time and some re-allocation of existing resources.”

“I have ideas but need someone to take it and run, set it up, collect data, analyze, etc. Left to do on one’s own is challenging and time consuming.”

“We need to mine the data we have.”

“To generate a culture that allows research to flourish, there has to be a change in how the system operates.”

Research & Innovation Goal Two

Invest in Infrastructure

TEHN is viewed as a hospital system that has a strong infrastructure to support innovation and research. Every good idea should develop into a project that leads to knowledge dissemination

Priorities:

- Invest in the administrative support/tools needed to increase our capacity for research and innovation to build a more robust TEHN research community.
 - Develop a new paired medical/administrative leadership model.
 - Find and appoint a research chair(s) through an interprofessional task force.
 - Create a dedicated fund to support research and innovation that is aligned with our mission and vision.
 - Develop a mentorship model to support potential MGH researchers, including interdisciplinary (IPP) team members .
 - Leverage and strengthen data analytics to provide better access to data, especially in PowerChart.
 - Create a centralized Research & Innovation space where researchers work together in a common, shared space under a standard set of policies and procedures with access to trained research coordinators, a biostatistician and other administrative supports.
- Establish a sustainable funding model that will support increasing infrastructure



What We Heard From Our Stakeholders



“Patients/community members built into process as partners. Research questions should come from the community - what are they asking?”

“Community members should help select your research projects.”

“The basis for partnering/collaboration is well established with both organization partners and patients. We have a great partnership with primary care/medical education.”

Partnerships make healthcare systems better – we need to be part of some collaborative.

Research & Innovation Goal Three

Grow Our Partnerships

The research and innovation program is based on a foundation of vibrant, mutually beneficial partnerships that are engaged in the development of a healthy community.

Priorities:

- Identify and pursue a long-term strategic partnership with a local academic institution that has a research and innovation vision that aligns with our own
- Continue to seek short-term partnerships based on MGH researchers' areas of interest and expertise.
- Expand partnerships with patients and community members.
- Maximize our current existing relationships (e.g. SETFHT, UTOPIAN, DFCM, MGH Educational Scholarship).
- Actively participate in system-wide tables such as Toronto Academic Health Science Network (TAHSN) and Office of the Chief Health Information Strategist (OCHIS) to be informed about broader research, academic and innovation agendas.



Measuring our Progress

Process Measures

Tracking implementation of strategies outlined in the research and innovation plan.

Outcome Measures

Generating research outputs.

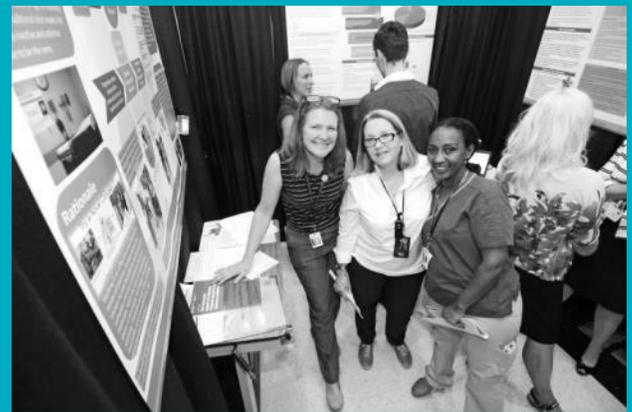
1. Number of MGH Research Ethics Board (REB) projects approved annually.
2. Number of TEHN funded request for proposals (RFPs)
3. Number of research and/or innovation projects presented annually outside MGH.
4. Number of articles published annually in peer-reviewed journals.
5. Number of grants and innovation funding obtained.

Telling our research and innovation story in unique and interesting ways; make it part of the MGH story.

1. Number of stories told in a lay-friendly manor using existing patient-centred communication channels, i.e. MGH News, social media, traditional media.
2. Integrating community members into annual Research, Innovation & Education Scholarship Fair.

Measuring the growth in our MGH research community by:

1. Number of new Principal Investigators (PIs) submitting projects to REB.
2. Number of new PIs who are not physicians, but are from the broader IPP team.



**Michael Garron Hospital
Toronto East Health Network
825 Coxwell Avenue
Toronto, ON, M4C 3E7
(416) 461-8272**



www.tehn.ca