

SAFETY STARTS WITH US

2026-2031
QUALITY AND PATIENT SAFETY
STRATEGIC PLAN



MICHAEL
GARRON
HOSPITAL

TORONTO EAST HEALTH NETWORK



A Message From Our President & CEO

It is with great pride that we introduce *Safety Starts with Us* – Michael Garron Hospital’s Quality and Patient Safety Strategic Plan for 2026–2031.

This plan is a commitment to every patient, family member and community member who walks through our doors: that we will do everything within our power to protect them and deliver care at the highest possible standard.

This five-year strategic plan will guide our entire organization’s journey in quality and patient safety. It is not a plan for one team or leader – it belongs to all of us. Transformation takes a community.

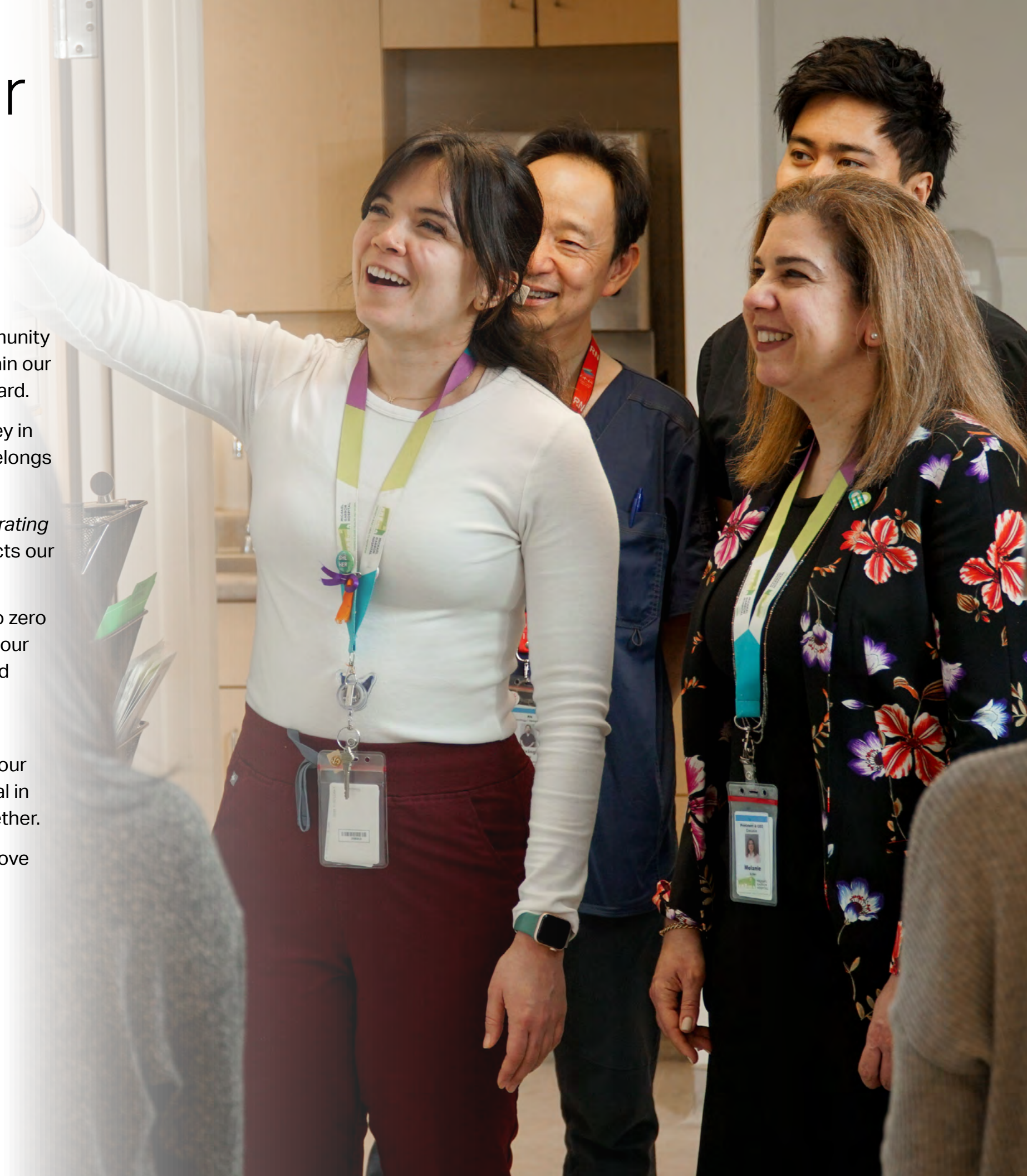
This plan advances Michael Garron Hospital’s broader vision of *Integrating Care. Bold Impact*, where every decision, action and interaction reflects our dedication to those we serve as a High Reliability Organization.

Being a High Reliability Organization means building a commitment to zero preventable harm and creating a culture where patients, families and our community can count on us to anticipate risks, learn continuously and deliver safe, high-quality care every time.

There is a tremendous opportunity for Michael Garron Hospital. The momentum we have built, the talent we have cultivated and the trust our community has placed in us position us to become the safest hospital in Canada. This plan is our commitment to seize that opportunity – together.

I am honoured to launch this journey alongside each of you. Let us move forward with urgency, humility and purpose – united in our mission to deliver the safest, highest-quality care to every person, every time.

Melanie Kohn,
President & CEO,
Michael Garron Hospital



About Michael Garron Hospital and Our Quality and Patient Safety Journey

At Michael Garron Hospital, we are a large community hospital proudly serving **more than 400,000 people** in the heart of East Toronto – one of the most diverse communities in the world, situated in the **fastest-growing neighbourhood** of the fastest-growing major city in North America. Our community is vibrant, dynamic and constantly evolving – and so are we.

As our community grows, so does the demand on our hospital system. We see this not simply as a challenge, but as a **call to lead**.

That is why Michael Garron Hospital is boldly advancing the future of safe, high-quality care by becoming one of the first hospitals in the Greater Toronto Area (GTA) to become a **High Reliability Organization**. As we grow as a campus of care, expanding on-site services and integrating care more seamlessly within the community, we remain committed to keeping quality and safety at the centre of everything we do.

To make that promise real, Michael Garron Hospital is boldly advancing quality and patient safety through **dedicated supports**. This includes embedding staff into our clinical programs who partner with teams to strengthen safety culture, advance continuous improvement and implement leading practices throughout the organization.

Accelerating this work within the hospital, we are creating **strategic partnerships** through the Toronto Academic Health Science Network (TAHSN) and the Centre for Quality Improvement and Patient Safety (CQuIPS), which Michael Garron Hospital joined in 2025 as the first and only large community teaching hospital.

Among the first hospitals in the GTA to undertake the **high reliability transformation**, Michael Garron Hospital is moving into its next chapter with ambition, innovation and an unwavering promise to deliver both safe and the highest-quality care for all who walk through our doors.





Building Towards **Zero Harm** Together

Safety belongs to all of us. Our patients, staff and community require a united effort to build a High Reliability Organization. That is why our Quality and Patient Safety Strategic Plan was intentionally co-designed with staff, leaders, patients, volunteers and physicians across the hospital – to shape this plan with their input and expertise.

In total, this plan has received input from:

402 touchpoints with patients, staff, physicians, leaders and volunteers

43 engagement and design meetings

20 programs and services

12 organizational committees

Review of leading practices and emerging trends across healthcare and High Reliability Organizations

To all those who contributed their insight, expertise and vision to this plan, thank you for your collaboration and collective commitment to bringing this co-built strategy to life. **Your ideas, experience and leadership will help shape a safer future at Michael Garron Hospital.**

Five Pillars Driving Our Transformation

Built collaboratively across the organization, these five pillars form the roadmap for our quality and patient safety transformation – aligning our people, systems and culture around a commitment for zero harm.



**Build
Reliable
Systems
for Zero
Harm**



**Transform
Our Policy
& Process**



**Support
Our People
to Create
Change**



**Harness
Quality
and Patient
Safety Data**



**Centre
Health
Equity and
the Patient
Voice**

OUR SAFETY TRANSFORMATION

Together, we are building **Canada's safest hospital.**

Build Reliable Systems for Zero Harm

Our commitment to zero harm means building reliable systems that consistently deliver safe, high-quality care for every patient, every time. As we advance our journey toward becoming a High Reliability Organization, we are strengthening our core safety structures, embedding just culture principles and aligning our systems with modern, world-class safety standards.

Through this transformation, we will embed safety into how we lead, work together and improve, as we work towards becoming one of the safest hospitals in Canada.

To accomplish this, we will:

- modernize our safety processes as the foundation of a high reliability system
- create a positive and inspiring safety culture with our people
- build resilient risk management structures
- integrate quality and safety system-wide
- embed research, learning and improvement to deliver high-quality care





At Michael Garron Hospital,
our people are at the centre of our high reliability transformation.

Our partnerships with clinical teams help us advance safe and high-quality care across the system.

Transform Our Policy and Process

At Michael Garron Hospital, policy and process is at the foundation of safe, reliable care. They guide how we work, support reliable decision-making and ensure that best practices are consistently embedded across our organization.

Through this pillar, we will foster a culture of policy and process excellence by modernizing our policy management systems and standardizing practice across the hospital. By aligning our policies with leading research and best practices, we will ensure our processes remain resilient, clear and designed to support high-quality care for every patient.

To accomplish this, we will:

- build a culture of policy and process excellence
- cultivate shared stewardship of policy and process
- modernize our policy management ecosystem
- standardize our hospital policies across the campus
- embed best practice into policy and practice





By strengthening and rigorously testing our emergency preparedness procedures and processes, we are reinforcing high reliability practices – building resilience within Michael Garron Hospital and across our community.



Support Our People to Create Change

Our goal is to ensure the right conditions for our people to create excellence through change by providing the knowledge, skills and cutting-edge tools to improve care, enhance safety and make an impact for our patients, families and community.

Through this pillar, we will build a skilled workforce grounded in safety science, psychological safety and quality improvement. By strengthening our ability to translate ideas into action, we will empower our teams to drive innovation, efficiency and continuous improvement across our organization.

To accomplish this, we will:

- build a board-to-bedside workforce educated in safety science
- foster a psychologically-safe learning environment
- equip our teams with the tools to innovate safer care
- create a unified vision for quality and safety priorities
- embed leading safety research practices into everyday operations





5 Year Recipients



We are building a culture where every person feels safe at work.

As part of our journey to become the safest hospital in the country, we recognize that high-quality and compassionate care begins with a safe workplace. When our people feel safe, supported and valued, they are empowered to provide the best care to our patients, families and community.

Every day, we are committed to strengthening workplace safety and well-being through proactive and timely supports, staff education, fostering a strong sense of belonging and rigorous application of legislation, best practices and continuous improvement.

Together, we are building a culture of safety where every person is protected, respected, included and able to thrive.



Harness Quality and Patient Safety Data

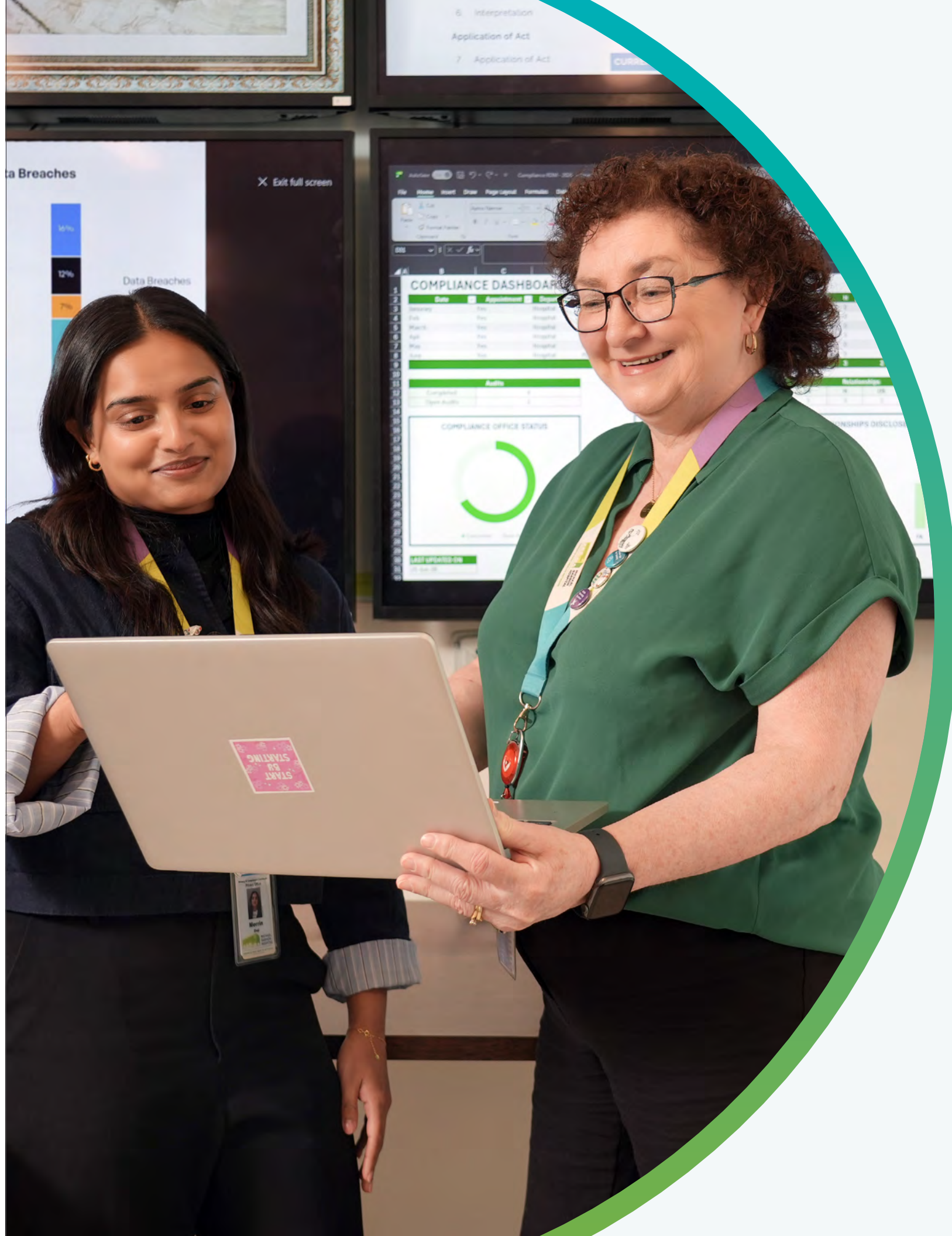
In an evolving healthcare environment, data is a powerful tool for improving care and strengthening patient safety. At Michael Garron Hospital, we are committed to using timely, meaningful information to support our clinicians' work, enhance our efficiency and guide data-driven decision-making across our hospital.

By advancing our hospital's quality and safety data and intelligence capabilities, we will foster innovation and enable safer, high-quality care in a rapidly changing healthcare landscape.

To accomplish this, we will:

- strengthen our communication for quality and safety performance
- make quality and safety data actionable and efficient
- build a real-time quality and safety intelligence system
- integrate patient and community feedback to improve quality and safety
- support innovative AI-in-Safety implementation





Keeping data safe is part of keeping people safe.



At Michael Garron Hospital, we honour the trust placed in us by protecting the information of every patient, family member and team member. We are committed to creating a culture where privacy is everyone's responsibility and where secure and respectful use of data strengthens care, safety and dignity, alongside advancing safe use of AI-focused safety initiatives.



Centre Health Equity and the Patient Voice

Delivering safe, high-quality care means recognizing and responding to the diverse experiences and needs of the communities we serve. Health equity and the patient voice are essential to understanding those needs and ensuring care is compassionate, accessible and responsive.

Through this pillar, we will strengthen how we partner with patients, families and our community while embedding an equity-informed lens across quality and patient safety work. By improving how we listen, learn and partner with our community, we aim to better understand inequities in care and support meaningful actions that improve outcomes for all that we serve.

To accomplish this, we will:

- embed health equity and the patient voice to deliver high-quality and compassionate care
- advance health equity by co-designing quality improvement with people with diverse lived experiences
- build a health equity-informed digital infrastructure
- advance equitable care across the care journey
- measure and report on our progress in reducing health inequities



Our Commitment to Health Equity

At Michael Garron Hospital, we are proud to serve East Toronto, one of Canada's most diverse communities. Our patients, families, care partners and neighbours bring distinct cultures, experiences, identities and health needs and each deserves care that is equitable, safe, compassionate and of the highest quality.

That is why advancing health equity is a central pillar in the *Safety Starts with Us* Quality and Patient Safety Strategic Plan. **We believe safer care is equitable care.** To become the safest hospital in Canada, every person must be able to access care with dignity, trust and confidence and we must actively work to identify and reduce the barriers and inequities they face.

This work is grounded in our values of inclusion and courage and in the patient- and family-centered principle that there is "nothing about me without me." We will intentionally partner with Patient Experience Partners, Indigenous Peoples, Black Communities and those experiencing health inequities to co-design services, shape decisions and hold ourselves accountable. As we develop pathways for culturally safer care, we re-commit to reconciliation as part of how we advance equity.

Through this plan, we will advance health equity by identifying and addressing disparities in care, expanding access and inclusion and embedding equity into how we design services, make decisions and measure success. This work is strengthened through collaboration with our organizational partners and is aligned with the forthcoming Michael Garron Hospital Equity, Diversity and Inclusion Strategy.

We also recognize that meaningful progress requires honesty, accountability and transparency. We are committed to openly assessing, monitoring and improving health equity across our organization while building a culture rooted in safety, respect, accessibility and fairness.

Our community is diverse and our care must reflect it. We will build a future where every person who walks through our doors receives the exceptional and safe care they deserve.





A Message from Our Quality and Patient Safety Leadership Team

In April 2025, Michael Garron Hospital's bold 10-year organizational Strategic Plan was released, ushering in a clear mandate – **to become the safest hospital in the country**. Since then, the organization has been hard at work transforming that bold goal into reality.

The *Safety Starts with Us* Quality and Patient Safety Strategic Plan will guide Michael Garron Hospital towards that objective and will underpin our quality and patient safety priorities from 2026 through 2031.

Recognizing that quality and patient safety is woven throughout every part of the organization, this plan has been built collaboratively across programs and teams, bringing together diverse expertise to shape a shared path forward.

Foundational to this work, the *Safety Starts with Us* Quality and Patient Safety Strategic Plan will work to transform Michael Garron Hospital into a High Reliability Organization, where we are able to provide evidence-based, resilient, consistently safe and reliable care for all that we serve.

This plan is intentionally bold and transformative. It aims to make Michael Garron Hospital a leader across the system and to advance the highest-quality care for our patients, families and community.

From all of us, thank you to all of you for your feedback, time and expertise as we built this plan together. We appreciate your support as we work to bring this plan to life!

This plan truly belongs to all of us – each person who walks through our doors. After all, *Safety Starts with Us!*

Thank you from the entire Quality and Patient Safety Team!



Thank you
 from the Quality
 and Patient
 Safety Team!

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