

INTEGRATING CARE. **BOLD IMPACT.**

2025-2035 STRATEGIC PLAN



Message from the Chair and CEO

We are proud to introduce our **2025-2035 Strategic Plan – a bold, impactful and forward-thinking vision** that will shape the next decade of transformation at Michael Garron Hospital (MGH). This plan represents not just a blueprint for growth but a promise for a future of hope, progress, and excellence in healthcare. This plan is our commitment to embracing the opportunities that lie ahead.

There is no better time than now to be bold. For decades, MGH has stood as a beacon of compassionate care, earning its place as the heart of the East. As we look to the next chapter in our journey, we are guided by the principles that have always defined us – providing quality care, collaboration with our community, and a commitment to those we serve.

We know we can't do this on our own. This plan is a result of extensive engagement, shaped by over 1,400 touchpoints with staff, credentialed clinicians, volunteers, patients, family members, visitors, community members, neighbours, hospital leaders and many others. Ideas and perspectives came together to build a vision that reflects the needs and aspirations of our staff, patients and families while embracing the evolving landscape of healthcare. It is a testament to what we can achieve when we come together with a shared purpose.

As we developed our new plan, we never lost sight of the core values that make us who we are. At every touchpoint we heard how important it was to stay true to those values. Looking ahead to the next 10 years, we are determined to strengthen our legacy – guided by those same values – while opening the door to new ideas and opportunities. This plan is about more than just our hospital – it is about working with our people and community to build a healthcare system that reflects the needs of patients today and anticipates the challenges of tomorrow.

As we embark on this journey, we will all need to come together to realize an inspiring future. We invite you to join us on this journey as we forge the future of healthcare and shape a healthier future.

Sincerely,

Melanie Kohn

President & CEO,
Michael Garron Hospital

Catriona Read

Chair, Board of Directors,
Michael Garron Hospital

Who We Are and Who We Serve

At Michael Garron Hospital, we care for people during the most significant and challenging moments in their lives: from welcoming a baby to offering dignity at the end of life, and everything in between.

We serve over 400,000 people in East Toronto, one of Canada's most diverse communities, as well as across the city and throughout Ontario. We treat each person who comes through our doors like a neighbour and we've done so for nearly 100 years.

Our Community

- **Diverse community of 22 neighbourhoods** in east Toronto spanning from Midland Avenue to Bayview Avenue and from Lake Ontario to Eglinton Avenue.
- 45% of residents are **visible minorities**.
- **100+ languages spoken**, including Cantonese, Bengali and Urdu.
- Golden Mile, Don Mills Crossing, and the Port Lands projects will **add 135,000 residents to East Toronto in the next five years**.

Our Hospital

(data as of February 2025)



100,410

Stavro Emergency
Department visits
in 2024



25,844

surgeries
completed
in 2024



2,668

babies delivered
in 2024



506

patient beds



688

physicians



3,429

staff members



555

volunteers



1,590

learners



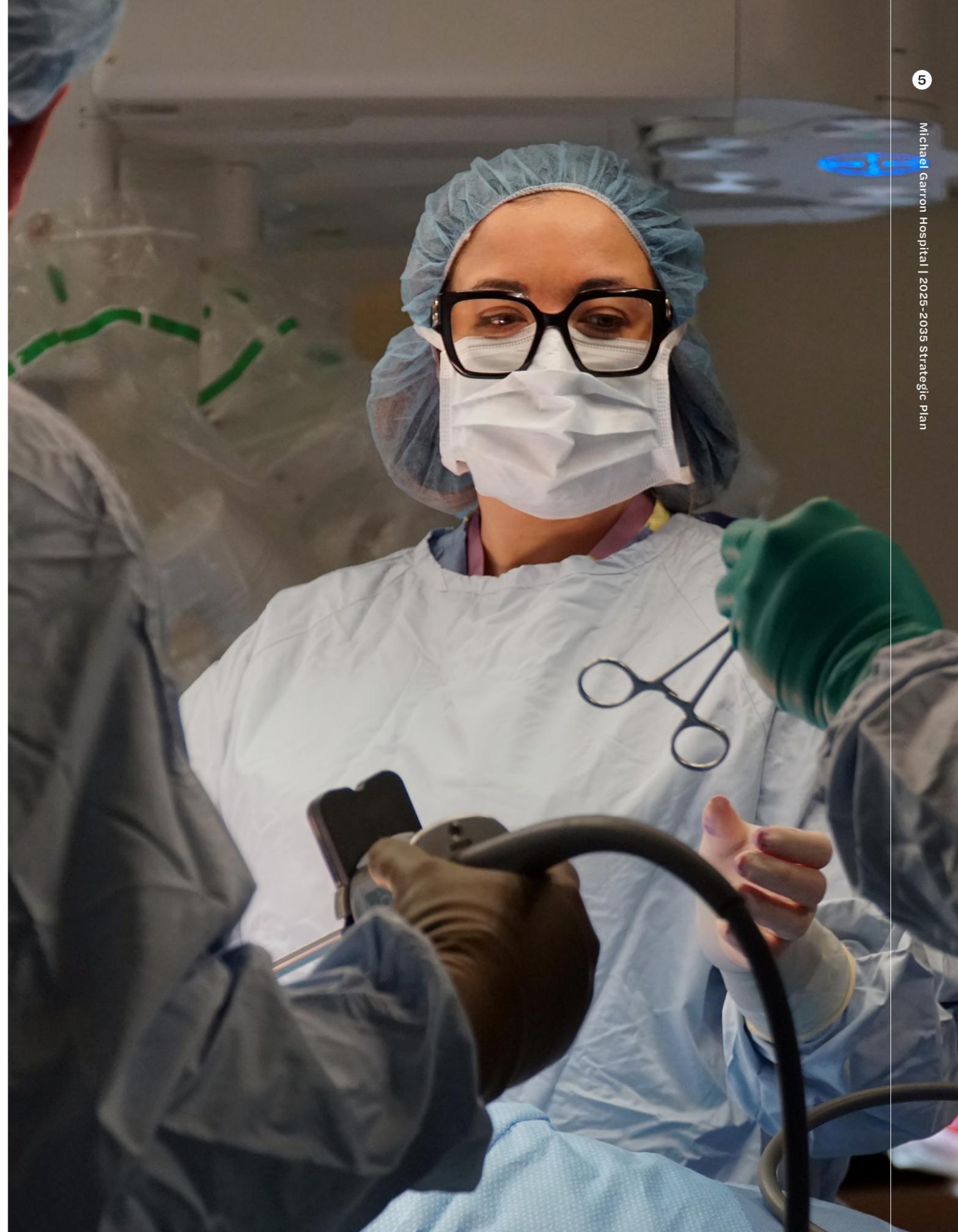
28

midwives

Shaping Our Future Together

Our plan has been shaped by actively engaging many voices — patients, families and caregivers, healthcare providers, community organizations, healthcare leaders, our dedicated staff and credentialed clinicians. In doing so, we have ensured that our strategic plan pillars and priorities reflect real-world experiences, challenges, and insights from those who play a vital role in our future. Through their collective input, we have set out an exciting roadmap that will shape our commitment to those we serve.

- Over **1,400 touchpoints** with staff, credentialed clinicians, patients, volunteers and community partners.
- Over **400 responses** to our online survey from staff, credentialed clinicians, patients, volunteers, caregivers and many others from our community.
- Several **focus group sessions** with a cross section of staff members, including those from administration, managers, and direct patient care providers.
- One-on-one sessions with **medical leaders**.
- Over 15 meetings with **external health system leaders**, including hospitals, medical schools, and community leaders.
- Meetings with our **community partners**, including our Ontario Health Team: East Toronto Health Partners.
- Internal engagement sessions with **hospital leadership** including directors, executives, and clinical leaders.



Our vision and purpose are deeply inspired by the patients, families and caregivers who entrust us with their care. It is their experiences and voices that shape our commitment to delivering compassionate, high-quality, and innovative healthcare. At the heart of this journey are our people.

Together with our partners, they are dedicated to driving the kind of change that will leave a lasting impact on those we serve and are committed to a future where every patient experiences an excellent connected and transformative healthcare journey.

OUR VISION

Integrating Care. Bold Impact.

OUR PURPOSE

Deliver exceptional and seamless care for our communities with valued partnerships and a spirit of innovation and discovery that inspires our people.



Knowledge transfer and decision-making and create a learning health

LEARNING AND CAPACITY

“ People need to understand that evaluation is an opportunity to improve and learn. There is no failure. Everything we do is a prototype for the next improvement. ”

HOW OUR LEARNINGS CAN HELP OTHERS

How we can adapt our framework to learn from our different experiences (beyond surveys) are also available to provide information and execution of evaluation



We will continue our legacy of being a destination for healthcare's future leaders who are committed to learning and achieving excellence.



We are grounded by principles that guide everything we do. Our values shape the care we provide and the culture we nurture. We will live by our values as we connect to one another, our patients, families, caregivers and our communities.

OUR VALUES

Compassion

We treat everyone with dignity, care, and kindness.

Respect

We listen to and value individual perspectives.

Integrity

We hold ourselves accountable to a high standard of excellence.

Inclusion

We create an environment of belonging, collaboration and acceptance for everyone.

Courage

We do what is right even when it is challenging.

This plan is about working with our people and community to build a better healthcare system.



Deliver High-Quality and Compassionate Care

While we continue to navigate a rapidly changing landscape, our goal remains to provide the highest quality care to our growing and diverse communities.

Embedded in our approach is a commitment to health equity and inclusive care, continuing our journey to remove barriers and recognizing that everyone brings with them a unique set of needs. We remain dedicated to driving quality improvement, and providing an exceptional patient experience where patients feel confident that their care is our highest priority.

To accomplish this, we will:

- Build quality into everything we do, as part of being one of the safest hospitals in the country;
- Expand quality improvement capacity to ensure the best patient outcomes and experiences;
- Actively plan to expand our existing and established clinical services for the growing population and changing needs of our diverse communities; and
- Adopt a population health approach, with a focus on underserved populations.





Value and Inspire Our People

Our ability to achieve excellent care is made possible

by the extraordinary dedication of our people who, in the face of challenges, have consistently risen to the occasion. Our people are the driving force behind our ability to achieve our vision and purpose.

We will ensure that we build on our culture and strengthen our ability to attract and retain highly talented health professionals who share our organizational values. Going forward, we will continue to recognize the invaluable contributions of our people, providing an environment that promotes ongoing professional growth and development, making Micheal Garron Hospital a sought after place to work and provide care.

To accomplish this, we will:

- Promote a safe, inclusive and supportive environment, enabling our people to continue delivering high-quality care;
- Build a positive culture that attracts and retains exceptional talent, supporting our health human resource requirements;
- Develop a thriving workforce by advancing professional practice and education to maximize potential; and
- Collaborate with our teams to improve care, listening to their perspectives and recognizing their contributions.



STRATEGIC PILLARS

Invest Now for Our Future

To deliver transformative care, we must move quickly to modernize, invest in emerging technologies, update our facilities, and ensure our people have access to the tools they need.

The future of technology offers us an unprecedented opportunity to embrace innovation to enhance how we deliver care, while maintaining a commitment to environmental sustainability. To support these efforts, we will continue to work with our partners in government and our Foundation to secure the resources needed to deliver on the promise of excellence.

To accomplish this, we will:

- Create a digital infrastructure that informs decision-making and reporting through reliable and accurate data in real time;
- Revitalize and modernize the hospital's physical infrastructure, ensuring a positive experience and high-quality care;
- Adopt innovative systems and tools that support our people to better serve patients; and
- Improve the hospital's impact on environmental sustainability.





This is our
promise for a
future of **hope,**
progress, and
excellence in
healthcare.

Advance a High-Impact Academic Mandate

Learning and discovery are the cornerstones of advancing healthcare, and they drive us to innovate, adapt and challenge the status quo. We are well-positioned to continue building on our legacy of excellence in medical and health professional education through a unique research agenda and educational experience that is inspired by a longstanding commitment to care and partnership.

We are at a pivotal time in our educational leadership role and will focus on providing our learners with the modern skills and tools required to deliver evidence-based, high-quality care in healthcare settings today and in the future.

To accomplish this, we will:

- Establish a nationally recognized, community-focused research program;
- Implement an academic roadmap that advances evidence-based patient-centered care;
- Embed research in our clinical programs, and promote our research findings to enhance the quality of care in our community and beyond; and
- Expand innovative models of learning that prepare the next generation of healthcare professionals to deliver high-quality care.





Lead Integrated Care

The future of integrated care will require a system-wide commitment to transforming the care experience for patients and their families. As a well-established leader in partnering with community health and social service organizations, we have been at the forefront in working with others to support patients in advancing more connected care.

With this foundation in place, we will strive to build a model of integrated care that embraces the full continuum of care, including primary and community care and will serve as an example for others across the province.

To accomplish this, we will:

- Work with our community partners to advance a model of integrated care, serving as a leading example for the province;
- Develop a campus of care that expands services to support patients at every stage of their health journey;
- Solidify strategic partnerships that advance research, education and access to care; and
- Strengthen relationships with the communities we serve to provide culturally safe, equitable, and patient-centred care that addresses the unique needs of patients and families.



OUR VISION

Integrating Care. Bold Impact.

OUR PURPOSE

Deliver exceptional and seamless care for our communities with valued partnerships and a spirit of innovation and discovery that inspires our people.

OUR STRATEGIC PILLARS

- Deliver High-Quality and Compassionate Care
- Value and Inspire Our People
- Invest Now for Our Future
- Advance a High-Impact Academic Mandate
- Lead Integrated Care

OUR VALUES

Compassion — We treat everyone with dignity, care, and kindness.

Respect — We listen to and value individual perspectives.

Integrity — We hold ourselves accountable to a high standard of excellence.

Inclusion — We create an environment of belonging, collaboration and acceptance for everyone.

Courage — We do what is right even when it is challenging.



Michael Garron Hospital,
Toronto East Health Network
825 Coxwell Avenue,
Toronto, ON, M4C 3E7

MICHAEL GARRON HOSPITAL

🌐 tehn.ca

MICHAEL GARRON HOSPITAL FOUNDATION

🌐 mghf.ca

    @michaelgarronhospital

 @mghtoronto



We acknowledge that the sacred land on Michael Garron Hospital operates today, is situated upon the traditional territories of the Wendat, Haudenosaunee, the Anishinabeg, and the Mississaugas of the Credit.

This territory is covered by the Dish with One Spoon Wampum Belt Covenant, an agreement between the allied nations to peaceably share and care for the lands around the Great Lakes. We recognize the many Indigenous Peoples who presently live on this land known as Turtle Island as well as their ancestors.



IN AFFILIATION WITH:

UNIVERSITY OF
TORONTO