

Our Strategic Plan

Great care inspired by community.



Welcome to the heart of the east.

ABOUT US

Welcome to the heart of the east

Michael Garron Hospital (MGH), Toronto East Health Network is a vibrant community teaching hospital located in the heart of East Toronto. For almost 100 years, we have provided healthcare to nearly 400,000 people in 22 neighbourhoods, where over 50 languages are spoken.

Our team is made up of almost 3,000 staff, more than 530 physicians and over 500 volunteers. We have the honour of caring for people at every point of their lives. From welcoming a new baby and supporting children as they grow; to providing emergency, mental health and surgical services for people of all ages; to caring for patients with compassion and dignity at the end of life. We are here for our community.

A hospital without walls

Our catchment area extends from Eglinton Avenue in the north to Midland Avenue in the east; and Lake Ontario to the south and Bayview Avenue to the west. However, we provide care beyond this area. This means people can get the care they need, where and when they need it.

At MGH, we know that health is more than addressing illness. It includes social and economic factors, like income, housing, social status, education, employment and culture. It takes a village to address the health and social needs of a community. That's why we are a proud anchor and founding partner of East Toronto Health Partners (ETHP), the Ontario Health Team serving East Toronto. ETHP is a group of more than 100 organizations working together to create a better healthcare system. Together, we are one team, one vision, one East Toronto.



Who is Michael Garron?

Michael Garron was born at Toronto East General Hospital in 1961 to Myron and Berna Garron. While the Garron family later moved away from East York, the hospital where their son was born remained in their hearts. As a child, Michael was diagnosed with a rare tissue cancer. The disease led to his tragic passing at the age of 13. Prior to his passing, Michael confided in his mother Berna that his greatest fear of dying young was that he would not be remembered. It is for that reason, in addition to a generous donation from Myron and Berna Garron, that we re-named our hospital in 2015 in Michael's memory. Now, we can proudly say that Michael will never be forgotten. Welcome to Michael Garron Hospital.

Caring for the evolving needs of the East Toronto community

Since the first hospital wing was built in 1929, we have made changes to our building to better serve the community. In January 2023, we marked a historic milestone by opening the Ken and Marilyn Thomson Patient Care Centre (Thomson Centre). Modern, bright and thoughtfully designed, the Thomson Centre adds 550,000 square feet to our hospital. This space has 215 inpatient beds for our surgical and medicine programs. It also has new mental health facilities for children, youth and adults.

Michael Garron Hospital's redevelopment continues as we de-commission some of the hospital's oldest wings and renovate existing spaces. This includes the creation of an outdoor community hub with areas for play and cultural programming. There will also be a new welcoming, accessible main entrance to the hospital.



"I believe that Michael Garron Hospital is a place where compassionate care is valued, the uniqueness of patient needs is respected and the commitment to skillful and innovative care excellence is pursued. This is a place where I feel valued and appreciated. It is where diversity is celebrated and creating a safe inclusive space is prioritized, which allows me to show up as my authentic self. When I walk through our doors, I feel like I belong and I know that equity is a not just a hope, but a living intention. We are part of the community, and the community is part of us. This is why I work at MGH, the reason I show up, and the intention I bring with me every day."

- Rosie Sears, Behavioural Specialist



OUR PLAN 2023-2025

We wrote our last strategic plan five years ago. A lot of work has been done since then, and a lot has changed, too.

- **Ontario Health Teams (OHTs)** were established, including East Toronto Health Partners.
- We started **Project Imagine** to plan for the future of care at MGH.
- We moved into the **Ken and Marilyn Thomson Patient Care Centre** in 2023.
- The University of Toronto announced the **Scarborough Academy of Medicine and Integrated Health** to help train the next generation of medical professionals in East Toronto.
- We continue to feel the effect of the **Global Health Human Resource Shortage**.
- We, and our society, understand we need to do more to ensure **Equity, Diversity and Inclusion** as systemic racism, oppression and inequalities continue.
- The increasing threat of climate change requires us to focus more on **Green Stewardship** and decrease our impact on the environment.
- We faced the global **COVID-19 pandemic**.

When COVID-19 spread to East Toronto, MGH rose to the occasion. During a time of rapid change, we were recognized across the country for our collaborative, community response to COVID-19.

Working together with community partners to give people the care they need, where and when they need it, is what we do best. This plan reflects and celebrates that we are humble leaders in community-focused hospital care.

Our commitment to equity, diversity, inclusion and belonging

Amidst the social crises of our time, the healthcare sector is challenging inequities with courage, truth-telling, and unrelenting dedication. Equity, diversity, inclusion and belonging (EDIB) is a foundational area of focus for our hospital. We established an Inclusion Alliance and EDI Specialist role to help guide the hospital to confront social justice issues with a mission to increase awareness and apply a lens of inclusion to all the work we do at MGH.

This strategic plan is our call to action. We understand that making our hospital more diverse, equitable, and inclusive requires us to have the courage to be honest in the assessment of our strengths and areas for improvement. By intentionally integrating EDIB throughout our strategic plan, we commit to continuously working toward a culture of safety, respect, accessibility, fairness and empathy.



How we created our new plan

Beginning in spring 2022, we organized virtual and in-person meetings with hospital leaders, frontline staff, patients, community members and partners to help inform the plan. We also gathered feedback through surveys.

During this process, we heard there were three key areas to focus on:

- How we take care of our patients
- How we support the people who work at MGH
- How we work outside our walls with partners to support the health of communities

We also heard that our Vision, Purpose and Values needed to change to show how we have grown and what is most important to us. We formed a team made up of 20 staff members and one patient partner to write updated versions of our Vision, Purpose and Values. We got feedback on these options both in meetings and through a community survey.

One highlight from our engagement process was the Thomson Centre Fall Fair. This was our hospital's first in-person event since the beginning of the COVID-19 pandemic. There, we heard from staff, physicians and volunteers about what matters most to them in their work, what they see as our purpose at MGH, and what makes us unique.

We are proud to say that we heard from over 1,000 people through our strategic planning process. This strategic plan was truly informed and guided by the MGH community. We are grateful for your voices and for helping to bring this plan to life.

“From hospital staff, physicians and caregivers, to community partners, patients and their families, we share a collective responsibility to work together to ensure the best possible healthcare outcomes for the people Michael Garron Hospital serves.”
- Galen Wright, Patient Partner



HOW WE DEFINE COMMUNITY

We are proud to be a community hospital.

Community is a word we often use when we talk about ourselves. But what does it mean?

While developing this plan, we learned that community has many different meanings that contribute to who we are and who we want to be.

Community is a place.

We are located in the centre of East Toronto – the heart of the east. We are called to serve those who live in the neighbourhoods around us. The care we provide is not limited by geography, and yet this place is central to our identity and our purpose. **If you live in East Toronto, we are proud to be your community hospital.**

Community is our relationships with each other.

We work at MGH because we care about people. We care deeply about the patients who need us, and we feel proud knowing that the work we do every day matters. None of us works alone. The connections we have with each other are a big part of the reason why we stay here and keep showing up day after day, even when it's hard. **When you come through our doors, we are your community.**



Community is a feeling.

When we are welcomed and encouraged to share who we are, we feel a sense of belonging and community. Each of us has unique needs, perspectives, identities and life experiences; community is embracing and learning from these differences while working toward a shared purpose. **In our community, we all belong.**

Community is why we're here, it's who we are, and it's how it feels to be at Michael Garron Hospital.



“Community is about coming together as one: family, bonding, being inclusive, welcoming and safe. Regardless of our background or religion, we all share our space with respect, dignity, compassion, love, care and most importantly, understanding. In my role, I help breakdown barriers to healthcare to give everyone a voice. It brings me joy to help.”
– Khadija Nakhuda, Community Advisory Council

OUR VISION

Great care inspired by community.

As the heart of the east, we will provide the highest quality hospital and specialized care, closer to home. Community is the people we work with and the people we care for in the vibrant neighborhoods we serve. Community is where we all belong.

We are inspired by all of these communities to innovate, to adapt, and to continuously improve the great care we provide every day.

At MGH, you will find:

**Great care. Great culture. Great colleagues.
A great community, where everyone belongs.**

Together, we will build a stronger, healthier East Toronto.



OUR PURPOSE

Building a healthier community together.

It takes all of us working together to care for the health and social needs of a community. As East Toronto's hospital, we are proud to provide great care and address health inequities in the diverse neighbourhoods we serve.

A healthier community also means a place where people feel welcomed, respected, and valued. It is where they know they belong. Together, we strive for a community that supports all of us to do, feel and be our very best.



OUR VALUES

Compassion, Respect, Integrity, Inclusion and Courage

Our values speak to what is most important to us. We commit to living these values every day.

Compassion - We commit to showing compassion for patients and families, for each other, and for ourselves.

Respect - We commit to treating each other and ourselves with respect.

Integrity - We commit to accountability, transparency, honesty and acting with integrity.

Inclusion - We commit to fostering an inclusive environment where we all belong.

Courage - We commit to finding the courage to do what's right.



OUR STRATEGIC FRAMEWORK

Vision | Great care inspired by community
Purpose | Building a healthier community together
Values | Compassion, respect, integrity, inclusion and courage

OUR FOCUS IS:



Together with patients and families, provide high quality, safe and equitable care

Together with community, improve the health of everyone in East Toronto

Build a thriving workplace where all people belong

OUR ACCELERATORS

Education & Research | Digital Technology | Redevelopment & Sustainability

CARE

Together with patients and families, provide high quality, safe and equitable care.

During the pandemic, our community needed us to be strong, even when faced with extraordinary challenges. We commit to showing this strength so that we can bring better healthcare to everyone. We will use this momentum to raise our standard of excellence. Together with the communities we serve, we will provide high-quality care experiences. We will be an innovative and inclusive organization, where everyone belongs.

Priorities

Design and deliver healthcare that can be accessed fairly by everyone, and that is culturally inclusive.

We will be a trusted partner in the health of the communities we serve. We will look beyond traditional models of care and co-design healthcare services that meet the needs of patients and communities.

Strengthen quality of care, clinical practice, and the patient experience. We will work with patients and families to provide the best care experiences and health outcomes. We will strive to give care that goes above and beyond our patients' expectations and makes our care team proud.

Grow our hospital services to support the recovery of our health system and meet the needs of the communities we serve. To help the healthcare system recover from the pandemic, we will improve access to care, reduce wait times for our services and expand programming beyond our walls so that we can support seamless and integrated care.



Our Commitments

We will:

- **Enhance equity, diversity and inclusion in our care** by integrating harm-reduction, trauma-informed and seniors' friendly care into the services we provide.
- **Continue our commitment to Truth and Reconciliation** and co-create community-based healing services with First Nations, Métis and Inuit peoples in Toronto.
- **Improve access to care** by building new team-based models of care, expanding after-hours coverage, and creating new pathways for patient transitions with the community.
- **Strengthen quality and patient safety** and support our staff to deliver great care through improved onboarding, education and mentorship.
- **Partner with patients, families and caregivers** to improve their experiences and how we deliver culturally-inclusive services.
- **Align with broader health system recovery** efforts to reduce wait times for hospital-based services in Toronto.
- **Grow to meet the future needs of the diverse communities we serve** as we open the Ken and Marilyn Thomson Centre and expand programming into the community.



“At MGH, we have a proud history of embracing the diverse communities we serve. As we look to the future, the importance of prioritizing inclusivity as a core value in our strategic plan cannot be underestimated as we continue to support the MGH community, both within and outside the walls of the hospital.”

- Dr. Pauline Henry, Physician



PEOPLE

Build a thriving workplace where all people belong.

Our people are the heart of MGH. They are vital to everything we do. The impact of the COVID-19 pandemic, the ongoing health human resource shortage, and the increasing demand on our healthcare teams is making it more challenging to do our best work. Now is the time for us to care for each other so we can provide the best care to our patients. Together, we will create a compassionate, safe, and inclusive work environment that supports wellness, growth and belonging.

Priorities

Attract, inspire and retain our people by creating a supportive workplace. We will focus on stabilizing our workforce and improving work-life balance. We will also provide staff and leaders with opportunities for growth and development.

Nurture our culture of belonging, wellbeing and safety. We will advance a culture of diversity, equity, inclusion, belonging, and wellness. We will also enhance the physical and psychological safety of our people.

Support our teams to be their best. We will help our teams by empowering them to improve their work environment and how they work together.



“When I graduated from nursing school, I was looking for a hospital to get a good start with my career – and I’m still here 22 years later! I am not only enjoying an amazing career, but have made a great group of lifelong friends at MGH. What inspires me most is the hospital’s consistent drive to provide the best quality care for patients and their families. I am truly proud to be part of the MGH family!”

– Nicole Apparicio, Registered Nurse

Our Commitments

We will:

- **Improve work-life balance** by making scheduling more flexible and predictable for staff. We will support our teams to optimize their work through process improvement, using new technology, and matching the right tasks to the right roles.
- **Continue to build a culture of diversity, equity, inclusion and accessibility.** We will do this through education, awareness, training and advocacy.
- **Enhance the safety** of our people by implementing a multi-pronged approach to workplace violence prevention.
- **Implement innovative recruitment strategies.** One of the ways we will do this is by expanding our nursing recruitment campaign to other health professions. We will also look to hire people from the East Toronto community.
- **Focus on retention and engagement** of staff and physicians. We will do this by acting on the results of stay interviews and employee engagement surveys.
- **Provide opportunities for growth and learning** by offering internal leadership development programs. We will provide support to staff who are continuing their education through our Tuition Assistance Program.



COMMUNITY

Together with community, improve the health of everyone in East Toronto.

We will work with the community and East Toronto Health Partners to meet the health and social care needs of East Toronto. This means addressing the social determinants of health, chronic diseases and preparing for future needs such as the growing impact of climate change. We will do this work with an emphasis on equitable access to care for everyone.

Priorities

Work with East Toronto Health Partners to keep integrating health and social care across East Toronto. Designing better health and social care takes all of us. We will work together to make it easier for people in East Toronto to find care.

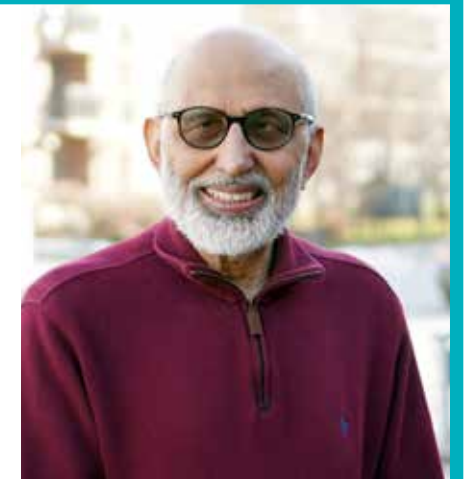
Support communities to lead local improvements in health and social care. We will work with community health ambassadors, partners and local residents to improve care based on the needs of communities.

Use an equity-based approach to co-design neighbourhood services. We will improve health disparities by investing in the neighbourhoods that need us most. From preventative cancer screening, to mental health counseling and connections to primary care, we will co-design neighbourhood services with our partners and community members.



“Everyone in a community has different abilities and needs, and deserves to be taken care of accordingly. At Michael Garron Hospital, whether you are a patient, caregiver or staff member, everyone irrespective of their gender, ethnicity and religion is treated with respect and dignity; every member of this community goes the extra mile to care for those who are vulnerable or facing accessibility issues.”

- Abdul Rashid Athar, Community Health Ambassador Lead



Our Commitments

Together with East Toronto Health Partners, we will:

- **Expand outreach to the diverse communities we serve** by growing the Community Health Ambassador program. As part of this program, people of all ages and backgrounds help their neighbours and other members of their community.
- **Improve access to health and social services** in priority neighbourhoods by offering more services at Community Outreach Centres. We will continue to integrate primary and specialist care.
- **Create more integrated and accessible primary and social care services** through Health Access Taylor Massey, a neighbourhood care program.
- **Transform and advance home and community care services** in East Toronto. We will act as a provincial test site for a new home care model for patients.
- **Support advocacy efforts to improve funding** for primary and community care in East Toronto.
- **Increase integration with community partner organizations** and develop a common strategy for improving population health and integrated care in East Toronto.



ACCELERATORS

MGH has strong foundations in Education, Research, Digital Technology, Redevelopment and Sustainability. We will advance these Accelerators to help support the goals set out in this Strategic Plan.

Research and Education

- **Partner with the University of Toronto's Scarborough Academy of Medicine and Integrated Health** and other academic institutions to advance interprofessional and community-focused clinical education.
- **Create a Michael Garron Hospital Research Institute** focused on harnessing research and innovation to support healthy communities.



Digital Technology

- **Enhance our clinical tools** and hospital information systems to improve patient safety and efficiencies in our clinical operations.
- **Modernize corporate technology** to improve the integration and efficiency of core business functions.

Redevelopment and Sustainability

- **Optimize care in the new Ken and Marilyn Thomson Patient Care Centre** and continue with Project Imagine to plan for the next phase of healthcare transformation in East Toronto.
- **Achieve *LEED* Silver certification for the Thomson Centre**, a globally recognized symbol of sustainability achievement, and develop an environmental stewardship strategy for MGH.



Project Imagine
We launched Project Imagine in March 2021 to re-envision the future of healthcare and help MGH best serve our community for the next 30 years. Project Imagine outlines a proposal to increase our hospital capacity for inpatient and critical care beds, ambulatory visits, emergency services, surgical services, dialysis services and mental health services. It also presents a renewed footprint for our paediatric services, transitional care, rehabilitation and palliative services. Our goal is to break ground on this next redevelopment project in 2028.

ACCOUNTABILITY AND SHARING OUR SUCCESSES

It takes all of us working together to put this plan into action and provide great care inspired by community.

Over the next three years, we will monitor how we are doing in meeting both the plan's key initiatives and the evolving needs of the communities we serve.

We will also share our progress on this strategic plan in a number of ways, including:

- Regular reporting to the MGH Hospital Board of Directors and sub-committees of the Board
- Sharing progress and success stories with patients, community members, partners, staff, physicians, learners and volunteers
- Publicly reporting on our website, in our annual report, and via our annual quality improvement plan



GET INVOLVED

We need your help to provide great care inspired by community!

Please get involved with Michael Garron Hospital – you can make the difference! There are a number of opportunities for us to work together:

- Join one of our Patient Experience Panels and/or become a Patient Experience Partner
- Join an East Toronto Health Partners' committee or Community Advisory Council
- Volunteer at MGH in a variety of areas, suited to your interests and talents
- Join our Construction Liaison Committee
- Donate to the Michael Garron Hospital Foundation

Get in touch by emailing communications@tehn.ca

Michael Garron Hospital Toronto East Health Network
825 Coxwell Avenue, Toronto, ON, M4C 3E7
www.tehn.ca



“We all have a role to play in improving the health and wellness of the communities we live and work in. I’ve seen firsthand the power of collaboration at work at Michael Garron Hospital and across the East Toronto community. The future of healthcare is local – let’s work together to make a difference.”

– Dr. Catherine Yu, Family Physician, East Toronto Family Practice Network

