

Create **Health.**
Build **Community.**

Strategic Plan 2017 - 2022



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Our Story

Toronto East General opened its doors in 1929 as the first Toronto hospital east of the Don River. It has always been the heart of the east Toronto community, consistently providing excellent care for families dealing with health issues along the full continuum of care, from welcoming a new life to facing end-of-life. And as a reflection of our community, we have continually grown and changed in response to its evolving needs and those of the health care system itself.

An important new chapter of our history began in December 2015. We became the Michael Garron Hospital, the keystone of the newly created Toronto East Health Network, in recognition of the generous \$50 million gift from the Garron family in memory of their son Michael. The Michael Garron Hospital name is attached to our main campus at 825 Coxwell Avenue where we provide acute and complex care. The Toronto East Health Network, our corporate title, recognizes our mandate beyond the hospital – where we offer community-based services through programs and partnerships across our catchment area.

Under this new name, we will continue to lead in developing health care providers of tomorrow and in providing the highest standards of patient care. With our new name we will always remain grounded in our heritage and history, understanding its historical significance to the east end community.

This new plan is a road map to enhance our ability to become a world-class institution and change the face of health in east Toronto. We will use it as a springboard to expand our thinking, partnerships, and efforts as a network to improve the health of the entire community, inside and outside the hospital. At the same time, our physical space will be modernized and transformed as a major redevelopment project unfolds and a new eight-story patient care tower takes shape. This new space will host the latest technology and enable us to provide advanced, safe and efficient patient care.

Michael Garron Hospital will remain true to its legacy while continuing our hallmark journey of quality and excellence that has earned many accolades, including Exemplary Standing from Accreditation Canada in 2016 where we met 99.64% of the quality criteria measured. Quality is our hallmark, and our future.



Our Plan

More than a year ago we set out to develop a bold, comprehensive plan to map our course for the next five years as the newly renamed Michael Garron Hospital and an emerging Toronto East Health Network. Sound strategy always begins with the right goal: to deliver outstanding health care to our community. Ours is a long, proud legacy of serving the people of east Toronto and we look forward to a vibrant future: continuing to provide excellent care; continually adapting our services to the changing environment and evolving community, new and expanded partnerships in local health system reform; and a major campus-wide redevelopment.

This strategic plan is based on months of broad-based consultation that included patients, their caregivers, community members, staff, physicians, volunteers, donors, partners, learners and our Board of Directors. In addition, we sought advice from experts, assessed the “ecosystem” of government, health care and demography, and researched topics that are critically important to our future. These background analyses included:

- Scans of the environment and health system reviews,
- An evaluation of the demographics and health characteristics of our catchment area, and
- Expert task force reviews and recommendations in five key areas: Innovation, Education, Networks, Care and Funding.

The exciting result is a new, bold vision and mission for our organization that cherishes our defining history, and will serve our community today – and tomorrow.



Our Community

We are situated in the heart of the vibrant area we serve, a community of 400,000 people and 22 distinct neighbourhoods in east Toronto. Here, some of the highest need and most culturally varied areas in the City are adjacent to those of privilege and wealth.

The community is extremely diverse and many families are low income. Over 40% of residents are immigrants who speak over 50 distinct languages, and many are newcomers. The population has large proportions of children and youth and high fertility rates, side-by-side with a growing proportion of seniors and the very elderly. Elevated rates of chronic disease, premature mortality and mental health concerns exist in many local neighbourhoods.

It is also a thriving and dynamic community, facing both gentrification and rapid demographic change in the high-density neighbourhoods that tend to attract newcomers.

An overview of the demographic, socioeconomic and health characteristics of the Michael Garron Hospital community is available on our website.

Vision

Create **Health.**
Build **Community.**



Create Health. Build Community.

At Michael Garron Hospital we are inspired by the passionate belief that a healthy community is a strong community. And it's our job to help build it. Our vision is to create health and generate wellbeing together with patients, caregivers, partners and our community. Health is more than dealing with acute or chronic illness. It is about living to one's full potential and involves a holistic state of wellbeing, including mental, spiritual and social health.

Creating health is focused on wellness and healing, even when it may not be possible to "cure." We are deeply committed to offering professionalism and expertise, empathy and compassion to those living and dying, celebrating and grieving. We seek opportunities for patients, caregivers, our health care providers and our entire community to live their healthiest lives. And we look forward to collaborating with all our partners to make this possible.

We're proud of and celebrate the different communities comprising Michael Garron Hospital. Our origins are rooted in these neighbourhoods and the citizens who worked hard to advocate and fundraise for a local hospital. Today, our volunteers and donors continue this commitment and support with their time, effort and funds. And it is always our patients and their families who are at the heart of our mission and service.

As a teaching hospital we train an exciting group of learners. We have essential networks of professionals, researchers, health care providers and active volunteers. Each of these communities has evolved over time, adapting to changing needs and advances in technology and care.

We are focused on developing and enhancing internal and external partnerships. This establishes a solid foundation on which to build community and to create health and wellbeing, critical to this emerging health network in east Toronto.



Mission

Our mission is grounded in our solid place in the east Toronto community. It reflects our purpose and our reason for being.

Our community inspires us to deliver exemplary care, develop innovative partnerships and mentor the next generation of health care providers.

Together, we will make a difference and change the face of health in east Toronto and beyond.



Values

Our Values define, bind and characterize our teams. They underline our shared mission and mandate, and outline the behaviour that our staff, physicians and volunteers offer our patients and our community. These stated values are guidelines and expectations about how we conduct ourselves in order to provide the best possible experience for patients and their families. We expect that each member of our team will internalize these values and they will be apparent to those who interact with us. Our values are our signature; all ways and always.

Compassion

- Treat others as you would wish to be treated.
- Share in the joys and the sorrows faced by our patients and families.
- Reduce suffering and promote wellbeing.
- Listen first, then speak with understanding, and never judge.



Integrity

- Say what we do and do what we say.
- Challenge our own assumptions and seek new perspectives.
- Be transparent in our intentions.
- Do the right thing, even when nobody is watching.



Courage

- Find new solutions, even if it's uncomfortable.
- Do the right things for the right reasons.
- Know that honesty will be respected.
- Admit mistakes and learn from them.



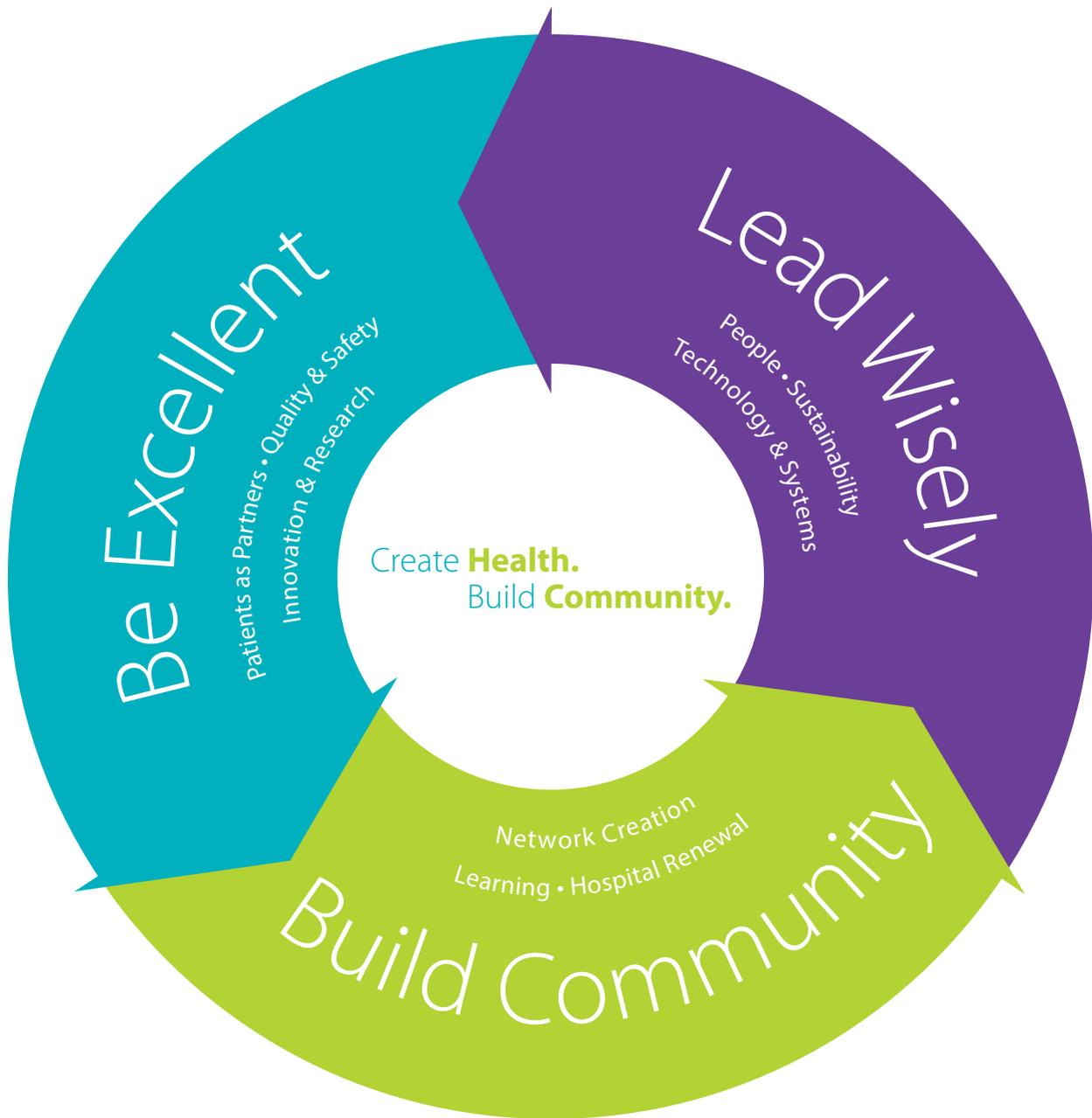
Accountability

- Effectively steward the resources entrusted to us.
- Strive for improvement and innovation.
- Accept responsibility for our collective success.
- Make smart decisions and measure their impact.



Strategic Directions

We will advance our vision and mission through these strategic directions.



Mission

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Values

Compassion • Integrity • Courage • Accountability



Measuring our successes

Creating health and building community will require that our whole organization works together with patients, caregivers and our communities to achieve the ambitious goals set forth in this plan. Commitment and energy, consultation and creativity, changes and modifications, measurement and evaluation, will be required to meet our objectives. We will ensure that corporate plans and internal scorecards are aligned with the direction and milestones of our new strategic plan. Together, we will achieve success – for our Michael Garron Hospital family, and for our community.

Over the next five years, we will monitor progress in meeting the plan's key initiatives and the evolving needs of our community. Our successes will be measured and reported through a number of mechanisms:

- Corporate Balanced Scorecard
- Quality Improvement Plan
- Annual Report

These reports capturing how we are Creating Health and Building Community are publicly available on our website.





Dr. Linda Dvali, Plastic Surgeon.

Strategic Direction One

Be Excellent

Excellence goes beyond meeting the minimum standards; it's about continually striving to improve and ensure exemplary quality. Being exceptional means making compassionate decisions that are both values- and evidence-based as well as patient-informed. Our excellence and trust will be earned in the eyes of our patients and their families, our community and our peers.

Patients as Partners

- Deliver an excellent experience of care as defined by those we serve.
- Ensure that every patient receives individualized care as we treat the person and not just their illness.
- Engage patients and caregivers to take charge of their health, to be involved in decision-making, and to choose their degree of participation.
- Advocate with patients and our community to facilitate equitable access to high-quality services.

Quality & Safety

- Integrate population health measures and outcomes into our quality agenda.
- Create, adapt, and adopt leading practices into all aspects of our work.
- Deliver exemplary care by advancing competencies in quality improvement, safety, and patient and caregiver engagement.
- Spread quality and safety leading practices in partnership such as the Joint Centres for Transformative Healthcare Innovation.

Innovation & Research

- Create an innovation agenda that is defined by small and large scale projects supported by strategic investments – and welcomes fresh thinking across all areas of the hospital and network.
- Advance our research agenda in the areas of quality improvement and community health.





Dr. Rebecca Fine with patient, Diabetes Walking Clinic.

Strategic Direction Two

Lead Wisely

In order to best help our community and accomplish our ambitious goals, we must have solid foundational elements in place, continuously adapted to the changing environment. This means astute investments in our people, mastery of our finances, and smart application of information and technology.

Our commitment to lead wisely will be evident in actions that demonstrate the highest standards of excellence, integrity and accountability to the people we work with and the people we serve.

People

- Advance excellence in workplace safety, staff engagement, and wellness. Achieve national recognition for success in these areas.
- Invest in professional development, mentoring and advancement of our people and teams.
- Create a culture where integrity, compassion, courage and accountability are championed and evident through our collective actions.
- Promote the diversity of our staff, physicians and volunteers, and enable a culture of inclusion.

Sustainability

- Deliver sustainable operating and capital plans to advance our vision.
- Be accountable by ensuring the services we offer are aligned with the changing needs of our community.
- Advocate for funding solutions that ensure fairness and sustainability.
- Expand revenue sources through innovative business models, sophisticated resource development and partnerships.
- Foster a culture of gratitude by identifying opportunities to encourage philanthropy and to act as an ambassador for the hospital.

Technology & Systems

- Provide easy access and multiple channels for health information to patients and caregivers to manage their care and make informed decisions.
- Leverage technology to further integrate with community providers to improve continuity of care.
- Continue to invest in and optimize our information resources to deliver better care.





Noah, Bellinda & Jodi, Aftercare Clinic.

Strategic Direction Three

Build Community

This hospital was created 88 years ago by a local group of community builders. Throughout our entire history we have benefited from this engaged community: our partners who continually strive to improve this hospital. We are proud to be a part of this shared legacy and vital future. Together, we will ensure the impact of our work to improve health and build community is felt inside and outside our hospital, in the individuals, homes and neighbourhoods that surround us.

Network Creation

- Co-create a vision of health with our community.
- Develop more partnerships and alliances that lead to improved health outcomes for our diverse community.
- Be a trusted partner that leads and supports initiatives to achieve better health for our community.

Hospital Renewal

- Redesign care to make best use of our new facility and meet the ongoing and emerging health needs of our community.
- Engage the broader east Toronto community in the hospital redevelopment to increase pride and ownership.
- Deliver the redevelopment project on time and on budget.

Learning

- Become a dynamic learning organization.
- Engage patients as teachers to elevate our approach to care and education
- Collaborate to improve the health literacy of our community.
- Deliver outstanding educational experiences for the broad range of health care roles.



Get involved

We need you to help us Create Health and Build Community!

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

- Construction Liaison Committee
- Community Advisory Council
- Patient Experience Panels and Patient Experience Partners
- Volunteer in a variety of areas, suited to your interests and talents
- Donate to the Michael Garron Hospital Foundation

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