We are a leader in knowledge translation—closing the gap between what we know is the best way to treat patients and the care they actually receive.

Here are some examples of knowledge translation at work.
A man on the margins of society who wonders how he will ever survive. A young man who fights to overcome a life-threatening stroke. An athlete who struggles to breathe because of cystic fibrosis.

These are the people we care for at St. Michael’s Hospital. The vulnerable living in our community. The critically injured. The sickest of the sick. People who need specialized care they can’t get anywhere else.

St. Michael’s Hospital is Toronto’s Urban Angel. We’ve been watching over the city of Toronto since our founding by the Sisters of St. Joseph in 1892. Over time, our reach has grown. We are a system resource for the critically ill and traumatically injured, and those with specialized diseases. And, our focus on research and education is stronger each day. But our commitment to the best quality care remains the same.

We have listened to our patients and partners. We have talked to our staff and physicians. Together, we have set a new direction that focuses on three principles – quality in everything we do, building and strengthening partnerships with others, and leading the way with new innovations.

Our story is all about people. The lives we change. Those who make it possible.

This new chapter will tell you how we will do it.
If you don’t know where you’re going, you are never going to get there. These words ring true for St. Michael’s Hospital. This strategic plan is our roadmap. It guides our activity. Over the next three years, we will focus on our three core businesses: patient care, research and education.

A key theme throughout the pages ahead is our commitment to quality patient care. This is a major priority for us. Patients have told us what they expect: “don’t hurt me,” “help me get better,” “treat me with kindness,” and “don’t leave me waiting.” We are listening.

Looking to the future. Embracing our past
Our Hospital’s vision is stronger than ever. Our culture of caring demonstrates how we provide care and who we care for. Our culture of discovery shows our commitment to seeking new knowledge through research and applying the best available evidence to patient care.

Our vision for the next three years:
Creating a healthier world, through our culture of caring and discovery

I invite you to take this journey with us.

Robert J. Howard, M.D., MBA
President and CEO
St. Michael’s Hospital

“Begin with the end in mind.”
– Stephen Covey, Author, The Seven Habits of Highly Effective People
The commitment of our staff, physicians, volunteers, students, community partners and friends to our mission permits us to maintain a quality of presence and tradition of caring, which are the hallmarks of St. Michael’s Hospital.
Our Mission

St. Michael’s Hospital is a Catholic academic health sciences centre, fully affiliated with the University of Toronto and committed to innovative patient care, teaching and research. Established in 1892 by the Sisters of St. Joseph to care for the sick and poor, St. Michael’s Hospital remains dedicated to treating all with respect, compassion and dignity. At St. Michael’s Hospital, we recognize the value of every person and are guided by our commitment to excellence and leadership.

Providing exemplary physical, emotional and spiritual care for each of our patients and their families

Balancing the continued commitment to the care of the poor and those most in need with the provision of highly-specialized services to a broader community

Building a work environment where each person is valued, respected and has an opportunity for personal and professional growth

Advancing excellence in health services education

Fostering a culture of discovery in all of our activities and supporting exemplary health sciences research

Strengthening our relationships with universities, colleges, other hospitals, agencies and our community

Demonstrating social responsibility through the just use of our resources

We demonstrate excellence and leadership by:
OUR VALUES

Human Dignity
We value each person as a unique individual with a right to be respected and accepted.

Excellence
We value quality in care, work life, education and research.

Compassion
We value a quality of presence and caring that accepts people as they are and fosters healing and wholeness.

Social Responsibility
We value integrity and the promotion of the just use of resources entrusted to us for the enhancement of human life.

Community of Service
We value a work climate of mutual trust and harmony to enable healing, collaboration and the fulfillment of human potential.

Pride of Achievement
We value our colleagues, our work and our accomplishments and take pride in bringing our rich tradition of hope and healing to every person in our care.

“We are all guided by the long-standing values of our hospital.”
— Robert J. Howard PRESIDENT & CEO
OUR FRAMEWORK

Call it our map for the next three years. Our framework outlines the three core areas we focus on at St. Michael’s Hospital – patient care, research and education. And, they all intersect so that each improves the other.

The framework also shows us how we’ll achieve excellence – the people and the supports required to make it happen.

Our mission and values guide us. But what drives us are the three corporate principles that are the foundation of everything we do.

Quality
Build quality improvement across all aspects of our work.

Partnerships
Strengthen internal collaboration and community, provincial, national and global partnerships.

Innovation
Lead in the development, adoption and evaluation of innovative approaches by integrating patient care, research and education.
As a fully affiliated Academic Health Sciences Centre, the core businesses of St. Michael’s are patient care, research and education.
OUR PATIENTS

St. Michael’s Hospital takes great pride in its reputation as Toronto’s Urban Angel. This identity is consistent with our roots that date back to our founding. Providing care for those most in need – the disadvantaged in our society – is our mission. We are a valued resource for Toronto’s downtown population, and at St. Michael’s, we develop models of care for these patients and share this knowledge nationally and globally.

Our focus extends beyond the inner city of Toronto. Patients are referred and flown to St. Michael’s for highly-complex tertiary and quaternary care. Trauma, neurosurgery, heart disease and kidney transplants are just a few of our specialties. We provide care to the sickest of the sick in our five intensive care units.

There are also those patients who have nowhere else to turn. People with highly-specialized diseases. St. Michael’s has the largest cystic fibrosis program in North America. Our hemophilia program is the largest in Canada. St. Michael’s is renowned in multiple sclerosis care and research, has an internationally-recognized program in therapeutic endoscopy, provides specialized bariatric surgery and is one of three sites in the province for lithotripsy. These are just some examples.
Two years ago, when Wayne came to the St. Michael's Family Health Centre at 80 Bond Street, he was in bad shape. He was hearing voices in his head due to undiagnosed and untreated schizophrenia. He was deeply unhappy, unable to hold a job, and was contemplating suicide. He was desperate for help.

Wayne’s mental illness had become evident in late adolescence, slowly overtaking his life until he arrived at St. Michael’s. He was impressed that the health care team never judged him. Instead, everyone was compassionate and caring.

Now his schizophrenia is under control. He works in a kitchen and has a rent-geared-to-income apartment. “I received very good care and I feel good. If it wasn’t for St. Michael’s, I’d be in jail, or dead,” says Wayne. He’s very grateful to be feeling so much better, and enjoying life’s pleasures like watching movies or following hockey on TV.
RESEARCH

Research starts in the laboratory, and ground-breaking discoveries are ultimately applied at the bedside. The impact is felt across communities and around the world. St. Michael’s focuses on translational research, looking at disease mechanisms, therapeutic interventions, and how to apply them to patient care. Clinical trials and knowledge translation identify the best ways to treat people, and close the gap between what we know is the best way to treat patients, and what is put into practice. The Keenan Research Centre in the Li Ka Shing Knowledge Institute is where the discovery happens. It is space that fosters discovery and innovation. As our teams cross the glass bridge, researchers, educators and clinicians work to explore important clinical issues and bring innovative discoveries to the bedside.

DID YOU KNOW?

As a fully affiliated University of Toronto Academic Health Sciences Centre, there are several robust research programs boasting:

$45M
Approximately $45M in total research funding in 2009, with 27% increase in Canadian Institutes of Health Research (CIHR) funding from 2007-08 to 2009-10

175
Investigators (scientists and associate scientists)

Over the next three years we commit to:

- Advancing research for the disadvantaged, locally and globally
- Strengthening clinical research through the Applied Health Research Centre and Knowledge Translation
- Driving translational research with a focus on discovering fundamental mechanisms of disease, defining therapeutic interventions, and bringing these to patient care
- Focusing on sustainability
JEROME’S STORY

Jerome Forde feels “blessed” to be alive. At the age of 23, a potentially fatal stroke almost cost him his life. But a brain operation at St. Michael’s Hospital saved him. Neurosurgeons said that Jerome was the “healthiest man to ever have a stroke”. He was rushed to St. Michael’s where decompressive brain surgery was performed to relieve the swelling that would have otherwise been fatal. Over the next two years, complications meant more surgeries, the last of which replaced a portion of Jerome’s skull with a custom-fabricated titanium plate.

The stroke initially left his left side partially paralyzed. But Jerome pushed hard to regain his ability to walk. Today he wears a brace on his left arm and takes medication to control seizures.

“I am so grateful to St. Michael’s. Thanks to my physicians, surgeons, and the whole team, I was there to see my daughter come into this world. Makayla is now two years old and I just can’t imagine not being a part of her life.”

Jerome is working hard toward his recovery and wants to get back to a normal life with his daughter and girlfriend, and to return to work at his job at a bank. “I also want to volunteer at St. Michael’s, to give back – to say thanks. I am so incredibly lucky to be here.”
**EDUCATION**

We are all Students. We are all Teachers.

This is what we strive for to support excellent patient care. Continuous learning and disseminating information build a culture focused on quality improvement.

The Li Ka Shing International Healthcare Education Centre, within the Li Ka Shing Knowledge Institute, brings together education experts and resources to support learning activities and scholarship. And we believe that excellent patient outcomes can be achieved through leadership in health professional education.

At St. Michael’s, our focus is on learning and supporting collaboration throughout every program with all health professionals. Our focus on team training through simulation will make us a leader in the field. Working with our academic partners, we are developing and evaluating new curricula and will extend our expertise around the world.

**DID YOU KNOW?**

With 17 affiliation agreements with universities and colleges, we continue to strengthen our partnerships and academic activity.

- **3,147** Approximately 3,147 students trained in 2009-10
- **3,900** Number of staff members using the Learning Management System to enroll and participate in education activities
Lisa's Story

Lisa Bentley was diagnosed with cystic fibrosis (CF) when she was 20. At one time, people with CF didn't live until 20. She says she is one of the lucky ones. "Despite having CF, I am a professional athlete. I compete in triathlons—swimming, hiking and running—around the world," she says. "But this is only possible because of the care I receive at St. Michael's Hospital. They keep track of everything for me. My lung health, my bone density, cholesterol and life. They have kept me as healthy as I am today."

St. Michael's Hospital’s Cystic Fibrosis Clinic is the largest in North America. We treat about 400 patients each year—some who travel from as far away as Europe and the Caribbean to come to our clinic.

Lisa is one of about 3,500 Canadians who lives with CF. But she has chosen to not let her disease rule her life. "Attitude is more important than fact. The fact may be that you have an obstacle, but it is how you think about that obstacle that determines its manageability."

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The best people. State of the art infrastructure. Strong fundraising. These are critical elements for St. Michael's Hospital to solidify its role as an Academic Health Sciences Centre and a leader in quality improvement. We can't achieve excellence without them.
Our people are essential in enabling St. Michael’s achievement of excellence. Guided by our Corporate Human Resources Strategic Plan we will strengthen our support for all staff and physicians.

Over the next three years we commit to:

- Fostering engagement and a healthy work environment
- Developing capacity for change and growth
- Developing our people as healthcare leaders
- Fostering a culture of team

**MAKING IT HAPPEN**

**OUR PEOPLE**

Our people are our most valuable asset. Every day we rely on the dedication and commitment of our physicians and staff who directly and indirectly provide patient care.

**DID YOU KNOW?**

5,250 Staff
650 Physicians
700 Volunteers
St. Michael’s commits to investing in infrastructure to ensure that patient care, research and education are supported through physical space planning that is purpose-built and patient and staff friendly, through information systems that support corporate business priorities and safe care, and through communication to support internal organizational priorities and external partnerships.

Over the next three years we commit to:

- Improving plant and capital through planning
- Developing, adopting and supporting new information management systems, solutions and technologies, to enable quality improvement in patient care, research and education
- Strengthening internal and external communications to maximize the opportunities in corporate initiatives and elevate recognition of patient care, research and education

DID YOU KNOW?

2,000,000 SQ FT

St. Michael’s occupies almost 2 million square feet of property (including main hospital campus and off-site owned and leased space).
St. Michael’s Hospital Foundation will work with the Hospital to support identified priorities and to explore new opportunities for increased fundraising.

Over the next three years we commit to:

- Acquire more donors to support fundraising priorities
- Provide more choice for donors, through offering exciting new opportunities to meet the priorities of our donors, and our hospital
- Grow partnerships for success to support fundraising into the future

**OUR DONORS**

St. Michael’s world-class reputation in patient care, research and education would not be possible without the generosity of our donors. Their spirit of philanthropy - especially important in difficult economic times - enables us to purchase new equipment, renovate and build new facilities, and fund vital research and education. Our donors’ support and foresight is creating better health care for today and for tomorrow.

**DID YOU KNOW?**

$74 MILLION

Supported by 250 volunteers, St. Michael’s Hospital Foundation provided over $74 million to the Hospital, from fiscal 2009 to 2011, to fund urgent priorities in patient care, education and research.
FINAL THOUGHT

St. Michael’s has grown in size and scope, but our long-standing commitment to caring for those most in need is unchanged. As an academic health sciences centre, we pursue excellence in our core businesses: patient care, research and education. We are steadfastly focused on quality improvement, partnerships, innovation, and discovering and sharing knowledge locally and around the world. This commitment makes us Toronto’s Urban Angel.

To learn more about us or to view the complete Strategic Plan (2011-14), please visit: www.stmichaelshospital.com

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St. Michael’s
Inspired Care.
Inspiring Science.

30 Bond Street, Toronto, ON
M5B 1W8 Canada
Telephone: (416) 864-6060