Quality Care through Knowledge

St. Michael’s Hospital
Strategic Plan 2011-14

St. Michael’s
Inspired Care.
Inspiring Science.
Introduction

St. Michael’s Hospital is Toronto’s Urban Angel. This reputation stems from our commitment to caring for some of the most disadvantaged people in Toronto’s inner city since our founding by the Sisters of St. Joseph in 1892. To this day, all activity at the Hospital is guided by our mission and values, and in particular, the special role in caring for those who are most vulnerable in our community. In addition to the care we provide to the local population, St. Michael’s pursues academic activity (both research and education) on how to best care for the disadvantaged, and is seen as a model for others in the province, the country, and around the world.

Over time, St. Michael’s has also become a system resource in caring for the critically injured and the sickest of the sick, as Toronto’s designated downtown trauma centre, and because of our expertise in particular areas, including neurosurgery, complex cardiac and cardiovascular care, and end-stage kidney disease. St. Michael’s has the largest number of intensive care beds on a single site in the GTA, making us one of the major sites in the province to provide complex tertiary and quaternary care. We are also home to a series of programs that provide expert care for individuals with diseases that require highly-specialized treatment and care. St. Michael’s has the only adult Cystic Fibrosis (CF) program in Ontario, and is the largest program in North America. The Hospital also has particular expertise in diagnosing and treating conditions like multiple sclerosis and hemophilia, and is known for expertise in therapeutic endoscopy and lithotripsy, to name just some examples.

Strategic plans are important for St. Michael’s. These plans have served as the organization’s roadmap, guiding annual corporate objectives, which have culminated in the execution and realization of strategic directions. The Hospital has undergone four previous strategic plans, which have all been focused on driving the organization forward in new and important directions. Past plans have prioritized financial viability and sustainability, strengthened research and education, and introduced focused areas of clinical spires of excellence. This current plan is different in that it is a “refocus.” Directionally, the organization will continue on the trajectory set forth in the 2009 strategic plan, but this exercise has sharpened our focus and devised new stretch goals to advance the organization in new and meaningful ways.

St. Michael’s is an academic health sciences centre fully affiliated with the University of Toronto, and remains true to our mandate through core businesses of patient care, research and education. This strategic plan fundamentally emphasizes the pursuit of ongoing quality improvement and excellence in our core businesses. It also fosters and encourages the integration and intersection of patient care, research and education, so that each component is elevated.
Our Hospital will focus on the ongoing search to provide better care, by questioning practice, utilizing the literature, developing and applying new models of care, as well as educating future healthcare providers and leaders. We are committed to providing excellent patient care and enhancing our academic focus to improve care. Clinicians are expected to embrace the best evidence in their practice and to evaluate the results. Patient care providers think about how they deliver care, and work together in interprofessional teams where appropriate, to identify the best care plan for every patient.

Research programs aim to apply groundbreaking discoveries from the bench to the bedside, and then into communities. Translational research is focused on discovering the fundamental mechanisms of disease, different therapeutic interventions, and applying them to patient care. Clinical trials and knowledge translation are aimed at identifying the most effective treatments and therapies, evaluating uptake, and closing the gaps between what we know is the best way to treat patients, and what is practiced. An important priority is research for the disadvantaged (locally and globally) as aligned with our organizational mission.

Education programs are designed to yield the best students, clinicians and teachers to support excellent patient care. We also focus on patients and their families as active partners in their health and healthcare. There is an emphasis on everyone in our Hospital being a learner and a student, to ensure that continuing education and professional development is embraced and encouraged. We also focus on education scholarship to contribute to the broader field.

St. Michael’s has adopted quality improvement as a key priority, and in particular, the ongoing measurement and evaluation of changing practice to improve patient outcomes. Given our expertise in knowledge translation and the advancements on our quality improvement journey, St. Michael’s is well positioned to lead as an academic health sciences centre focused on improving patient care quality.

Quality patient care has particular meaning at St. Michael’s, focusing on six dimensions of quality as adapted from the Institute of Medicine. Under the acronym “SOAPEE”, quality improvement at our Hospital means Safety, Outcomes, Access, Patient experience, Equity and Efficiency. We believe that this emphasis will mean even better care for patients. In their words, patients tell us what quality improvement means to them: “don’t hurt me”, “help me get better”, “treat me with kindness” and, “don’t leave me waiting”.

Through this new strategic plan, we will carve the future of St. Michael’s. We will remain committed to our core businesses, with clarity on our priorities and how we approach new opportunities.
A Mission and Values Driven Organization

St. Michael's remains committed to its Mission:
St. Michael’s Hospital is a Catholic academic healthcare 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. We demonstrate this by:

- 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

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.

St. Michael’s will remain guided by its longstanding 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.

Patient Declaration of Values

Over the course of the strategic plan refocus, in accordance with the Excellent Care for All Act (Bill 46), a Patient Declaration of Values was developed through a robust process of broad engagement. We asked our patients and the public one question: “When you think of a great hospital, what do you think about?” Respondents were provided with the opportunity to list 10 aspects, and additional comments (on handwritten comment cards or on-line through the Hospital website). In total, over 1,000 submissions were analyzed through a rigorous qualitative methodology to yield our new Patient Declaration of Values (included below), which reflects what patients and the public say they want and need:

In our experience at “a great hospital” we value:
• A “patient first” approach where we are the number one priority, and our family is part of the process
• Being treated as a person with respect and dignity from all hospital staff – patients are more than just a diagnosis
• An organization that understands its population and treats everyone equally

When we arrive at “a great hospital” we value:
• A clean environment
• Having good signage and directions to help us understand where we need to go and how to get there
• A welcoming environment that is bright, warm, and calm, and has a comfortable area for patients and visitors to wait
• Being able to access the location through public transit and accessible parking

In the care that we receive at “a great hospital”, we value:
• Being treated by highly skilled, knowledgeable staff members, who are caring, kind, compassionate, and friendly
• Being treated with state-of-the-art technology and equipment, and up-to-date practices to deal with our healthcare needs
• Having the information we need, when we need it, and communicated to us in a way we understand
In the delivery of the services we receive at “a great hospital”, we value:

- Efficient services that respect our time, by not making us wait for appointments or to see a healthcare provider
- Having our privacy and confidentiality respected, through private conversations and secure health information
- Knowing that the organization is committed to creating an environment where staff can work as a team to provide the best care
- Knowing the next steps in our care, after we leave the hospital
- Having access to nutritious food for patients and visitors

The strategic plan framework places our mission, values and patient declaration at the top, signifying that we are guided by our unwavering commitment to patients, and their families.

Snapshot of St. Michael's

- $500+ million operating budget
- 475 acute adult inpatient beds
- 5,250 staff
- 650 physicians
- 700 volunteers
- 61,525 emergency visits annually
- 35,000 surgical cases
- 440,000 ambulatory visits
- 260,000 diagnostic, therapeutic and other visits
- 26,000 inpatient separations/visits
- almost 2 million square feet of property (including main hospital campus and off site owned and leased space)
- Supported by 250 volunteers, the St. Michael's Hospital Foundation provided over $72 million to the Hospital, from fiscal 2009 to 2011, to fund urgent priorities in patient care, education and research.

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

- 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)
- Approximately 2,700 students trained in 2009-10
## Reflections on the 2008-09 Strategic Plan

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<th>2008-09</th>
<th>Present</th>
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<tr>
<td>Relatively new focus on knowledge translation research and implementation and quality improvement</td>
<td>Robust scientific program in knowledge translation, with several new recruits. Renewed focus on quality improvement based on SOAPEE criteria. St. Michael’s is a benchmark for the province and the Toronto Central Local Health Integrated Network (TCLHIN) with respect to particular quality metrics including the Hospital Standardized Mortality Ratio (HSMR), safety metrics, and patient access and flow.</td>
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<td>Emphasis on growing the organization’s role in providing community and tertiary and quaternary care in particular areas</td>
<td>The St. Michael’s Academic Family Health Team has been created, including the opening of a fifth family practice unit. Funded growth has been obtained in support of tertiary and quaternary care in trauma, and neurosurgery. Minimally invasive techniques are used more widely in therapeutic endoscopy, transcatheter aortic valve implants (TAVI), endovascular aortic repair (EVAR) and neuro-coiling.</td>
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<td>The Li Ka Shing Knowledge Institute, including the Keenan Research Centre and the Li Ka Shing International Healthcare Education Centre was in progress</td>
<td>The Keenan Research Centre and the Li Ka Shing International Healthcare Education Centre that together form the Li Ka Shing Knowledge Institute are open, and the bridge linking to the Hospital was approved and built.</td>
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<td>A 17-storey patient care tower was a new concept</td>
<td>Functional plan is complete, the site is shovel-ready, and we await government approval.</td>
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<td>St. Michael’s to strengthen its support for TCLHIN and Ministry of Health and Long-Term Care (MOHLTC) partnerships, and advance applied research and education</td>
<td>St. Michael’s leadership has played a large role in supporting government priorities, including: MOHLTC Excellent Care for All Act implementation strategies, and Value and Affordability activities through the TCLHIN. The Applied Health Research Centre has become a known resource for Toronto and beyond related to clinical trials. Knowledge translation research program is one of the top two in Canada, led by the world class expert faculty. Formal education partnerships have been solidified with educational institutions in addition to the University of Toronto.</td>
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<td>Education was an important focus, but required dedicated leadership</td>
<td>New Vice President, Education began in January 2009. St. Michael’s remains the number one choice for undergraduate medical trainees and is expanding its role in continuing education, professional development and patient and family education. We have also strengthened our partnerships with Ryerson University, George Brown College, and Michener Institute for Applied Health Sciences.</td>
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<td>Research priorities were established, and goals for continued advancement were set</td>
<td>Knowledge translation has flourished with key recruits. The Applied Health Research Centre has grown into a sustainable entity gaining increasing external profile and notoriety. The Centre for Research on Inner City Health and the Centre for Global Health Research have garnered national and international reputations. Research funding has grown from $35M to approximately $45M.</td>
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<td>A healthy and safe work environment, as well as the recruitment and retention of internationally trained professionals, was the cornerstone of the Human Resources Strategy and investing in our people</td>
<td>A Human Resources Strategic plan has been developed, which broadened the focus articulated in the 2009 strategic plan. Four key pillars of the HR strategic plan were developed including: engagement and healthy work environment, capacity for change and growth, developing people as healthcare leaders, culture of team. We have also experienced success with our investment in Internationally Trained Professionals and have won a series of awards from Career Edge and was recently rated one of the Best Employers for New Canadians.</td>
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<td>A focus on developing a “Culture of Giving” internally to support the hospital Foundation, and provide patients and families with the opportunity to give should they wish</td>
<td>A Culture of Giving Committee has been struck. In addition, the Foundation has assigned a physician lead for this activity.</td>
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<td>Advancing information management, with a particular focus on computerized practitioner order entry (CPOE)</td>
<td>St. Michael’s is the only academic health sciences centre in Canada to achieve Healthcare Information and Management Systems Society (HIMSS) Level 6 of EMR adoption. CPOE has been almost completely implemented across inpatient units, with final completion expected in the Fall of 2011.</td>
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The Hospital’s 2008-9 strategic plan “Directions for a Healthier World,” was intended to guide the organization until 2012. After a comprehensive review, it was clear that the majority of the directions within the plan were substantially, if not fully, completed by 2010-11. Additionally, since that time, the Hospital has experienced several changes, both internally and externally, contributing to a new landscape necessitating a refocus on priorities for the Hospital going forward.

From an internal perspective, there have been transitions in senior leadership, most notably at the CEO level. And, since that leadership change in 2009, there has been a renewed dual prioritization across the Hospital – one internally and one externally focused. Internally, the Hospital has been steadfastly pursuing quality improvement; and externally, on building collaborative relationships and being seen as a system resource and partner.

Since 2009, there have also been significant changes in the external environment. The world experienced an unanticipated, but profound financial downturn. Hospitals have felt the impact, and will likely continue to feel it over the course of the next few years. As a result, now more than ever, clarity and focus are required so that advancement is possible even in times of financial constraint. The regulatory environment in Ontario has also evolved and become focused on accountability, in particular, with a new focus on quality improvement through the Excellent Care for All Act. With its strong focus on quality, St. Michael’s strategic plan refocus is aligned with these expectations.

It is important to note that this plan is a refocus. Directionally we believe the organization is on the right track; hence, the 2008-9 strategic plan is the foundation upon which this refocused plan is built.

The strategic plan refocus exercise had aggressive targets. The process was led by the Executive Steering Group and supported by the Resource Committee. The following depicts the process:

The concept of refocusing was validated by the internal and external scanning activity that took place at the initial phase of the planning process. Led by the Executive Steering Group, and supported by the Strategic Plan Resource Committee, data from fiscal year 2007-08 was compared to fiscal year 2009-10 (the most recent full year of data available.
at the time of the review) through an in-depth internal review of performance indicators encompassing financial and clinical data. Feedback and input was also provided by the Board of Directors, the Governance and Nominating Committee of the Board, Medical and Administrative Program Directors, Medical Advisory Committee, Nursing Advisory Committee, Health Disciplines Advisory Committee, Research Executive, Education Council and Foundation Executive.

A comprehensive external review was also conducted. A detailed analysis of the strategic plans and priorities of external organizations (including other academic health sciences centres in Toronto, community hospitals, the Local Health Integration Networks, the Ministry of Health and Long-Term Care and key education and research partners including University of Toronto) took place. In addition, a survey was circulated to over 30 system leaders from those organizations to determine how St. Michael's, and its role in the system, is viewed.

These data (internal and external) were utilized by the Executive Steering Group in the development of the strategic directions in this plan.

**Looking to the future while embracing our past**

Throughout the strategic plan refocus exercise, we revisited the vision statement of the Hospital. Our culture of caring represents our historical commitment to how we provide care and who we care for. Our culture of discovery emphasizes our pledge to seek out new knowledge through ethical scientific inquiry, to provide clinical care based on the best available evidence, and to implement this care through attention to continuous quality improvement.

Remaining true to its intent, the following is a sharpened vision statement to guide the Hospital’s greater focus on priorities and future direction:

- **Creating a healthier world, through our culture of caring and discovery**
Strategic Plan Framework

The strategic plan framework was developed to visually depict the Hospital’s sharpened focus on priorities and its future. This is meant to be used as a guide for decision-making over the next three years. Specific deliverables are described below. The strategic plan framework is based on the strategic plan of 2009, but the changing environment necessitates a renewed clarity and focus on core businesses, and key enablers, as well as ongoing organizational commitment to corporate principles. This plan is guided by our commitment to the Hospital’s vision, mission and values and the fact that patients are central to all that we do.

This plan has introduced the concept of corporate principles that will help guide decisions in the organization. Everyone at St. Michael’s will be asked to focus on quality improvement, partnerships and innovative activity that bring patient care, research and education together. We will focus on minimally invasive approaches, new models of care, and team based interprofessionalism. It is these principles that will be transformative for St. Michael's as we approach 2014 and beyond.

The framework outlines the Hospital’s three core businesses – patient care, research and education. While each of the core business are critical, patient care is at the top of the triad, symbolizing that it remains our top priority. The framework has purposefully depicted the overlap among patient care, research and education. At St. Michael’s, we believe that excellence in patient care, research and education is achieved when there is meaningful overlap and synergies among them.

While the plan outlines particular priority areas for clinical, research and education programs, it does not preclude the fact that other activity will occur. St. Michael’s is, and will remain, a general hospital. This means that activity that extends beyond the priority areas will take place, as it is required to support those priorities. Having said that, there will be particular emphasis on priorities, and over time, there may be changes in areas that are not seen as key components of the core business of St. Michael's.

A strong workforce, infrastructure, and fundraising are necessary to support excellence in our core business. Thus, the key strategic enablers are depicted as the foundation of the framework.

Underlying this plan is the commitment that St. Michael’s will continue with its success in balancing its corporate budget for over a decade, and as outlined in the LHIN Hospital Accountability Agreements (HSAA). We also recognize that it is our responsibility as a hospital to focus on improving value, if we are to support sustainability in the healthcare system. This means that we must provide ever increasing quality of care at the same or at a lower cost. The financial environment will be tight over the next three years, emphasizing the need to clarify our priorities.
Creating a healthier world, through our culture of caring and discovery

Guided by our:

MISSION AND VALUES

PATIENT DECLARATION

CORPORATE PRINCIPLES

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

CORE BUSINESSES

Care for disadvantaged populations

Care for the critically ill

Care for patients with specialized diseases

Research addressing the disadvantaged

Applied research

Translational research

PATIENT CARE

RESEARCH

EDUCATION

STRAIGHTEN ENABLERS

OUR PEOPLE
• Engagement and healthy work environment
• Capacity for change and growth
• Developing people as healthcare leaders
• Culture of team

INFRASTRUCTURE
• Planning
• Information management
• Communication

FUNDRAISING
• Acquire more donors
• Provide more choices
• Grow partnerships for success

St. Michael's
Inspired Care, Inspiring Science.
Corporate Principles

**Corporate Principle 1: Build quality improvement across all aspects of our work**

St. Michael’s has adopted quality improvement as a cornerstone of activity using the six dimensions of quality as defined by the Institute of Medicine—Safety, Outcomes, Access, Patient experience, Equity and Efficiency (SOAPEE). This priority has also been aligned with the expectations of government, as articulated in the Excellent Care for All Act.

St. Michael’s will continue to champion quality across all activities, and ensure that the quality improvement requirements of the government are integrated into annual corporate planning exercises. We will also pursue standardized process redesign approaches and methodologies for quality improvement.

**Corporate Principle 2: Strengthen internal collaboration and community, provincial, national and global partnerships**

St. Michael’s has made a strong commitment to partnerships (to share our learning and to learn from others), both within the Hospital, and outside the Hospital, with our community, the healthcare system, provincially, nationally and globally. This will be integrated into our operations as we:

- Develop new internal collaborations and coalitions across hospital programs
- Commit to our community by partnering with other organizations for seamless patient care and academic endeavors
- Strengthen our reputation as a provincial and national resource by leading and supporting collaborative efforts
- Share knowledge through global partnerships

**Corporate Principle 3: Lead in the development, adoption, and evaluation of innovative approaches by integrating Patient Care, Research and Education**

St. Michael’s will develop, adopt and evaluate new therapies, techniques and technology for diagnosis and treatment.

We will implement evidence-informed guidelines and approaches to increase standardization, and evaluate the results.

We will also place particular focus on minimally-invasive approaches to surgery, and evaluate clinical outcomes and cost effectiveness.
CORE BUSINESSES
Patient care, research and education are St. Michael's core businesses as a fully affiliated Academic Health Sciences Centre.

Patient care

St. Michael’s is Toronto’s Urban Angel. This corporate identity was validated by an external scanning survey of how the Hospital is viewed; it also remains consistent with our roots since our founding by the Sisters of St. Joseph in 1892. We believe that providing care for the disadvantaged is our mission. This has made St. Michael’s a valued resource for Toronto’s downtown population. The care we provide to this vulnerable patient population is difficult and complex, and we have developed models of care for these patients that have been shared nationally and globally.

St. Michael's is also a resource for highly-complex tertiary and quaternary care. We have focused on expanding trauma, neurosurgery, heart, kidney transplant, and the care we provide across our intensive care units (medical/surgical intensive care, cardiovascular intensive care, trauma/neurosurgery intensive care, coronary care unit, and the neonatal intensive care unit). The patients that come to our Hospital are the sickest of the sick. We receive consistent referrals of patients who are too complex to be cared for safely in other hospitals.

St. Michael's also offers unique care services for patients with highly specialized diseases. For example, we have the only adult cystic fibrosis program in Ontario, which is the largest program in North America. Our hemophilia program is one of a kind in the city, and is the largest in the country. St. Michael’s has a large renowned program in multiple sclerosis, an internationally recognized program in therapeutic endoscopy, is one of three sites in the province to provide lithotripsy, and provides specialized bariatric surgery, as only some illustrative examples.

DIRECTION 1: St. Michael’s will place particular emphasis on caring for the disadvantaged, the critically ill, and those with specialized diseases while remaining a general hospital to support these activities. In the pursuit of excellence as an academic health sciences centre focused on quality, over the next three years we commit to:

1a. Embedding quality improvement across activities, by:

- Meeting or exceeding all government required metrics, with a special focus on achieving and improving accessibility targets (with a focus on transitions of care/continuum of care) and implementing initiatives aimed at improving patient safety and the patient experience
- Standardizing approaches to patient care according to the best available evidence to reduce variation in care, and measure the impact across the quality dimensions
- Defining equity indicators and initiate measurement
1b. Developing partnerships to improve patient care, by:
- Developing internal collaborations and coalitions to benefit patients transitioning through the Hospital
- Seeking and leading opportunities to improve transitions and systems of care through external partnerships with other organizations
- Pursuing funded growth opportunities in our clinical priority areas

1c. Championing new models to improve care, by:
- Implementing best practice models and standardization in ambulatory care
- Aligning inpatient and outpatient services to support and improve patient transitioning
- Developing and being early adopters of innovative technologies
- Working together in interprofessional teams in the best interest of the patient, and evaluating the impact

1d. Realizing the vision of the Li Ka Shing Knowledge Institute to improve care, by:
- Engaging clinical areas in research, innovation, and education as part of our mandate. We will support knowledge translation implementation and evidence-based practice in an integrated way across the Hospital.

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<th>Over the next three years, we will measure the achievement of our directions by the following:</th>
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<td>1. Meet or exceed all government required metrics, as identified by our annual Quality Improvement Plan and Accreditation Canada</td>
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<td>2. Every program will adopt at least one project annually, focused on an evidence informed approach to standardization of care, and evaluate the results (to demonstrate the linkage between patient care, research and education)</td>
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<td>3. Define equity indicators and initiate measurement</td>
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Research

The Keenan Research Centre in the Li Ka Shing Knowledge Institute is a hub for our research activity. This dedicated facility focuses on being a world leader in ethically generating and using knowledge to benefit patients, the surrounding community of St. Michael’s, and people throughout the world. The Knowledge Institute is designed to provide enabling space that encourages and fosters discovery and innovation. It is also connected to the Hospital by a bridge which, both physically and metaphorically, represents the importance of linking research and education to patient care.

Research at St. Michael’s is focused on generating knowledge that can be applied at the bedside or in the community, with particular relevance to our clinical priorities. St. Michael’s research focuses on the disadvantaged (local and global), applied research (clinical trials and knowledge translation) and translational research (fundamental mechanisms of organ dysfunction). These are each supported by robust programs, with leading research experts who drive this work.

Our research program addressing the disadvantaged is primarily housed within the Centre for Research on Inner City Health (CRICH) and the Centre for Global Health Research (CGHR). This activity is aligned with our long-standing organizational mission and is meant to generate research that is relevant for disadvantaged people. It is also meant to inform local and global policy in order to improve community and population health.

Applied research is focused on clinical trials through the Applied Health Research Centre (AHRC) and our Knowledge Translation Program. The AHRC is a core of expertise, which is a resource to St. Michael's researchers and to the system. The AHRC will continue to expand as a system leader and resource in conducting robust clinical research.

Knowledge Translation experts focus on conducting research in the Hospital as its ‘living laboratory’ and also contribute to the growing literature on knowledge translation science and implementation. This work is being led by world-renowned clinician scientists and scientists who are focused on narrowing the “know-do” gap; - how to ensure that long-standing proven evidence is put into practice at the bedside, and to develop methodologies to ensure that new practices are sustained. A key focus of research in this area is to drive transformational change and develop new models of healthcare for our Hospital, and thereby be an exemplar for Ontario and beyond.

Translational research at St. Michael's is focused on “bench to bedside”, or discovery that holds promise for ‘first-in-human’ studies. The priority areas of this work are consistent with, and complement, our clinical activity. The Keenan Research Centre houses experts in critical care research, with foci in sepsis, acute lung injury, heart and vascular, kidney, in addition to other fundamental mechanisms of organ dysfunction.
Despite all of the great talent and expertise housed in the Keenan Research Centre, it is clear that the broader research environment is becoming increasingly strained and competitive. As a result, over the life of this plan, the research enterprise will develop and implement a framework for sustainability of research.

Through the Li Ka Shing Knowledge Institute we will continue to strengthen our academic partnership with the University of Toronto, and other national and international institutions.

Direction 2: Research at St. Michael’s is focused on discovery that impacts patient care. Over the next three years we commit to:

2a. Advancing Research for the Disadvantaged (Local and Global). The Li Ka Shing Knowledge Institute will be known as a place that "measures" health inequity but also develops and evaluates solutions to address it, by:
   ▪ Developing solutions addressing health inequity in the homeless population and quantify the health and economic impacts of these solutions
   ▪ Establishing Canada’s premier interdisciplinary research centre for urban Aboriginal Health Research
   ▪ Influencing global health policy through large scale epidemiological and economic studies

2b. Strengthening Applied Research (Clinical Research and Knowledge Translation). The Li Ka Shing Knowledge Institute will impact patient care by being the major clinical trials centre, and the major centre for knowledge translation of the Toronto Academic Health Sciences network, by:
   ▪ Increasing research activity focused on humans
   ▪ Initiating Knowledge Translation/Quality Improvement projects that will impact patient care in the Hospital

2c. Driving Translational Research. The Li Ka Shing Knowledge Institute will be a leader in translational research, with a focus on discovering fundamental mechanisms of disease, defining therapeutic interventions and bringing these to patient care, by:
   ▪ Creating research teams that focus on translational research. This will be aided through retention in current areas of strength, and by recruiting a high-profile basic scientist in a key area of focus at St. Michael’s.
   ▪ Partnering more broadly across Toronto Academic Health Sciences Network (TAHSN) and beyond, to enable full scale of bench to bedside across the continuum of leading edge research (from basic to clinical, including health systems).
   ▪ Building our culture of translating research discoveries, by encouraging and facilitating disclosure of intellectual property (generated by the translational research teams) and through co-investment by MaRS Innovation
2d. Focusing on sustainability, by:
- Developing a framework for fiscal sustainability of current and future “Applied” and “Translational” research activity
- Partnering with the University of Toronto and others

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<th>Over the next three years, we will measure the achievement of our directions by the following:</th>
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<td>1. In collaboration with the patient care programs, initiate, implement and evaluate 15 Knowledge Translation projects aimed at impacting patient care</td>
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<td>2. Increase research activity (measured by grant/contract dollars) by 10%</td>
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<td>3. Increase net revenue from AHRC clinical trials to $1 million/year</td>
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**Education**

The Li Ka Shing International Healthcare Education Centre, within the Li Ka Shing Knowledge Institute, holds tremendous promise for fostering and supporting the best education practice and scholarship. The Education Centre’s linkage with the Keenan Research Centre demonstrates the importance in pursuing education scholarship, and the bridge to the Hospital signifies the critical link between education and patient care.

Education at St. Michael’s is anchored by the concept that everyone at St. Michael’s is both a student and a teacher. Overall, the education portfolio is focused on fostering collaboration among and with the Hospital programs, departments and health professions. Interprofessional education is also a key priority in designing processes and programs, and will be used as a measure of success.

We will also develop and evaluate new simulation-based curricula to be recognized as a leader in the field. New programs will support students, staff and physicians in education and research activities, and our expertise will be extended to local and international partners through tele-simulation, faculty development and course offerings.

In addition to our primary academic partner, University of Toronto, we will strengthen existing partnerships with our local academic institutions, including Ryerson University, George Brown College, Michener Institute, and will continue to build stronger partnerships with international academic institutions.

**DIRECTION 3: Education at St. Michael’s supports the learner and the teacher by consistently improving the student experience, our teaching effectiveness and institutional learning opportunities. This activity is driven by the goal of improving patient care. Over the next three years we commit to:**
3a. Focusing on the student experience, by:
- Implementing common registration, orientation and placement processes
- Developing and evaluating innovative curricula and interprofessional education programs
- Establishing infrastructure to support and improve student engagement and develop metrics to evaluate the formal and informal curriculum

3b. Enhancing continuing education and professional development, by:
- Establishing structures to support corporate continuing education and professional development programs aligned with organizational priorities to enhance clinical and non-clinical practice. This will be developed under the themes of alignment, access, evaluation and knowledge sharing.
- Developing, implementing and evaluating curriculum to support leadership development in collaboration with the Human Resources Department
- Supporting staff and faculty to be more effective educators and scholars through programs at the Centre for Faculty Development

3c. Developing a new model of patient and family education in collaboration with the clinical units across the Hospital, by:
- Improving access to evidence-informed patient and family education tools and resources
- Increasing capacity to support clinicians to improve their patient and family teaching
- Developing evidence-informed patient education related metrics

3d. Solidifying the role of the Education portfolio in supporting collaboration and linkages across internal and external education activities, by:
- Fostering collaboration among the hospital programs, departments and health professions
- Developing and evaluating new simulation-based curriculum to be recognized as a leader in the field
- Strengthening existing partnerships with our local academic institutions and building stronger partnerships with international academic institutions

Over the next three years, we will measure the achievement of our directions by the following results:
1. Develop metrics for student engagement and demonstrate improvement
2. Every clinical program will participate in at least one team-based interprofessional education activity
3. Evaluate the use of, and satisfaction with, a web-based knowledge tool for patient and family education
STRATEGIC ENABLERS

In order to support the Hospital’s core businesses, it is crucial to have the best workforce, solid infrastructure, and a strong fundraising organization. These are critical elements for St. Michael’s to solidify its role as an Academic Health Sciences Centre with a central focus on quality improvement.

Our People

An engaged workforce is key to ensuring that we can provide the best in patient care, research and education. Our people are our most valuable asset. Every day we rely on the dedication and commitment of our physicians and staff who directly or indirectly provide patient care.

In 2010, the Hospital embarked on an in-depth human resources strategic plan, which identified key priorities for developing and supporting our people. Healthy work environment, capacity for change, leadership and a culture of team are absolutely required if St. Michael’s is to achieve its vision.

DIRECTION 4: Our people are essential to enabling St. Michael’s achievement of excellence. Guided by our Human Resources Strategic Plan we will strengthen our support for all staff and physicians. Over the next three years we commit to:

4a. Fostering engagement and a healthy work environment, by:
- Conducting an engagement survey with strong participation of staff and physicians, and report back to the organization on results, to inform action plans
- Building a Healthy Work Environment through communicating all activities and opportunities across the hospital and demonstrating decrease in sick time, staff turnover, and improvement in other indicators
- Focusing on Internationally trained professionals to support our community

4b. Developing Capacity for Change and Growth, by:
- Developing tools and training to help managers champion change to support their employees
- Completing the Business Systems Project to enhance operational effectiveness of Finance, Supply Chain, Human Resources and Payroll
- Introducing workforce scheduling technology to focus on effective resource management in defined clinical areas

4c. Developing our People as Healthcare Leaders, by:
- Initiating and implementing the LEADS program (Lead self, Engage others, Achieve results, Develop coalition, Systems transformation), and evaluating results in collaboration with the Education portfolio
- Implementing a Talent Management System and defining new opportunities for high potential employees

**4d. Fostering a Culture of Team, by:**
- Implementing the Service Excellence Program to create high-functioning teams across the units to improve the patient experience
- Continuing to focus on collaboration as a cultural norm in the Hospital with a larger focus on communication within the Hospital through partnerships between corporate and clinical areas, inclusiveness, and mission and value audits

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<tr>
<th>Over the next three years, we will measure the achievement of our directions by the following results:</th>
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<tr>
<td>1. Implement the LEADS program and achieve 100% completion of 360 tool used for development and goal-setting</td>
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<td>2. Implement and maintain an ongoing succession planning program</td>
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<tr>
<td>3. Implement the Service Excellence Program across the Hospital and evaluate the results</td>
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<tr>
<td>4. Conduct regular physician and staff satisfaction surveys, as required by the Excellent Care for All Act</td>
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**Infrastructure**

Infrastructure is necessary to ensure that corporate activities are supported and enabled. In particular, planning, information management and communications are critical to achieving the best care, research and education.

Some of our physical facilities are more than 80 years old, and ensuring that we have the equipment required to support leading-edge patient care, research and education is an ongoing challenge. The Hospital recognizes that reinvigorating plant and capital is essential, and will pursue all possible opportunities over the course of this plan. In particular, we will continue to focus on obtaining approval from the government to build a new patient care tower at the corner of Queen Street and Victoria Street. We are also committed to continuing our efforts in environmental stewardship through corporate waste reduction and utilities management. As a system resource for planning expertise, we will also reach out to partners and other organizations offering them our learnings and best practices in the area of facilities planning and evidence-based design. Information systems are also required to ensure that our core business priorities are achieved to their fullest extent. Our comprehensive Information Management strategy has held us in good stead as we have moved forward with implementing new systems, of particular note, computerized practitioner order entry (CPOE) and closed loop
medication administration. All of these activities contribute to high-quality care. We must continue to pursue and adopt new systems, solutions, and technologies to give front-line clinicians access to the best available evidence in care planning, to provide researchers with access to data that informs better practice, and to help educate our future clinicians.

Communications is also essential to our Hospital’s ability to initiate and support new initiatives both internally and externally. From an internal perspective, with the size and scope of initiatives underway, the need for communication is critical. Strong communications ensures that key corporate activities are well known and that the organization is prepared for new initiatives. It also enables the linkages to increase understanding of common goals. Communications also supports internal cross collaboration and sharing, given that in such a large organization, activities are at risk of being conducted in independent silos. From an external perspective, ongoing proactive media relations and stakeholder engagement are critical to the Hospital’s success. We must also continue to strengthen our brand and ensure that our activities are in alignment with who we are as an organization, and how we are perceived.

**DIRECTION 5: 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:**

5a. Improving plant and capital through planning, by:

- Securing approval for design and construction of a new 17-storey patient care tower (at the corner of Queen St. and Victoria St.).
- Renewing our Hospital facilities (main 30 Bond hospital campus), investing in priority equipment and technology that improves patient outcomes, and redeveloping space in clinical priority areas.
- Evaluating the operations of the new Li Ka Shing Knowledge Institute.
- Building our research in the area of evidence based design for patient care, and partnering with other organizations to assist in the planning of their capital assets.
- Reducing our environmental footprint by exploring opportunities for operational efficiencies through innovative approaches to utility generation and waste control.

5b. Developing, adopting and supporting new information management systems, solutions and technologies, to enable quality improvement in patient care, research and education, by:

- Completing the initiatives outlined in the Information Management Plan, including CPOE, Critical Care, Perioperative, Business Systems and PACS. Completing the
implementation of the Soarian embedded analytics tool, to enable evaluation of initiatives related to patient care, research and education.

- Exploring opportunities to leverage technology to support best practice models and standardization in ambulatory care.
- Creating a team to develop and pilot new web technologies and social media to enable creative solutions across the hospital to enable more efficient and effective collaborations and teamwork in collaboration with Education, Research, Public Relations, the Foundation, and others

**5c. Strengthening internal and external communications to maximize the opportunities in corporate initiatives and elevate recognition of patient care, research and education, by:**

- Conducting a comprehensive review of internal and external communications
- Finding new ways to partner with the Patient Care programs, Research, Education, Foundation, Human Resources, Information Management and other areas to provide guidance and support for the Hospital’s communication needs
- Supporting corporate initiatives and cross program/service/department activities by enhancing and evaluating internal communication tools, including the hospital staff portal, new social media, and other avenues in collaboration with Human Resources, Information Management, the Foundation, and others
- Developing a marketing strategy with a focus on increasing the impact of the Hospital website, media relations, and coalition building with internal and external partners

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**Over the next three years, we will measure the achievement of our directions by the following results:**

1. Obtain government approval and initiate detailed design and construction of a new 17-storey patient care tower

2. Complete all projects identified in the Information Management Plan

3. Complete a comprehensive strategic review of corporate communications opportunities

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**Fundraising**

The Foundation is a critical enabler for the Hospital. And, now more than ever, amidst financial uncertainty and constraint, we increasingly rely on fundraising to support excellence. Going forward, if a new patient care tower is approved, this will be the number one priority of the Foundation. In the meantime, we will not lose sight of other needs such as updating equipment to support of our core businesses, and additionally, the critical need for Chairs (both endowed and expendable) to ensure that we can
continue to support our excellent clinicians, scientists and educators. The Hospital must also ensure that we support the Foundation in its fundraising endeavors.

**DIRECTION 6: 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:**

**6a. Acquiring more donors, by:**
- Identifying and marketing the ‘best/first/only’ successes within our Hospital
- Developing a marketing strategy and working collaboratively with Public Relations to develop communications support for identified funding priorities, using a wide range of mediums including traditional and social media

**6b. Providing more choice for donors, through exploring new fundraising and marketing strategies to support hospital priorities, by:**
- Developing a case for support to highlight the benefits of a new patient care tower when approved by the government
- Identifying program and service areas that are Hospital priorities in need of funding, and are of interest to donors
- Testing the feasibility of bringing together the strengths and successes of numerous programs under an umbrella ‘theme’ such as the Minimally Invasive initiatives or Care of the Disadvantaged

**6c. Growing partnerships for success, by:**
- Building and leveraging strong relationships with physicians, staff and program leadership within the hospital, so together we can identify prospective donors and increase giving
- Continuing our internal focus on the Culture of Giving initiative, by communicating St. Michael’s expertise to patients and families, and evaluating the impact of this initiative
- Identifying and creating new external partnerships (for example, within the corporate community) to create exciting new opportunities for fundraising

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**Over the next three years, we will measure the achievement of our directions by the following:**

1. Evaluate the Culture of Giving and continue to support this activity or devise and implement alternative strategies

2. Initiate a four-year campaign when the new patient care tower is approved

3. Complete in-progress fundraising for designated Chairs, with an additional $5 million goal toward new Chairs
**Conclusion**

St. Michael’s has a proud tradition of providing compassionate care to some of the most disadvantaged people in our local community. Over time, this role has evolved, and St. Michael’s has also become a system resource in providing some of the most complex tertiary and quaternary care for the critically ill. All the while, we have committed to an academic model that prioritizes research and education initiatives, which are highly relevant to the patients we serve. Our strategic plan is meant to sharpen our goals for the future, while remaining grounded in our long-standing mission and values. Over the next three years, by following our strategy, St. Michael’s will become increasingly known as an academic health sciences centre focused on quality patient care.
**Executive Steering Group**

Robert Howard, President and Chief Executive Officer (Chair)  
Ella Ferris, Executive Vice President, Programs and Chief Nursing Executive  
Patricia Houston, Vice President, Education  
John King, Executive Vice President and Chief Administrative Officer  
Alayne Metrick, President, Foundation  
Ori Rotstein, Chair, Medical Advisory Committee  
Douglas Sinclair, Executive Vice President Programs and Chief Medical Officer  
Arthur Slutsky, Vice President, Research

**Strategic Planning Resource Committee (Support)**

Melanie Kohn, Director, Corporate Strategic Projects, Office of the President (Chair)  
Samar Saneinejad, Project Manager, Office of the Vice President, Research  
Neil Shah, Project Manager, Offices of the Executive Vice President Programs and Chief Medical Officer and Vice President, Education  
Michael Stewart, Director, Decision Support Services  
Patrick Thomsen, Project Manager, Offices of the Executive Vice President Programs and Chief Nursing Executive and Executive Vice President and Chief Administrative Officer

Special thanks to Hospital staff, physicians and Board members for their submissions and feedback, and to our external partners for completing the external scanning survey and providing feedback on the plan.