



**FORWARD
TOGETHER**

Building a Healthier
SCARBOROUGH



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TOGETHER**

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SCARBOROUGH



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REACH US



2015 – 2019
STRATEGIC PLAN



2015-2019 > FORWARD TOGETHER > The Scarborough Hospital's Strategic Plan

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Healthy Collaboration for a Healthy Community

What is a healthy community? It's a place where people can be their best and feel their best. Where they can thrive. Where there's a spirit of support and determination to make things happen and move forward, no matter what.

This spirit is alive and well in Scarborough.

People here have come together from all over the globe to build a life, build families, build businesses, and build a community.

Like most communities, we have challenges. But we also have great strengths. Our remarkable diversity is one. So is the knowledge that we make great strides when we work together to tackle those challenges and improve our social and economic health. This same collaborative spirit can make a difference in our personal health.

The Scarborough Hospital is your hospital. It's here to heal and comfort, and to provide the highest level of care for you and your loved ones.



ROBERT BIRON
President and CEO



JANET DALICANDRO
Chair, Board of Directors

Making sure you get the best care experience is an ongoing effort – and a group effort. To achieve this, The Scarborough Hospital is reinforcing these commitments:

- We will work closely with the people we serve to continually improve what we do and how we do it.
- Working with other service providers – the partners who also provide care – we will deliver those programs and services in more coordinated and responsive ways.
- Within our own team, we will keep developing leading programs and services to better serve the needs of our community.
- We will focus relentlessly on excellence and draw on the best ideas, so that everything we do continually strengthens a healthy hospital and a healthy community.

Based on these four ideals, The Scarborough Hospital is heading on an exciting path. We want to share it with you. Because it will take all of us to go forward together.

FORWARD TOGETHER. This is the name of our strategic plan, and it's also the philosophy that will help it to succeed.

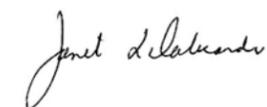
Throughout the planning process, we have sought and received a wealth of input from our community. We have listened to you. We have identified innovative ways to build on our stellar record of quality. And now, we have set out a bold roadmap for the next four years: 2015 – 2019. We invite you to learn more about The Scarborough Hospital's direction – where we're going, how we'll get there, and what it means to you.

This hospital has a proud history and legacy in the community, with 60 years of service through the General campus and 30 years through the Birchmount campus.

We draw strength from our past and look to our future with more confidence than ever before. We have a clear plan, superior programs and services, a dedicated team, and truly collaborative partnerships. The Scarborough Hospital is well poised to achieve our Shared Vision, to be recognized as Canada's leader in providing the best health care for a global community.



ROBERT BIRON
President and CEO



JANET DALICANDRO
Chair, Board of Directors



About The Scarborough Hospital

To appreciate where we're headed, it's important to consider where we've come from.

The Scarborough Hospital is one of Canada's largest urban community hospitals. We deliver patient-centred care at two integrated hospital campuses (Birchmount and General) and five community satellites.

We are situated in one of the most diverse communities in Canada, and deliver a range of programs and services that are just as diverse. The Scarborough Hospital not only provides core acute care services – like 24/7 emergency care – for the Scarborough community, we're also a regional centre for numerous advanced and specialized programs for the central east Greater Toronto Area (GTA).

For example, we operate the designated regional centres for vascular surgery and eye surgery. Our regional nephrology (kidney disease) program is one of the largest in Canada. And, our centres of excellence include integrated maternal newborn and child care, breast cancer care and reconstruction surgery, and orthopaedic surgery.

It all adds up to world-class care delivered close to home, right here in Scarborough.

The Scarborough Hospital is proud to have achieved many distinctions, among them:

- Some of the lowest overall Emergency Department wait times among all hospitals in the GTA.
- Obstetrics outcomes that are some of the best, both among our peer hospitals and province-wide.
- An Exemplary Status rating from Accreditation Canada, which sets the bar for quality and safety in health care.
- Two consecutive Gold Quality Healthcare Awards from the Ontario Hospital Association and the Ministry of Health and Long-Term Care, for efforts to improve care and services for patients, as well as the quality of work-life for staff.
- The 2015 Excellence in Diversity and Inclusion Award from the Canadian College of Health Leaders, recognizing our leadership in serving a global community.
- Best Practice Spotlight Organization (BPSO) candidacy from the Registered Nurses' Association of Ontario. The hospital will be designated as a BPSO in 2018, upon completing our three-year candidacy. BPSOs are chosen to implement and evaluate internationally acclaimed best practice guidelines that enhance patient outcomes.

These and other accolades demonstrate how The Scarborough Hospital is passionate about improving the care experience, and meeting the needs of everyone it serves.

Our Patient Programs and Services

As one of Canada's largest urban community hospitals, The Scarborough Hospital prides itself in delivering high quality care and advocating for the health and wellness of residents. Our wide range of programs and services respond to the needs of the diverse Scarborough community.

OUR REGIONAL PROGRAMS FOR ADVANCED AND SPECIALIZED SERVICES

Designated Central East Regional Programs

- Nephrology
- Vascular surgery
- Vision care surgery
- Mental health crisis program
- Geriatric Assessment and Intervention Network
- Geriatric Activation Program

Centres of Excellence

- Integrated stroke program
- Orthopaedic surgery for spine and knee
- Breast cancer care and breast reconstruction
- Integrated Maternal Newborn and Child Care program
- Centre for Integrative Medicine
- Paedlink: paediatric urgent care service

OUR INTEGRATED SERVICES AS A TWO-SITE HOSPITAL

Patient services and programs located at the Birchmount campus:

- Mental health program
- Vision care surgery
- Centre for Integrative Medicine
- Outpatient orthopaedic surgery
- Women's health: minimally invasive surgery

Patient services and programs located at the General campus:

- Nephrology
- Cancer care program
- Level IIC Neonatal Intensive Care Unit
- Palliative care
- Inpatient orthopaedic surgery
- Interventional radiology



OUR CORE SERVICES AS A COMMUNITY HOSPITAL

- | | | |
|-----------------------------|--------------------------|---|
| ▪ 24/7 Emergency services | ▪ Women's health | ▪ Diagnostic imaging |
| ▪ Critical care | ▪ Paediatric care | ▪ Laboratory |
| ▪ Medicine | ▪ Cancer care | ▪ Pharmacy |
| ▪ Inpatient and day surgery | ▪ Diabetes care | ▪ Chronic disease management and prevention |
| ▪ Geriatric care | ▪ Mental health services | |
| ▪ Labour and delivery | | |

Scarborough: A Community Profile

To better understand and meet the needs of the people we serve, we created a comprehensive profile of the Scarborough community. It includes five areas: population, health behaviours, health status, health system characteristics, and health system performance. The results provide critical insight into the health of the community, and the factors influencing it. Here's just some of what we learned.

Population growth will keep spurring demand.

Scarborough has 686,300 residents, and the hospital's catchment area is expected to grow to 716,000 by 2022. This calls for ongoing improvements to health services to deliver positive patient outcomes.

We're aging.

Right now, 14 per cent of the population is 65 and older. Another quarter (26.2 per cent) is between 45 and 64 years old. The largest growth rates are expected in the 60 to 80-plus age group. This will place an even greater focus on initiatives to support the needs of seniors.

Our cultural diversity and socio-economic makeup affects service delivery.

Scarborough is highly diverse. Some 59 per cent of residents are foreign-born, eight per cent have no knowledge of either official language, and over half speak another primary language. Top 10 home languages (in order): English, Tamil, Cantonese, Chinese (not otherwise specified), Mandarin, Tagalog, Urdu, Gujarati, Bengali, and Farsi.

Additionally, 20.2 per cent of the population is low income, and 27.5 per cent of children live in low income families. The unemployment rate (11.1 per cent) and single-parent families (21.1 per cent) also exceed the provincial average. All of this affects health status.

To help this population access what is needed to maintain and improve their health, we have to consider supports ranging from translation services to increased connections with social services.

High population density has an impact on health.

Many aspects of the nature of our community directly affect the health of residents, from urban lifestyles (less physical activity) to health issues stemming from traffic accidents and violence.

We can improve on key health risk factors.

Many risk factors have strong implications for chronic diseases. Scarborough residents drink more than the rest of Toronto, do less physical activity than the provincial average, and have lower screening rates for some cancers (e.g. colorectal and breast) than the provincial average.

We need to find more ways to prevent certain diseases, diagnose them earlier, and manage them better. This includes improving access to well-coordinated primary care and community resources.

These and other findings will lead to additional opportunities to collaborate and provide more integrated levels of service for residents.

The Right Plan at the Right Time

Health care is rapidly evolving. The needs of our patients and families, and the health care system itself, are constantly changing. As a hospital, we have to change with them.

Progress requires collaboration. So did the process of creating this plan for our future. To get the widest possible feedback and perspectives, The Scarborough Hospital engaged its community, patients, physicians, Board of Directors, clinical and administrative leaders, staff, volunteers, and health system partners.

Together, we took a deep look at the following trends, priorities, and opportunities.

- **Demographics of Scarborough:** our diversity, socio-economic conditions, population density, and the health status and behaviours of our community.
- **Our record of care:** what The Scarborough Hospital does well, and what we can do even better.
- **Serving the patient:** we have increasingly well-informed patients who want a growing involvement in their care, and we have to put patient needs at the centre of all we do.
- **Health system changes:** the way hospitals are funded, the importance of connecting care and services, and the use of new technologies and emerging trends that encourage us to adopt new ways of delivering care.
- **Health system plans:** to succeed, we need to align with the directions of the Ministry of Health and Long-Term Care (Patients First: Action Plan for Health Care, 2015) and of the Central East Local Health Integration Network's Integrated Health Service Plan.
- **Measures of the best care:** we need to standardize our clinical practices to improve quality, and look even more carefully at new research evidence and best practices when making investments in how we provide care.
- **Our people:** to keep making progress, we need to continue to build on our strong culture of team collaboration, and invest in education and research – the type that leads to innovation and creativity, leadership development, and quality improvement.

Through extensive internal and external consultations and careful analyses, we explored these issues, developed and refined plans, and set a course in collaboration.

What Guided Us

We developed four principles, consistent with our values, which guided us through all of our strategic planning interactions, analyses, and decision-making.

- **Collaborate and Engage.** We believe that collaboration and meaningful engagement will lead us to better solutions for our patients.
- **Innovate and Learn.** We believe we can leverage the collective wisdom and creativity of our team, our community, and others to develop innovative solutions that meet or exceed our patients' expectations.
- **Network and Partner.** We believe that together with our partners and patients we must co-design and provide coordinated care across the whole patient journey.
- **Strengthen and Sustain.** We believe our primary responsibility is to deliver better value and care outcomes for our patients through sustainable change.

Just as important, this new strategic plan reflects **Our Mission**, **Shared Vision**, and **ICARE Values**, in a way that promises to have the greatest impact on enhancing health care for our community.

Our Mission

To provide an outstanding care experience that meets the unique needs of each and every patient.

Shared Vision

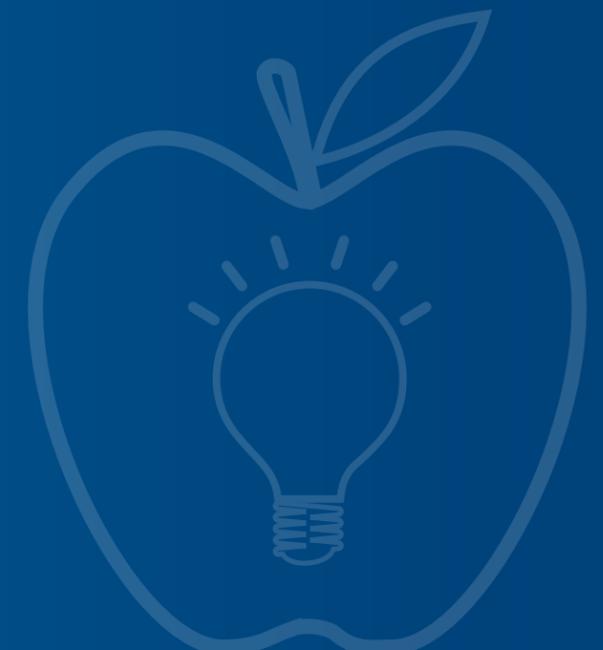
To be recognized as Canada's leader in providing the best health care for a global community.

ICARE Values

Integrity, Compassion, Accountability, Respect, Excellence



STRATEGIC DIRECTIONS





Transforming Care

What emerged from a comprehensive planning process are four new strategic directions – our priorities that will help us focus on what really matters and transform what we do. On the following pages, consider some major successes already – and learn more about what’s coming next.



Patients as Partners

What it means:

We will engage patients and families in a meaningful way to enhance their experience, promote shared care, and improve quality of care.

Why it matters:

Getting valuable ideas and input from the people we serve, and sharing information and knowledge, will ultimately help us to provide more timely, effective, and efficient solutions for patients and their families.

What you can expect:

A more active role for patients in planning and managing their treatment; a health care team organized around the needs of the patient – not the other way around; more satisfying encounters with our hospital; and fewer barriers for patients in accessing care.



Innovation and Learning

What it means:

We will enhance our team’s capacity for advanced learning, innovation, and creativity.

Why it matters:

Our team and community have incredible talents, wisdom, and ingenuity. Only by tapping into this collective resource can we innovate, improve, and develop new solutions – ones that meet or exceed our patients’ expectations.

What you can expect:

Adopting leading practices, quicker than before; improved ability to attract and engage the best doctors and staff; and more education and research activities.



Integrated Care Networks

What it means:

We will collaborate with other service providers, patients and their families to co-design accessible and coordinated services.

Why it matters:

As part of a broader health care system, we need to better coordinate patient care and ease the process when patients move from one care provider to another. And, we need to respond to our community’s desire for more holistic treatment options.

What you can expect:

Better access and coordination of services, referrals, and transitions of care; better management of chronic diseases, resulting in fewer hospital visits; and evidence-based practices relating to complementary medicine and therapies.



Quality and Sustainability

What it means:

We will deliver quality and sustainable services by designing and adopting evidence-based practices.

Why it matters:

Our primary responsibility is to deliver better value and care outcomes for our patients. This includes care that is consistently high in quality, cost effective, appropriate, and timely.

What you can expect:

More standardized clinical practices; less waste in what we do; efforts to make the most of new funding and revenues; better results in how we measure quality; and a healthier financial position for The Scarborough Hospital.



“ Being new to Canada, we were welcomed by everyone at the hospital. We felt so much at home. The caregivers, physicians, nurses – at each point, they really explained things to us. We enjoyed the experience. ”

—BUKKY AND ABIODUN OLANIYAN, Parents who delivered their baby at The Scarborough Hospital



What's Now For Expectant and New Mothers, The Scarborough Hospital Delivers

The Maternal Newborn and Child Care (MNCC) program at The Scarborough Hospital delivers nearly 5,000 babies each year, but two recent ones made a splash. A baby that arrived at the Birchmount campus in December 2014 and one born at the General campus in January 2015 were the hospital's first two water births.

“Offering water births is an important part of how our hospital respects the diversity of our patient population, and assists expectant mothers in giving birth their way, according to their preferences, customs, and beliefs,” says Dr. Georgina Wilcock, Co-Medical Director, MNCC.

Each year, approximately 70 per cent of the births in Scarborough occur at The Scarborough Hospital. Expectant and new parents can access services at all stages of the birth journey. This includes pre-natal classes, an early pregnancy assessment clinic, midwifery and doula services, umbilical cord banking, and a breastfeeding clinic.

To maintain MNCC's leadership, The Scarborough Hospital has made a series of vital investments, which include expanding the midwifery program, recruiting additional obstetrician-gynaecologists, and updating the Family Maternity Centre at the Birchmount campus.

“What The Scarborough Hospital truly delivers,” says Dr. Nathan Roth, Co-Medical Director, MNCC, “is the ability for children and their families to benefit from world-class care close to home.”

What's Next Meaningful Care for Mental Health

One in five. According to the Canadian Mental Health Association, that's how many Canadians will experience a mental illness in their lifetime. To help ensure the most meaningful care, The Scarborough Hospital will move to co-design more service delivery with patients.

Through inpatient, crisis, and outpatient programs, we help patients remain in the most appropriate environment to achieve their optimal level of well-being. Other goals: to smooth the transition from hospital to the community, and reduce the stigma often associated with mental illness.

We will shift care beyond the medical model to experience-based co-design – essentially, using patient experiences to redefine what they truly need and want. As part of the patient co-design, we will explore more flexible services, like extending outpatient clinic hours to include evenings, and providing more active care around the clock for inpatients and Emergency visits.



What's Now Investing in Our Team

The Scarborough Hospital is addressing our human resource needs – now and in the future – through the novel **CODE: CAREER** program. A first-of-its-kind among Canadian hospitals, **CODE: CAREER** is an integrated approach to supporting a passionate and engaged workforce.

The program delivers on our commitment to lifelong learning and career development at all levels, and will help create a pipeline of talent. Among the elements:

- **CAREER COMPASS** – a groundbreaking guidebook that outlines specific health care roles and the importance of each, for short- and long-term planning.
- **RISE & SHINE: SUCCESSION MANAGEMENT PLANNING** – leadership development for employees identified as having high potential and readiness for an expanded role.
- **RISING STAR PROGRAM FOR EMERGENT LEADERS** – two-year development opportunity for high potential employees interested in managerial roles.
- **#CAREERCRUZE** – early education and exposure for high school students around the many careers in health care, from clinical to administrative to support services.
- **#VOLUNTEERCRUZE** – as a complement to #careercruze, it allows students to directly observe the roles of professionals working in the hospital while igniting a passion for volunteering.

The **CODE: CAREER** program helps current and potential employees find the path that aligns with our needs and their goals so that we can attract and retain the right team to keep providing outstanding care to our global community.

What's Next Landmark Centre to Bridge Western and Eastern Medicine

Research shows that 74 per cent of Canadians will use some form of complementary medicine. This ranges from different practices (like massage, meditation, and acupuncture) to herbal remedies, other natural health products, and Traditional Chinese Medicine. How can patients make the best decisions about these therapies? This is the goal of the new Centre for Integrative Medicine, launched by The Scarborough Hospital and the University of Toronto.

Hospital health care professionals and university researchers will take an evidence-based approach to explore how Canadians are using these therapies and how they interact with other care. With a clinical hub to be based at the Birchmount campus, the Centre will help ensure that these increasingly popular therapies are used safely and effectively.

Ultimately, the Centre will foster better health promotion, improved clinical practice, and more informed choices around the safe and effective use of these therapies.



“ At The Scarborough Hospital, we believe in the value of lifelong learning. We are assisting students in making informed choices about their future, creating an ongoing pipeline of new talent, and supporting our staff in learning new skills and achieving their career goals. ”

—RHONDA LEWIS, Vice-President,
Human Resources and Patient Relations



“It’s a friendly environment where we are all free to talk and receive support to make healthy changes. I have definitely seen improvements in my health.”

—MRS. KASSAM, Diabetes patient who received care and education at The Scarborough Hospital

What’s Now Better Education and Care for Diabetes

As a patient who received diabetes care and education at The Scarborough Hospital, Mrs. Kassam was hesitant about being treated in a community-based setting. Now she praises the transition from The Scarborough Hospital to Carefirst Seniors and Community Services Association. “I’m very impressed with the depth of information and personal touch of the program,” she says.

The initiative is part of the Scarborough Integrated Diabetes Education Program, a partnership between The Scarborough Hospital, Rouge Valley Health System, Carefirst, Scarborough Centre for Healthy Communities, and TAIBU Community Health Centre. The goal is to formalize the connection between the diabetes programs at each organization to improve access and quality of care.

“Scarborough has the highest prevalence of diabetes in the regions covered by the Central East Local Health Integration Network,” notes Ethel Doyle, Patient Care Director, Nephrology, Diabetes, Cardiology, Ambulatory Respiriology, and the Family Medicine Teaching Unit.

Mrs. Kassam, who was diagnosed with diabetes 10 years ago, appreciates how the Carefirst instructor provides practical tips for each person’s lifestyle. “It’s a friendly environment where we are all free to talk and receive support to make healthy changes. I have definitely seen improvements in my health.”

This drives home the impact of more integrated services to people like her. As Ethel says, “There is an urgent need to provide this sort of collaborative, seamless care to diabetes patients in Scarborough.”

What’s Next For Dialysis, There’s No Place Like Home

The Scarborough Hospital has one of the largest regional nephrology programs in North America with more than 6,000 patients, and has one of the largest home dialysis programs in the province. Now, we are looking to redesign home-based dialysis and ensure that it’s delivered to many more patients.

Home dialysis greatly increases comfort and reduces disruption to daily life. When appropriate, we will implement a “home first” policy for patients starting dialysis, and shift suitable patients from in-centre haemodialysis to home-based treatment. To provide the necessary dialysis services and supports, we will expand our network of partners.

With more home dialysis, thanks to integrated care networks, we can meet growing demand, and also see higher patient satisfaction and better quality outcomes.



“ We want to ensure our patients receive the highest quality of care. To do this, we must have a consistent process and support our staff by providing access to education and tools. ”

—JACKIE BAPTISTE-SAVOIE, Clinical Nurse Specialist



What's Now New Processes Keep Hospital on Target

The Scarborough Hospital has reduced its rate of hospital-acquired pressure ulcers by more than half, improving care and safety, and cutting costs by more than \$350,000.

This success came through a series of coordinated organizational advances in process, systems, and structures, including what's known as LEAN Rapid Improvement Events (RIE). The RIE process aims to create change and adopt best practices that add value to the patient experience and increase patient satisfaction.

Across Canada, the rate for facility-acquired pressure ulcers was 11 per cent. The Scarborough Hospital team set a target below a 7.4 per cent benchmark, and got that down all the way to 2.94 per cent.

“We want to ensure our patients receive the highest quality of care,” says Jackie Baptiste-Savoie, Clinical Nurse Specialist. “To do this, we must have a consistent process and support our staff by providing access to education and tools.”

“RIEs encourage staff to challenge the status quo and identify inefficiencies in routine practices,” adds Alfred Ng, Director, Innovation and Performance Improvement. “It’s a great example of what these events are meant to do.”

What's Next Efficient Care Means Quality Care

The right care at the right time from the right provider can lead to higher-quality outcomes for patients – and to a more cost-effective health care system. A partnership with Carefirst Seniors and Community Services Association is showing just that.

The Scarborough Hospital and Carefirst launched the innovative Assess and Restore program to support elderly patients who are returning home. Before patients even leave the hospital, the services available at Carefirst are integrated into their discharge plan.

Patients being discharged from hospital who are considered at high-risk for hospital readmission can also be referred to the six-week Virtual Ward program. Social workers from both The Scarborough Hospital and Carefirst act as navigators for discharged patients to ensure they fill prescriptions, attend follow-up appointments with their family doctor or specialist, and receive ongoing health education.

Innovative and integrated models like this will give patients the support they need in a consistent way, and make for the most efficient use of appropriate care providers.

Delivering on Our Plan

Many of our achievements point to how The Scarborough Hospital is already a highly innovative, responsive, and collaborative organization. We're building from a strong foundation, and we're inspired to take our hospital to the next level. Our new plan will give the entire organization a renewed focus to move forward.

The four strategic directions will be stitched into the very fabric of this hospital. Everything we do – our clinical, facilities, operating, information technology, engagement, and human resource plans – will reflect and serve these directions.

As part of our commitment to progress, we are setting concrete goals (annual and long-range) in all of these areas, and we will track and report our progress to our Board and to our community.

It takes more than plans to create the best possible health care. It takes a community. For our plan to succeed, The Scarborough Hospital will rely on partnerships with our patients, professionals, and fellow service providers.

It means working together, gathering, sharing, and then acting on the best ideas. It means gaining a deep understanding of what patients truly need and want, and always looking for better ways to meet those needs.

We believe everyone's voice is critical to our performance and the care you receive. Our goal is to create what matters most to you – the strongest patient experience possible. To do this, we will develop an even closer relationship with Scarborough residents.

Our past successes were only possible through a team effort. This same spirit will guide solutions for the future, as we take firm steps to redefine and advance how we provide health services to our diverse community.

We have the roadmap for an exciting journey. Join us on it, as we build a healthier Scarborough by going forward together.

