THE ST. JOE’S DIFFERENCE:
COMMUNITY
“ONE OF THE ‘AHA’ MOMENTS FOR ME WAS WHEN I TOURED THE MENTAL HEALTH FACILITY – IT REALLY SPOKE TO HOW IMPORTANT ST. JOSEPH’S IS TO THIS COMMUNITY.”

Joanna Gomes, Community Reference Panel Participant
“ST. JOSEPH’S STRATEGIC PLANNING PROCESS WAS UNIQUE IN THE SENSE OF ALLOWING THE COMMUNITY TO PARTICIPATE IN THE VISION OF THE FUTURE FOR THE HOSPITAL...

IF YOU’RE NOT INVOLVING THOSE YOU ARE TAKING CARE OF, HOW CAN YOU MAKE IT BETTER FOR THEM?”

Cesare Fucco, Community Reference Panel Participant

“PARTICIPATING IN ST. JOE’S PLANNING PROCESS GAVE US THE OPPORTUNITY TO SHARE WHAT MATTERS TO US AS A COMMUNITY PARTNER. WE SPENT A LOT OF TIME DISCUSSING HOW WE CAN WORK TOGETHER TO MAKE SURE PEOPLE IN OUR COMMUNITY GET THE CARE AND SUPPORT THEY NEED, WHEN THEY NEED IT.”

Tariq Asmi, The Four Villages Community Health Centre

“I’VE LEARNED MORE ABOUT THE SERVICES AND I HAVE GAINED A SENSE OF GIVING SOMETHING BACK, OF PLAYING A PART IN SOMETHING THAT IS GOING TO BENEFIT A WIDER COMMUNITY.”

Andy Harris-Cartwright, Community Reference Panel Participant
PEOPLE TELL US THAT WHEN THEY WALK INTO ST. JOE’S IT FEELS “DIFFERENT”.

They tell stories. Stories about how a compassionate nurse supported them during a difficult time. How the delivery team shared their joy when the baby came. Stories about the time a patient said, “thank you,” and made them realize they had chosen the right career.

OUR HEALTH CENTRE, OUR COMMUNITY
THE ST. JOE’S DIFFERENCE CAN BE PUT INTO ONE WORD: COMMUNITY.

Our roots in community go back to the mission and values established by the Sisters of St. Joseph when the Health Centre was built in 1921. Our community goes beyond our walls where we work and care for each other as a team. It extends to our patients, their families, and the neighbourhoods around us – and it includes community agencies and other health care providers. Our sense of community is the driving force behind our strategic plan for the next five years. As we look to the future of our community, we are building on our past and present.

We call this plan “Advancing the Health of Our Community”, to emphasize our goal to improve the health of everyone in our community, not only patients being treated in the Health Centre. We live in a rapidly changing society and every year we see more people with chronic diseases such as diabetes. People are living longer and the population is constantly growing. People’s expectations are changing – they want to be actively involved in their health care decisions. Over the next five years we will be working with our teams, our patients and our partners to make our community one of the healthiest in Canada.

We will accomplish our goal by building on our strengths. We have dedicated and talented people working in our organization, and we will continue to invest in their development. We have the support of our very vibrant and diverse community, and we will make sure that each one who comes to the Health Centre experiences care that meets their individual needs. We will connect with other community agencies and health care providers to create a coordinated network of services, including the specialized services and expertise of our downtown Toronto hospitals.

In creating the strategic plan outlined in this booklet, we have taken the first step toward achieving our goal. The strategic priorities and success factors in our plan will help to guide our focus and show us how we’re making progress over time. We are pleased to share this report with you, our community.

Elizabeth Buller
President and CEO
St. Joseph’s Health Centre

Ellen Malcolmson
Chair, Board of Directors
St. Joseph’s Health Centre

Dr. Ted Rogovein
Chief of Staff
St. Joseph’s Health Centre

Over the next five years we will be working with our teams, our patients and our partners to make our community one of the healthiest in Canada.
WE ASKED, AND WE RECEIVED THOUSANDS
OF IDEAS AND COMMENTS, ALL HONEST
AND STRAIGHT FROM THE HEART.

At the heart of St. Joe’s is our sense of being rooted in a community — a vibrant, cultural quilt of 15 distinct neighbourhoods that surround our Health Centre and an equally diverse workforce of dedicated and caring people who bring to life our corporate saying, “Many Faces. One Mission.” So it is only natural that we looked to our community — inside and outside of our walls — for input when we began planning for the future.

We reached out in many different ways to ask for thoughts, ideas and stories about St. Joe’s. We connected with 800 of our neighbours by phone for their advice and direction on where we needed to go as a Health Centre. We worked with our Community Reference Panel, Patient and Family Advisors, and over 40 community health agencies in our catchment area. We met with other hospitals in Toronto, and connected beyond our walls with a special public town hall session.

Within the Health Centre, we tapped into the experts who deliver our services every day and interviewed leaders, employees, physicians, volunteers and students. We held panel discussions and conducted working sessions. Our Innovative Ideas Cafe captured more than 900 ideas from our staff and physicians about our future.

In all of this information and feedback, we identified themes that led to our strategic priorities and critical success factors; those areas within the organization that we need to pay attention to and ensure we are successful. These form the core of our plan — a plan that truly reflects what’s important to our community and to the people who work here.

“SEEING ALL THESE PEOPLE [AT THE PUBLIC ROUND TABLE] WHO HAVE SUCH AN INTEREST, SUCH A PASSION ABOUT WHAT WE DO HERE AND HOW WE DO IT... IT’S INVIGORATING. IT REALLY MAKES YOU FEEL LIKE YOU’RE DOING SOMETHING WORTHWHILE.”

Dr. Peter Menikefs,
Anesthesiologist and Foundation Board Member at St. Joseph’s Health Centre

OUR PLANNING JOURNEY

SUGGESTIONS FOR SHAPING OUR ORGANIZATION’S FUTURE

1,900
For many years, our organization has been proudly united in a vision to be Canada’s Best Community Teaching Hospital. Our Vision statement motivated us to think beyond Toronto and Ontario and to dream nationally. It inspired us to deliver high quality care by always stretching us to be the best in what we do. It reaffirmed our commitment to teaching and it reflected our belief that community settings play an important role in providing care and in educating doctors, nurses and health professionals.

During our strategy work, we asked for feedback on the vision. What we heard confirmed that teaching and education is an important part of what defines St. Joe’s. But we also heard that our vision statement should reflect our goal of improving coordination and working with the community around us to improve the health of everyone who lives in Toronto’s west end.

Our renewed vision statement reflects your input and what we want to accomplish:

ADVANCING THE HEALTH OF OUR COMMUNITY BY BEING CANADA’S BEST COMMUNITY TEACHING HEALTH CENTRE.
ADVANCING THE HEALTH OF OUR COMMUNITY
OUR VISION
Advancing the Health of Our Community by being Canada’s Best Community Teaching Health Centre

OUR MISSION
St. Joseph’s Health Centre is a Catholic community teaching hospital providing health care services that reflect the Gospel values of respect, dignity and compassion. We are committed to fostering a healthy community for all. Working in partnership with our community, we reach out with the healing ministry of Christ to the sick, the disenfranchised and the disadvantaged

OUR VALUES
HUMAN DIGNITY | EXCELLENCE | COMPASSION | SOCIAL RESPONSIBILITY | COMMUNITY OF SERVICE
We will lead the way by collaborating with our community, patients and their families in creating a coordinated network of services within our Health Centre and in partnership with other health care providers and social service agencies. Patients and their families will have a more coordinated and safer health care journey.

For most patients, the health care journey begins and ends in the community. We recognize that transitioning or moving from one area of the Health Centre to another, or from the hospital to another type of care in the community, can be challenging. We have an important role to play with our community partners as leaders in creating innovative ways to support this shift in care and ensure safe, smooth transitions and care coordination.

**WE WILL:**

- Improve care coordination and information sharing so that patients and families know where to go and what to expect as they move from a community-based service (like a family doctor) to the Health Centre and back, and as they transition between our Health Centre’s programs.

- Redefine the Emergency Department as a community asset and connection point to services within and outside St. Joseph’s Health Centre.

- Build a network of care that goes beyond medical treatment to include access to social services.

- Develop innovative approaches to what we call “population health”, by proactively identifying specific patient populations that need more focused supports to improve the health of the population as a whole.

“I KNOW THIS [COORDINATED CARE] CAN WORK. IT WASN’T SOMETHING THAT I WAS EXPECTING TO BE PART OF, BUT I AM HAPPY TO STILL BE HERE BECAUSE IT SAVED MY LIFE.”

Kevin, Patient
OUR EXPERIENCE HAS PROVEN THAT
COORDINATED CARE SAVES LIVES.
KEVIN MUNDIER WAS AT WORK
WHEN HE BEGAN TO SUDDENLY
FEEL Crippling CHEST PAIN.

He was having a severe and potentially fatal heart attack. But Kevin survived, thanks to the Toronto Heart Attack Collaborative (THAC), an innovative alliance between St. Joe’s and St. Michael’s Hospital in the downtown core.

The joint program – which is a partnership between hospitals in the Toronto Central Local Health Integration Network, Toronto EMS and the Ontario Ministry of Health and Long-Term Care – meant Kevin was rushed to St. Michael’s for specialized treatment. Following the procedure at St. Michaels, Kevin was transferred back to St. Joe’s where he continued to receive the remainder of his hospital care and follow-up care and education about healthy lifestyle changes in our Coronary Care Unit.

Since his heart attack Kevin has quit smoking. “I try to exercise more, and I've tried to change my diet,” he said. “I know this project works. It wasn't something that I was expecting to be part of, but I am happy to still be here because it saved my life.”
We are redesigning how we deliver our services from the point of view of patients and their families. We will build a culture where we are mindful of the varied physical, psychological, emotional, spiritual and accessibility needs and values of each and every person we care for. We will “put ourselves in the patient’s shoes” whenever we design a patient’s care journey, communicate with a patient or family member, or design a physical space.

St. Joe’s core values revolve around caring for people. Patients are happier, have increased levels of confidence and better health outcomes when they are involved in their care. Evidence shows when patients and families are directly involved in their care patients are more likely to take their medication, make healthy changes in their lifestyle and attend appointments all of which support better health outcomes. We will embrace new approaches that empower patients to be partners in their care so we can understand their needs, values and their own personal definitions of wellness when making clinical decisions. We call this “personalizing health care”.

**WE WILL:**

- Deliver an exceptional experience by collaborating with our patients in the design of their care both within St. Joe’s and out in the community.
- Design the care we provide to meet our patient’s values and diverse needs. For example, we will make spiritual services available for everyone, communicate in a way that is meaningful to the person, and have materials available in a variety of languages beyond French and English.
- Enhance services for our patients’ and their families’ entire health care journey including registration, food services, parking, way finding, and common spaces.
As we continue to redesign our patient experience, we can build on innovative initiatives that are already changing how and where we care for people like Flynn Ramirez.

Flynn, whose kidneys are failing, requires dialysis – a treatment that removes wastes from the blood – to keep him alive. The 56-year-old Etobicoke resident has been doing his own dialysis treatments in the comfort of his bedroom since 2013, thanks to our program dubbed “Homeward Bound”. Flynn works the daily 6-hour kidney failure treatment around his schedule – sometimes dialyzing while he sleeps, other times while friends pop by for a visit. It’s a welcome change from having to go to St. Joe’s Community Renal Centre every day for the life-saving treatment.

With lots of training and education from our Renal Team, the right home equipment and 24-hour on call support, the Homeward Bound program is empowering patients to take control of their own care. Flynn fits treatment into his daily routine instead of significantly changing his lifestyle to accommodate dialysis.
We will continue to build a culture of learning within the Health Centre by renewing our commitment to teaching medical and health professionals. We will re-energize our teaching to focus on urban health and by offering life-long education opportunities for all our people so they can stay on the cutting edge of leading practices, therapies and technology. We are also committed to providing education for patients and our community to help them stay healthy, especially when managing chronic disease.

We take pride in our distinguished history of teaching and education and we want to enhance this part of our work so we continue to be an attractive choice for students in the health disciplines. We believe in a culture of life-long learning. We recognize the appreciation our community has for St. Joe’s as a teaching organization and the value teaching brings to the patient care we provide. We have also heard from patients and our community that there is a need for more educational programs and materials to support their well-being.

**WE WILL:**

- Develop person-centred education programs and materials so patients and their families have the tools to help them manage their health conditions and lead healthier lives.
- Expand and create new internal learning opportunities that are flexible so employees, physicians and students can set their own objectives and paths for professional development.
- Instill a culture of learning that pushes us to always stay on top of new ideas, emerging trends and best practices.
- Establish St. Joseph’s Health Centre as a leader in urban community-based health professions education and experiential learning.

“ST. JOE'S PROVIDES A GREAT LEARNING ENVIRONMENT FOR MEDICAL STUDENTS, RESIDENTS AND EVEN STAFF, WHO OFTEN TELL ME THEY CONTINUE TO LEARN FROM THEIR PATIENTS AND THEIR COLLEAGUES.”

Dr. Liu, Chief Resident for Family Medicine
Dr. Liu, our Chief Resident for Family Medicine, picked St. Joe’s after learning about the health centre during an Open House while she was a student at the University of Toronto. “(The St. Joe’s staff) were so welcoming and enthusiastic about St. Joe’s – that really stood out to me,” she says.

Her interest in Emergency medicine also made our busy Emergency Department a great fit. That’s where the 2nd year resident is currently getting hands-on experience alongside a team of physicians who love to teach.

She also rotated through Obstetrics, Surgery and Paediatrics – and says these rotations have allowed her to connect with staff throughout the health centre.
OUR STRATEGIC PRIORITIES REPRESENT DIRECTIONS THAT WILL NOTICEABLY IMPROVE CARE FOR OUR PATIENTS AND OUR COMMUNITY. THERE IS ALSO A LOT THAT WILL BE ACCOMPLISHED BEHIND THE SCENES. WE HAVE ORGANIZED THIS IMPORTANT WORK INTO FIVE CATEGORIES CALLED SUCCESS FACTORS.

PEOPLE

Everything we do starts and ends with our dedicated, compassionate and inspiring physicians, employees, students and volunteers. We will make sure our people have the tools and equipment they need to be innovative and to meet the needs of our patients. We will invest in our team with more education, training and professional development opportunities. We will attract and retain great people by creating healthy work places. Most importantly, we will celebrate success.

“I FEEL LIKE I’VE GROWN UP WITH ST. JOE’S, IT HAS BECOME A BIG PART OF MY LIFE AS I HAVE BEEN WORKING HERE FOR OVER 30 YEARS. WHAT I LOVE MOST IS TEACHING, LEARNING AND WORKING COLLABORATIVELY WITH ALL OF THE PROFESSIONS AS A TEAM TO IMPROVE THE OUTCOMES OF OUR PATIENTS.”

Geeta Juta, Advance Practice Clinical Leader

“I FEEL LIKE I’VE GROWN UP WITH ST. JOE’S, IT HAS BECOME A BIG PART OF MY LIFE AS I HAVE BEEN WORKING HERE FOR OVER 30 YEARS. WHAT I LOVE MOST IS TEACHING, LEARNING AND WORKING COLLABORATIVELY WITH ALL OF THE PROFESSIONS AS A TEAM TO IMPROVE THE OUTCOMES OF OUR PATIENTS.”

Lilly Ferraro, Registered Nurse
INFORMATION MANAGEMENT

Information systems, such as electronic health records and data analytics, are fundamental to understanding the people we serve, improving the quality of our services, sharing information and communicating with our partners. We will continue to build on the information systems we have available today and invest in new technology, such as mobile health tools, that will help us deliver care in innovative ways.

PHYSICAL SPACE

Physical space has a tremendous impact on the quality of care we deliver and the safety of our patients and staff, and the comfort and privacy of our patients. Modern, inspiring and well-designed spaces contribute to the health and wellness of a workforce. We will modernize St. Joe’s physical space to make it a healing environment and develop our facilities to align with new care models and the needs of our patients.

FINANCIAL STEWARDSHIP

We will use our financial resources to sustain the care we deliver today and improve the health of our community. We will maximize funding available to us and be good stewards of our resources. As part of a broader system of health and community, we will work with community agencies to enhance the overall use of public health funding in West Toronto.

PARTNERSHIPS

Recognizing St. Joe’s is one member of a broader health system, we will continue to partner with the Ministry of Health and with our Local Health Integration Network. We will actively seek partnerships within our own program and service areas, with other health care providers and community agencies. This will better serve our community, and make efficient use health care resources. We will continue to seek input and work together with patients, families and their communities.

“I’M PROUD TO WORK AT ST. JOE’S BECAUSE OF THE DEDICATED STAFF THAT I’VE INTERACTED WITH THROUGHOUT MY TIME HERE. I KNOW OUR PEOPLE DO THEIR VERY BEST EVERY DAY … IT’S A GREAT EXPERIENCE WORKING WITH PEOPLE LIKE THAT.”

Ivan Yuen, Manager, Decision Support and Wait Time

“I’VE BEEN PART OF THIS INSTITUTION FOR OVER 15 YEARS, AND I’M PROUD TO BE PART OF THIS [HEALTH CENTRE]… I FEEL LIKE I’M DOING SOMETHING USEFUL AND PRODUCTIVE WITH MY PROFESSIONAL LIFE.”

Dr. Ari Eisen, Diagnostic Imaging Physician

“I LOVE WORKING AT ST. JOE’S BECAUSE OF OUR DIVERSITY. OUR DIVERSITY ENABLES US TO TAKE CARE OF UNIQUE PATIENT NEEDS.”

Melrose Grant, Porter
**OUR SUCCESS**

**HOW WILL WE KNOW IF WE HAVE SUCCESSFULLY ACHIEVED OUR VISION?**

In addition to monitoring hospital indicators, such as readmission rates and length of stay, we will monitor population health indicators to see if we are truly advancing the health of our community. We will report annually on our goals through a report to our community.

**WE WILL BE RECOGNIZED AS A LEADER BY:**

- Redefining the role of the Emergency Department and working to ensure 100% of patients have next day follow-up.
- Embracing our community’s diversity by leading health equity initiatives and having patient satisfaction scores be among the top 10 hospitals in Ontario.
- Establishing St. Joseph’s as a leader in urban community-based education for health professionals and being the #1 placement choice for medical residents.
CONTINUING THE CONVERSATION

WE WILL CONTINUE A TWO-WAY DIALOGUE WITH OUR COMMUNITY AND OUR PARTNERS.

We will regularly seek input and feedback, and report back to residents on our successes and the challenges we face. We will share our story proudly and celebrate the great work we are doing together.

The “St. Joe’s Difference” will be real, tangible and personal for every person who works at St. Joe’s, who comes to us for care and who partners with us.

We would like to thank the many people within the hospital and the community for your time, honest feedback, creative ideas, and willingness to work together to shape the direction for St. Joe’s over the next five years. You played an important part in putting this plan together.

As we implement our strategic priorities, we are committed to meeting our vision of Advancing the Health of the Community by being Canada’s Best Community Teaching Health Centre.
WHO WE ARE

OUR SERVICES:

Emergency
Critical Care
Medicine
Ambulatory Care
Seniors Health
Surgery
Cancer Care
Laboratory Medicine

Women’s Health
Children’s Health
Family Birthing
Family Medicine
Renal Management
Mental Health
and Addictions
Diagnostic Imaging
Pharmacy
FOR ALMOST 100 YEARS ST. JOSEPH’S HEALTH CENTRE HAS SERVED THE HEALTH CARE NEEDS OF THE DIVERSE COMMUNITIES OF SOUTH WEST TORONTO. OUR MISSION IS FOUNDED ON THE LEGACY OF THE SISTERS OF ST. JOSEPH AND WE ARE PROUD TO CONTINUE THEIR TRADITION OF CARE THAT REFLECTS THE UNIVERSAL VALUES OF RESPECT, DIGNITY AND COMPASSION.

Honouring the Sisters of St. Joseph, we build bridges among people and services. Stretching beyond the boundaries of traditional medicine, we work at the meeting place where physical health, mental health and socio-economic factors come together to form the health of a community.

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<th>HUMAN DIGNITY</th>
<th>EXCELLENCE</th>
<th>COMPASSION</th>
<th>SOCIAL RESPONSIBILITY</th>
<th>COMMUNITY OF SERVICE</th>
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<td>Each person is valued as a unique individual with a right to respect and acceptance.</td>
<td>A commitment to strive for the best in care, education, research and the quality of work life.</td>
<td>A quality of presence and caring that fosters healing and wholeness.</td>
<td>Actions that promote the just use of resources entrusted to us for the enhancement of human life, both personally and corporately.</td>
<td>Communities of people working together in a climate of mutual support that enable healing and the fulfillment of human potential.</td>
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OUR COMMUNITY BY THE NUMBERS

ST. JOSEPH’S IS ONE OF CANADA’S BUSIEST COMMUNITY TEACHING HEALTH CENTRES