

WCH STRATEGIC PLAN
2011-2015

THIS IS THE FUTURE OF HEALTHCARE



WOMEN'S COLLEGE HOSPITAL
Health care for women | REVOLUTIONIZED

Dear staff, physicians, volunteers,

Women's College Hospital has earned its distinguished reputation through hard work, commitment and a pioneering spirit of innovation. And today, our ongoing achievements and our dedication to improving healthcare for all, is building on that admirable legacy of leading-edge care and unparalleled caring.

The direction we have embarked on with our Strategic Plan is enabling us to, literally, revolutionize healthcare – to deliver unique programs for patients with chronic conditions, to improve the health of women from all backgrounds and to develop much needed health system solutions.

We are building partnerships, improving care transitions and creating new models of care that keep people out of hospital. We are training the next generation of healthcare professionals to work in integrated, ambulatory settings. And we are providing treatment strategies for the most complex patients and our patients are, in turn, inspiring real innovations in how we provide care.

And now, the move to our exceptional new building will help strengthen our mission and enable us to strive, with even greater resolve, to pursue our goals.

This is a very exciting time to be part of Women's College Hospital. **This is the future of healthcare and YOU are the ones making it happen.**

A handwritten signature in black ink that reads "Marilyn J. Emery". The signature is written in a cursive, flowing style.

Marilyn Emery, President and CEO, Women's College Hospital

Our Strategy

Our strategic plan has been developed to bring renewed clarity to the work WCH does and to highlight why this work is so vital. This plan is guided by our vision, mission and values and the fact that the highest quality patient care is central to all that we do. The strategy revolves around our three main areas of focus and the innovation streams that enable us to develop, evaluate and deliver new models of care that help keep people out of hospital.

Who we are – Our vision & mission

Canada's leading academic, ambulatory hospital and a world leader in women's health. We advance and advocate for the health of women and improve healthcare options for all by developing, researching, teaching and delivering new treatments and models of integrated care.

What we do – Our 3 areas of focus:

Health for Women | **Health System Solutions** | **Complex Chronic Conditions**

How we do it – Our 6 Innovation Streams that guide us in delivering much needed health system solutions

- By driving systemic solutions in healthcare for women
- By preventing acute care admission and readmission
- By enabling superior coordinated care
- By transforming inpatient care models to outpatient care
- By enabling system integration and care transitions
- By building the virtual hospital

Why we do it – Our impact on the health system

- To deliver superior, cost-effective healthcare solutions that are adopted by other organizations.
- To improve care transitions so we can reduce avoidable hospital readmissions and emergency room visits.
- To offer equitable, personalized and accessible care for patients from all backgrounds and cultures.
- To prepare healthcare professionals to work in integrated, ambulatory settings that reflect the future of the health system.

Our Corporate Directives

There are three corporate directives in our Strategic Plan and these guide our decision-making and action planning. These directives also form the foundation of our various program and departmental objectives. The detailed goals under each of these directives are:

Drive the Innovation Agenda

Lead innovative, transferable health system solutions and new models of care that improve patient experience and outcomes by integrating clinical practice, education and research.

Build on quality and safety best practice systems that strengthen our innovations and improve patient experience and outcomes.

Leverage partnerships to generate tangible and sustainable health system solutions.

Strengthen our Capacity to Lead from our Mandate

Attract and develop engaged, innovative leaders who will advance our mandate.

Continue to strengthen our position as a critical system partner in integrated ambulatory care and health for women in Ontario.

Advance application of leading healthcare governance practices.

Grow our Academic Impact

Conduct and disseminate high-impact research in our focus areas, that advances practice, policy, and health outcomes in local, national and international contexts.

Lead sustainable capacity for knowledge creation and the translation and application of research in clinical practice.

Optimize the academic experience to attract and educate high-calibre health professionals and scientists.

WCH Strategic Mosaic

A synopsis of the key elements of our strategy.

OUR 3 CORPORATE DIRECTIVES

Drive the Innovation Agenda | Strengthen our Capacity to Lead from our Mandate | Grow our Academic Impact

WHO WE ARE

Our Vision & Mission

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WHAT WE DO

Our 3 Areas of Focus



HOW WE DO IT

Our 6 Innovation Streams

- Driving systemic solutions in healthcare for women
- Preventing acute care admission and readmission
- Enabling superior coordinated care
- Transforming inpatient care models to outpatient care
- Enabling system integration and care transitions
- Building the virtual hospital

WHY WE DO IT

Our Impact on the Health System

- To deliver cost-effective healthcare solutions
- To improve the quality of care transitions
- To offer equitable and accessible care
- To train the healthcare professionals of the future

OUR VALUES

Equity ■ Safety ■ Innovation ■ Relationships ■ Leadership ■ Collaboration

Putting our Strategy into Action

Our programs and clinics that exemplify our innovative models of care and demonstrate our commitment to improving access and equity.

HEALTH FOR WOMEN

- ▶ HIV & Women
Gynecology Program
Breast Cancer Program
- ▶ Reproductive Life Stages
- ▶ Bay Centre for Birth Control & Special Treatment Clinic
- ▶ SA/DVCC – Sexual Assault/Domestic Violence Care Centre
- ▶ CARES – Cancer Awareness: Ready for Education and Screening
- ▶ Toronto Birthing Centre
- ▶ WRAP – Women Recovering from Abuse Program
Advanced Gynecology Procedures
Women’s Mental Health Program

HEALTH SYSTEM SOLUTIONS

- ▶ WIHV – WCH Institute for Health System Solutions and Virtual Care
AACU – Acute Ambulatory Care Unit
- ▶ Medical Virtual Ward
- ▶ Mental Health Virtual Ward
- ▶ Shifting inpatient to Ambulatory Surgery
- ▶ Redesigned breast reconstruction process
- ▶ SCOPE – Seamless Care Optimizing the Patient Experience
- ▶ Family Practice Health Centre
- ▶ CACE – Centre for Ambulatory Care Education
- ▶ Crossroads Refugee Health Mohs Centre

COMPLEX CHRONIC CONDITIONS

- ▶ Integrated Diabetes Care
Centre for Headache
- ▶ Brief Psychotherapy Centre
- ▶ Trauma Therapy Program
- ▶ Mental Health in Medicine
Thyroid Program
Respirology Program
Integrated Cardiac Care
- ▶ CCC – Complex Care Clinic
- ▶ ACTT – After Cancer Treatment Transition Clinic
- ▶ WISE – Wellness for Independent Seniors
Musculoskeletal Program
- ▶ Dermatology Program
- ▶ Environmental Health Clinic
Gastroenterology Services

▶ Indicates programs that include a focus on marginalized and underserved populations

Our heritage – A Spirit of Innovation

Since its very beginning, our hospital has been a leader in groundbreaking innovations – and not only in healthcare – but also in social justice, equity policy, community engagement and the health of women. **Women’s College Hospital has always been the future of healthcare.**

- 1883** Women’s Medical College is founded by **Dr. Emily Stowe**, the first woman licensed to practice medicine in Canada.
- 1915** **Dr. Minerva Reid**, first female Chief of Surgery in North America.
- 1947** **Pap Test** – collaborated in the development of a simplified Pap Test for detecting early signs of cervical cancer.
- 1948** **Cancer Detection Clinic** opens – the first of its kind in Ontario – pioneered the practice of screening healthy women for early signs of cancer – renamed Health Watch in 1994.
- 1963** The first hospital in Ontario to use **mammography** as a diagnostic tool to detect breast cancer.
- 1971** The first **Perinatal Intensive Care Unit** in Canada.
- 1977** **Henrietta Banting Breast Centre** opens – a treatment, education and research centre for breast disease.
- 1987** **Brief Psychotherapy Centre for Women** opens – the first hospital-based therapy program in Canada.
- 1988** The first **test-tube quintuplets** delivered in Canada.
- 1991** **Ricky Kanee Schachter Dermatology Centre** opens. Now the largest and most diverse dermatology program in Toronto.
- 1993** First Canadian hospital to hire a **Chief of Nursing Practice**.
- 1995** **Centre for Research in Women’s Health** (later renamed WCRI) opens in partnership with the University of Toronto – the largest Canadian research institute dedicated solely to women’s health.
- 1996** **Women’s Cardiovascular Health Initiative** established – the first and only cardiac assessment and rehabilitation program in Canada exclusively for women.
- 1996** **Dr. Steven Narod** discovers BRCA-1 and BRCA-2 genetic mutations, one of the most important global breakthroughs in cancer research and detection.
- 1998** **Women Recovering from Abuse Program (WRAP)** opens, Canada’s first day-treatment centre for women with childhood trauma.
- 2006** Women’s College Hospital becomes the **first independent, academic, ambulatory care hospital** in Ontario and the only hospital in Ontario with a primary focus on women’s health.
- 2008** First hospital in Canada to perform **breast implant reconstruction** in a single stage using a regenerative tissue substitute.
- 2009** **Centre for Ambulatory Care Education [CACE]** and the **Complex Care Clinic** are launched.
- 2010** The **After Cancer Treatment Transitional Care Clinic [ACTT]** opens.
- 2010** The **Virtual Ward** program launches at Women’s College Hospital, in co-operation with St. Michael’s Hospital and the Toronto Central CCAC – the first of its kind in North America.
- 2011** Women’s College Hospital celebrates its **100th anniversary**.
- 2013** **Women’s College Hospital moves from its original building at 76 Grenville Street to phase 1 of its new state-of-the-art facility.**

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