



2010 - 2013 Community Partnership Strategy:

Becoming a Preferred Partner to Facilitate Better Health Outcomes



Executive Message

Mount Sinai Hospital is a world-class academic health centre with an outstanding reputation for excellent clinical services and advanced research. Since our inception in 1923, we have enjoyed a long and successful history of working collaboratively with external strategic partners to better position ourselves to provide high-quality health-care services while enhancing the overall patient experience.

We are committed to the philosophy that mutual benefits realized through hospital-community partnerships result in improved health for our patients, their families, and increased efficiencies to the overall Ontario health-care system.

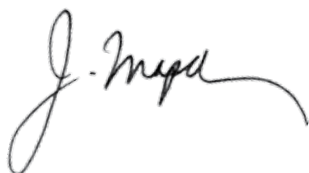
Mount Sinai Hospital is committed to health equity and providing care that is accessible to all members of our community. For instance, ensuring a culture of diversity has enabled us to more effectively respond to the needs of our communities and has helped us meet our objective of becoming a top diversity employer in Canada, as well as a top employer for new immigrants.

To further that commitment, Mount Sinai is dedicated to working with community agencies and to community engagement to:

- Become a preferred partner to facilitate better health outcomes for patients, families and communities
- Increase our understanding of the needs of vulnerable and marginalized populations
- Provide opportunities for underserved communities to access health-care services

In keeping with the main focus of this Community Partnership Strategy — mutually beneficial hospital-community partnerships, we encourage feedback from our partners, patients and their families on how we can continually improve our community partnership approach. We have established an Office for Community Development and Integration to support the Hospital in achieving its goal of becoming a preferred partner. The scope of the strategy is about building hospital-community agency partnerships. It not only supports our continued commitment to strategic partnerships, but will specifically guide our community partnership activities.

We value the opportunity and consider it a privilege to work with community partners to ensure that we are providing the best possible services for our patients.



Joseph Mapa,
President and CEO



Debbie Fischer,
Senior Vice-President of Organizational
Development and Performance



1.0 Executive Summary

Introduction

Hospital-community collaborations are an extremely important and necessary component in the delivery of clinical services and programs at Mount Sinai Hospital. The Hospital has a long history of collaborating with external agencies to identify mutually satisfactory solutions to shared problems and to its objective of *putting patients first*.

Strategic partnerships benefit the Hospital and its community partners by supporting all parties through combined resources, creating synergy to achieve more integrated, comprehensive and responsive services. Ultimately, the result is better patient health outcomes due to enhanced coordination of care and improved access to services.

Purpose

The purpose of this Community Partnership Strategy is to support the Hospital in effectively establishing new and existing relationships with external community partners.

Scope

Mount Sinai Hospital is engaged in many forms of partnerships, which include clinical, corporate, and other agency-related partnerships. The scope of the Community Partnership Strategy is primarily around hospital-community agency partnerships. This strategy was developed with a view of building multi-sectoral relationships including those associated with social, educational and other health-service related organizations, with a goal of enhancing the patient experience. These relationships position the Hospital to develop new models of care with community agencies, such as supportive housing services; address the patients' broader health determinants; and adopt health promotion and prevention strategies.

Summary

Our agenda, guided by our partnership values, includes targeted partnerships as well as education and evaluation activities. The priority areas for the next three years are summarized below:

VISION	To be a preferred partner to facilitate better health outcomes for patients, families and communities.					
BUSINESS PRIORITIES	Expand health-care services to York Region	Facilitate improved access to care and patient flow	Enhance partnerships with academic institutions	Greater commitment to existing partners		
ENABLING PRIORITIES	Expand knowledge and culture of partnerships	Identify emerging needs and barriers to support health equity, health promotion and prevention	Engage in research and evaluation			
OUTCOMES	Patient satisfaction	Enhanced patient flow and access	Mount Sinai recognized as a leader	Engaged in mutually beneficial partnerships	Greater coordination of services	Improved quality of patient care
VALUES	Embrace community development principles and practices	Support enhanced community engagement	Demonstrate community responsiveness	Promote strategies that address the social determinants of health	Embrace health promotion and prevention models of service delivery	

1.0 Executive Summary

Business Priorities

■ Y1 ■ Y2 ■ Y3

EXPAND HEALTH-CARE SERVICES TO YORK REGION	<ul style="list-style-type: none"> • Participate on Equity Council of York Region • Support the development of the Family Health Teams at the United Jewish Appeal of Greater Toronto — Lebovic Campus • Facilitate partnerships located on the Lebovic Campus
FACILITATE IMPROVED ACCESS TO CARE AND PATIENT FLOW	<ul style="list-style-type: none"> • Develop new partnership with Circle of Care and City of Toronto • Participate in Scadding Court Community Centre project to develop programs to address community needs, for example Women’s Infirmary • Develop partnership agreements with COSTI and Mind, Body Soul: A Jewish Perspective with the Prosserman Jewish Community Centre, Jewish Family and Child and UJA Federation of Greater Toronto
ENHANCE PARTNERSHIPS WITH ACADEMIC INSTITUTIONS	<ul style="list-style-type: none"> • Implement Community Assessment Clinic for hip and knee replacement at Scadding Court Community Centre • Participate in the Hospital Collaborative for Marginalized Populations and Women’s College Hospital Network on Uninsured Clients • Develop new partnership with the Faculty of Nursing at University of Toronto to engage in research related to the Health Improvement Project for Teen Parents (HIP Teen Parents): An Integrative Approach to Addressing Intersecting Issues in HIV/STI prevention • Forge new partnership with the Diversity Institute at Ryerson University to pursue shared opportunities to provide training, coaching, mentoring and professional development for senior leaders and employees within the health-care sector • Develop partnership with Ryerson University School of Nutrition to participate in research to explore the use and delivery of diabetes self-management education and diabetes self-care practices in high-risk populations, including people of South Asian and African decent • Participate on the Program Advisory Committee at Centennial College for a New Post Graduate Program in Equity and Leadership • Initiate new partnership with the First Generation Program at George Brown Community College. This program facilitates entry into a Canadian college, university, or apprenticeship program for young mothers who are the first in their family to enter into an academic environment. These mothers are also part of our Women’s and Infants’ Health Program
GREATER COMMITMENT TO EXISTING PARTNERS	<ul style="list-style-type: none"> • Update database and communicate existing partnerships • Enhanced partnerships with Scadding Court Community Centre. For example, a proposal to facilitate knowledge transfer, skills development and share best practices with respect to meeting the needs of diverse cultural and faith communities has been submitted to Citizenship and Immigration Canada

Enabling Priorities

EXPAND KNOWLEDGE AND CULTURE OF PARTNERSHIPS	<ul style="list-style-type: none"> • Develop curriculum for orientation and training for Mount Sinai Hospital staff and physicians • Conduct three to four training sessions for identified internal champions
	<ul style="list-style-type: none"> • Expand training curriculum and offer to community partners
	<ul style="list-style-type: none"> • Develop framework for community engagement
	<ul style="list-style-type: none"> • Facilitate discussion regarding partnerships and community engagement at governance level, specifically at the Quality Committee of the Board of Directors
IDENTIFY EMERGING NEEDS AND BARRIERS TO SUPPORT HEALTH EQUITY, HEALTH PROMOTION AND PREVENTION	<ul style="list-style-type: none"> • Conduct mapping exercise to identify new and emerging health priorities • Identify local referral agencies and develop a database to collate information
	<ul style="list-style-type: none"> • Refresh the Health Equity Plan submission to the Toronto Central Local Health Integration Network and integrate community partnerships
	<ul style="list-style-type: none"> • Develop policy for people without federal and provincial health insurance
	<ul style="list-style-type: none"> • Develop community health promotion policy
	<ul style="list-style-type: none"> • Participate in the Toronto Central Local Health Integration Network Community Engagement Task Group and the Noojimawin Health Authority Aboriginal Health Equity Advisory Committee
ENGAGE IN RESEARCH AND EVALUATION	<ul style="list-style-type: none"> • Complete community based research project with the Inner City Health Working Group examining racism and poverty as co-determinants of health
	<ul style="list-style-type: none"> • Improve patient and community partner satisfaction surveys and feedback processes • Develop communication plan for reporting results of surveys
	<ul style="list-style-type: none"> • Develop process and outcome indicators to measure effectiveness of partnerships

2.0 Mount Sinai Hospital Strategic Plan Drives the 2010-2013 Community Partnership Strategy

The Mount Sinai Hospital Strategic Plan focuses on *putting patients first*, reinforcing the Hospital's commitment to providing patients and their families with the best possible care to achieve better health outcomes.

Caring for patients throughout the course of a disease or condition is a critical component of making the patient experience successful; it requires the integration of care across all care settings, including home, rehabilitation, primary, secondary and long term care facilities. Care cannot begin or end at the doors of a hospital (Porter, 2007). The importance of working collaboratively with external partners to provide comprehensive care to effectively respond to the needs of patients and families cannot be understated.

In addition, a key objective and core business strategy of the Hospital's Strategic Plan is to "expand partnerships for coordinated care." This strategic focus on enhancing partnerships encourages the Hospital to build external partnerships to work toward addressing critical issues such as facilitating patient flow, improving coordination of services with other health care and social service providers, and responding more effectively to the needs of diverse populations.

Forming external partnerships enables the Hospital to respond to issues that could not otherwise be effectively addressed by the Hospital in isolation. "Addressing complex problems often require collaborative solutions that bring communities and institutions together to build upon their assets, strength, and capacities of each organization." (Community Campus Partnership for Health, 2006).

A solid understanding and working definition of community partnerships is also essential to developing an effective partnership strategy. The strategy is guided by the definition included in the Hospital's Community Partnership Policy: An arrangement, between Mount Sinai Hospital and one or more community partners, who are working together to achieve identified goals that are shared by partner agencies, and that benefit the clients/community they serve.

This definition is effective because it acknowledges the numerous partners that may be required to most effectively address a specific issue, and it recognizes that partnerships are unique relationships, requiring flexibility in mandate and structure. It is aligned with the Hospital's values and is deliberately broad to allow the Hospital to engage in a range of partnership types required to best meet the ever-changing needs of patients and families.

In addition, the Hospital has always applied equity principles to working with community partners. It recognizes the importance of addressing power dynamics, since the Hospital is a large institution and in many cases has more resources than various smaller community partners. Accordingly, the Hospital enters into strategic decision-making partnerships with its community stakeholders to work together regarding all aspects of the partnership, including the planning, governance, implementation, and evaluation.

This strategic decision-making approach that is based on equity principles has enabled the Hospital to successfully develop, maintain and sustain relationships with community partners, while building a solid reputation as a desirable organization to partner with. This approach is integral to our strategy and is essential to achieving the Hospital's goal of becoming a preferred partner to facilitate better health outcomes for patients, families and communities.

The Hospital's Strategic Plan and Community Partnership Policy's definition of community partnership drive this strategy. The strategy was developed to guide the partnership approach for both internal and external stakeholders, as well as current and potential community partners. It outlines the Hospital's vision, goals, values and priorities related to hospital-community collaborations to encourage a united approach to facilitating better health outcomes for patients, families and communities.



2010 Mount Sinai Hospital Strategic Plan

Theme: Putting Patients First

Objectives:

- Renewed focus on the experience of our patients and employees.
- Increased performance measurement and management and promoting transparency with the public.
- Heightened focus on clinical and research integration to improve clinical practice and deliver “personalized medicine.”
- Targeted partnerships with other organizations to co-ordinate patient care in order to promote co-ordinated care for our clients both when they are in and out of our institution.
- Vigilant attention to the financial health and viability of our key programs.

2010 Community Partnership Strategy

Vision: To be a preferred partner, to facilitate better health outcomes for patients, families and communities.

One core strategy of Mount Sinai Hospital's Strategic Plan is to “identify targeted partnerships to co-ordinate patient care”. This focuses us to work toward addressing critical issues, and respond more effectively to the needs of diverse populations.

3.0 Strategy Development

Development of the strategy took a proactive, methodical approach to finding and evaluating potential strategic partners to support the implementation of the Hospital's mission, vision, and values. Specifically, the development process focused on an effective model of partnership practice to create a strategy that:

- Supports the corporate strategy and implements initiatives that contribute to patient value and improve clinical outcomes;
- Identifies strategic partnerships that enhance coordinated care and address system-wide goals
- Prioritizes efforts based on identified criteria in the community partnership policy, matched with funding opportunities;
- Demonstrates commitment and dedication to working with community partners to provide services across the continuum of care;
- Aligns with Local Health Integration Network (LHIN) priorities related to integration, health equity and community engagement; and
- Positions Mount Sinai Hospital as a leader in advancing strategic hospital-community partnerships.

From the outset, developing a clear understanding of the shared values of the Hospital and community partners was an essential component of the process; both internal and external stakeholder consultation became the framework for developing the strategy. The individual and group consultations provided the opportunity for experts from both within and outside the Hospital to provide input into the development process, as well as the strategy. For instance, the Mount Sinai Hospital Community Integration Advisory Committee provided invaluable advice. In addition to the consultations, the process included a literature review, and external and internal environmental scans.

4.0 Vision and Values

The strategy's vision and values emerged from the strategy development process. Internal and external stakeholders' experiences and perceptions about partnerships, as well as the internal document review and literature review provided insight into evidence-based practice in the area of hospital-community collaboration, which led to the following vision and values.

In addition, the literature indicates that both process and outcome indicators are necessary in evaluating the effectiveness of partnership work. Accordingly, the strategy's values are expressed in terms of how it will support effective and sustainable partnerships, as well as in terms of what strategic priorities it aims to achieve.



Vision

To be a preferred partner in facilitating better health outcomes for patients, families and communities.

Values

The values are based on what the literature conveys as 'good partnership process' as highly correlated with the success and sustainability of partnership efforts:

- Embrace community development principles and practices
- Support enhanced community engagement
- Demonstrate community responsiveness
- Promote strategies that address the social determinants of health
- Embrace health promotion and prevention models of service delivery

5.0 Strategic Business Priorities

In keeping with the goal of the Hospital's strategy: "expand partnerships for co-ordinated care", the first strategic priority is to "Expand Partnerships" with a focus on the following areas and associated initiatives:

Expand Health-care Services to York Region

Internal data collected regarding patient demographics indicate that there is a significant referral pattern to the Hospital from York Region via the Bathurst Street corridor in Toronto. The Hospital plans to expand health-care services to York Region to facilitate greater access to clinical services for this growing community. Currently, there are existing partnerships with community agencies in York Region that will form the foundation for future partnership opportunities.

Initiatives

- Participation on Equity Council of York Region
- Support the development of the Family Health Team at the United Jewish Appeal of Greater Toronto - Lebovic Campus
- Facilitate partnerships located on the Lebovic Campus



Facilitate Improved Access to Care and Patient Flow

Ensuring all patients receive timely access to high quality health-care services is an important objective for the Hospital and its main funders, the Toronto Central Local Health Integration Network (TCLHIN) and the Ministry of Health and Long Term Care (MOHLTC). This is a systemic problem that staff and physicians at the Hospital are working diligently to address through the Wait Time Strategy.

Many patients require assistance to access services at the appropriate point whether it be to transition back to their home or, alternatively, to be moved to facilities such as long term care and rehabilitation centres. In some cases, patients continue to be in the hospital for several months or weeks after they no longer require acute care. This prevents other patients who require acute care from accessing hospital beds and increases wait times in the emergency department. Enhancing partnerships to facilitate improved access to care at the appropriate place and time is vital to improving the current situation.

Initiatives

- Develop new partnerships with Circle of Care and City of Toronto
- Participate in Scadding Court Community Centre project to develop programs to address community needs, for example Women's Infirmary
- Develop partnership agreements with COSTI and Mind, Body Soul: A Jewish Perspective with the Prosserman Jewish Community Centre, Jewish Family and Child and UJA Federation of Greater Toronto
- Implement Community Assessment Clinic for hip and knee replacement at Scadding Court Community Centre
- Participate in the Hospital Collaborative for Marginalized Populations and Women's College Hospital Network on Uninsured Clients
- Support partnership with Toronto Community Care Access Centre for Integrated Care of Seniors with Complex Needs.

Enhance Partnerships with Academic Institutions

The Hospital is an academic teaching centre and has extensive experience working with universities and other academic institutions. Through affiliations with several universities such as the University of Toronto, the Hospital has provided clinical education and training for a variety of healthcare professionals. This benefits both patients and clinical providers, and supports the hospital in offering higher quality and more comprehensive care. In addition, the Hospital's affiliation with academic institutions has expanded the hospital's ability to participate in evidence-based research in areas such as chronic disease prevention and management, enabling the adoption of best practice models for better health outcomes. Continued partnerships with academic institutions will enable the Hospital to better understand the needs of the community and ensure their needs are addressed.

Partnerships with academic institutions enhance our ability to participate in evidence-based research.

Initiatives

- Develop new partnership with the Faculty of Nursing at University of Toronto to engage in research related to the "Health Improvement Project for Teen Parents (HIP Teen Parents): An Integrative Approach to Addressing Intersecting Issues in HIV/STI prevention"
- Forge new partnership with the Diversity Institute at Ryerson University to pursue shared opportunities to provide training, coaching, mentoring and professional development for senior leaders and employees within the health-care sector
- Develop partnership with Ryerson University School of Nutrition to participate in research to explore the use and delivery of diabetes self-management education and diabetes self-care practices in high-risk populations, including people of South Asian and African descent
- Participate on the Program Advisory Committee at Centennial College for a new post graduate program in Equity and Leadership
- Initiate new partnership with the First Generation Program at George Brown Community College. This program facilitates entry into a Canadian college, university, or apprenticeship program for young mothers who are the first in their family to enter into an academic environment. These mothers are also part of our Women's and Infants' Health Program

Greater Commitment to Existing Partners

Mount Sinai Hospital has established relationships with numerous existing partners who support the Hospital to deliver services and transition patients back to the community more effectively. The Hospital will explore opportunities to further develop and enhance these existing relationships and, in some cases, strengthen these relationships through the development of more formalized partnership agreements. This will ensure the future sustainability and continuation of these key strategic partnerships.

Initiatives

- Update database and communicate existing partnerships
- Enhanced partnerships with Scadding Court Community Centre. For example, a proposal to facilitate knowledge transfer, skills development and share best practices with respect to meeting the needs of diverse cultural and faith communities has been submitted to Citizenship and Immigration Canada

5.1

Enabling Priorities

The strategy includes three interrelated, enabling priorities which were developed to support the implementation of the business priorities. These are as follows:

Expand Knowledge and Culture of Partnerships

Building staff capacity through continued education and continuous quality improvement will ensure a more comprehensive understanding of best practices for effective community partnership and development. Knowledge transfer and exchange are critical components of the strategy. The staff training curriculum regarding hospital-community partnerships will involve ongoing orientation and education of staff to community development principles and practices. The training program will also be extended to include internal community partnership champions and our community partners. The purpose of joint participation in training is to establish and build trust toward achieving our common goals.

The Hospital is also committed to increasing the capacity and self-sufficiency of community partners to ensure their future sustainability. This has been demonstrated through the Hospital's willingness to share back-office functions such as human resources management, and financial support with community partner organizations. On several occasions, the Hospital has acted as a trustee for smaller grass-roots agencies when addressing the determinants of health.

The Hospital is already involved in a broad range of collaborations and partnerships using a community engagement approach. The Hospital's Community Engagement Framework further articulates these goals and guiding

principles, in addition to, identifying current and proposed community engagement structures, strategies and approaches for all staff and physicians.

In addition, the Hospital's Board of Directors plays a key role in community engagement and is involved in networks that reach a broad spectrum of audiences, including patients and their families. Best practices encourage the Board of Directors to discuss and reflect on specific governance approaches that support community engagement work and determine how community engagement strategies can be reflected in the Board's policies and practices.

Initiatives

- Develop curriculum for orientation and training of staff and physicians
- Conduct three to four training sessions for identified internal champions
- Expand training curriculum and offer to community partners
- Develop framework for community engagement
- Facilitate discussion regarding partnerships and community engagement at governance level, specifically at the Quality Committee of the Board of Directors

Identify Emerging Needs and Barriers to Support Health Equity, Health Promotion and Prevention

The Hospital will engage in ongoing mapping and planning exercises to identify new and emerging community health priorities, to be addressed by future hospital-community partnerships. This will focus on addressing the needs of underserved populations, identifying service gaps and potential solutions, and identifying corresponding service delivery enhancements.

Facilitating referrals between hospital and community agencies is an effective way of providing services along the continuum of care. There are several local community-based agencies nearby the Hospital that can be approached and added to the Hospital's referral database. These types of referrals support greater coordination of care to address a broad range of complex health issues.

Health equity is a growing concern for the Hospital and many of its funders, including the Toronto Central Local Health Integration Network (TCLHIN). Research indicates that more vulnerable populations experience poorer health than the average population due to cultural and socio-economic factors such as language, education and income.

Mount Sinai Hospital is committed to ensuring that people from a range of backgrounds have equitable access to health-care services delivered through its comprehensive Health Equity Plan.

The result is health disparities regarding access to services and health outcomes. Mount Sinai Hospital is committed to ensuring that people from a range of backgrounds have equitable access to health-care services. The Hospital has developed a comprehensive Health Equity Plan that identifies several initiatives, including community partnerships that will assist in achieving its goals.

Health promotion is also a Hospital priority and is defined as: "the process of enabling people to increase control over, and to improve, their health" (WHO, 1986). We are committed to developing the capacity for health promotion throughout the organization to become more effective in addressing the needs of diverse communities.

Initiatives

- Conduct mapping exercise to identify new and emerging health priorities
- Identify local referral agencies and develop a database to collate information
- Refresh the Health Equity Plan submission to the TCLHIN and integrate community partnerships
- Develop policy for people without federal and provincial health insurance
- Develop community health promotion policy
- Participate in the Toronto Central Local Health Integration Network Community Engagement Task Group and the Noojimawin Health Authority Aboriginal Health Equity Advisory Committee
- Participate in Ontario Health Promoting Hospitals Network

Engage in Research and Evaluation

The Hospital will continue to work alongside community partners to conduct advocacy activities to address systemic and structural issues that affect the health of the community. For instance, this may include an increased engagement in community-based research that addresses health inequities.

Developing a Partnership Evaluation Framework for monitoring and evaluating the effectiveness of partnerships is another critical success factor of the strategy. The Hospital is committed to conducting regular satisfaction surveys with clients and community partners and reporting the results and planned responses or actions. A communication plan will be developed and implemented with support from the Community Integration Advisory Committee.

In addition, process and outcome indicators will be identified to effectively measure the results of partnership activities. This will provide the Hospital with solid data to support continuous quality improvement (performance management) of existing and new partnerships.

Initiatives

- Complete community-based research project with the Inner City Health Working Group examining racism and poverty as co-determinants of health
- Improve patient and community partner satisfaction surveys and feedback processes
- Develop communication plan for reporting results of surveys
- Develop process and outcome indicators to measure effectiveness of partnerships

6.0 Conclusion

The strategy will guide the Hospital's activities related to enhancing existing partnerships, as well as establishing new partnerships for the next three years. The strategy aims to achieve its goal of the Hospital becoming a preferred partner to facilitate better health outcomes for patients, families and communities. As the strategy moves forward, monitoring and evaluation will be built in to ensure success in achieving its objectives by 2013.

Ultimately, the strategy will work toward supporting the Hospital's key objective and core business strategy to "identify targeted partnerships to co-ordinate patient care". This strategic approach will allow the Hospital to fulfill its commitment to health equity, provide care that is accessible to all members of the community, and build effective partnerships with its community partners.

7.0 Implementation Plan & Next Steps

As the strategy unfolds, an annual operating plan, identifying the objectives of each partnership and associated activities to be undertaken between 2010 and 2013 will be implemented.

In addition, each annual plan will:

- Be closely monitored and evaluated to assess progress toward achieving the objectives;
- Involve ongoing dialogue with community partners and modified as needed to reflect changing demographics, shifting trends, and the Hospital's capacity to allocate resources to each initiative; and
- Prioritize the initiatives and refresh the strategy

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*For a background on details of the findings and references, visit the Mount Sinai Hospital website - Community Development.

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