

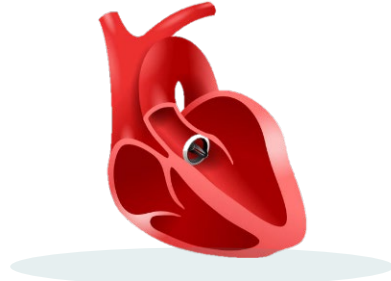
# Schulich Heart Program

## 2022–25 Strategic Plan

# Schulich Heart Program Overview



Dedicated team of over 350 team members



We perform over 7,670 procedures and 1,000 surgeries per year. We are the largest minimally invasive structural heart program in Ontario



Over 4,900 hospital discharges and over 11,000 ambulatory visits in 2019-20



4 formal acute care & 2 formal ambulatory partnerships and growing

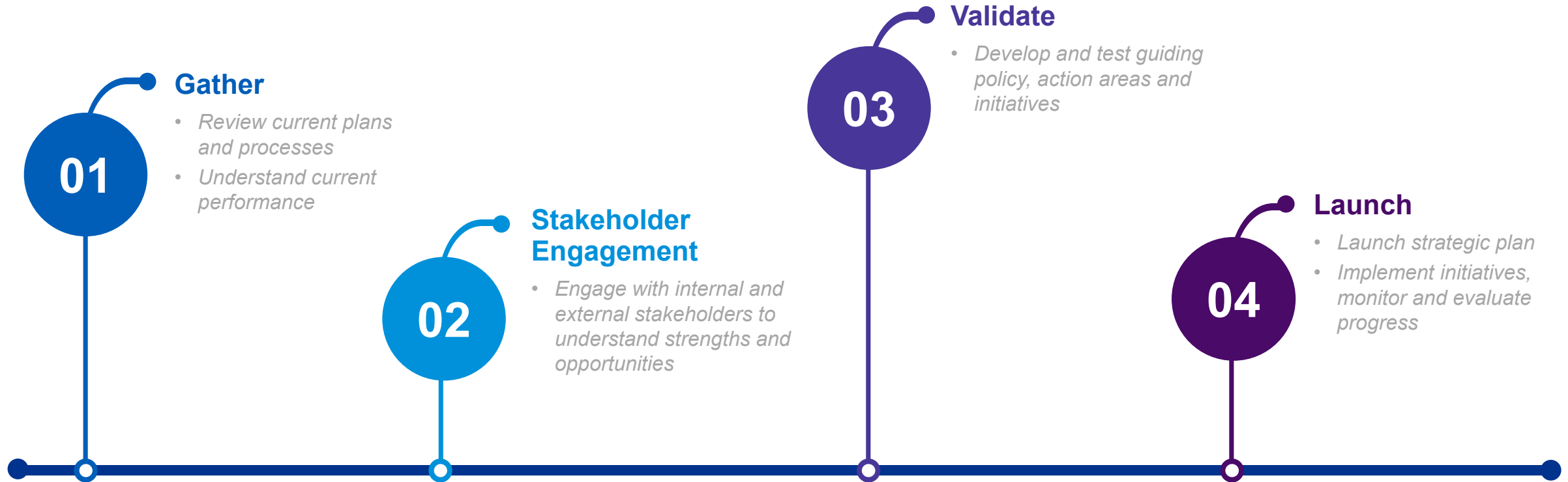


Annually, Schulich investigators and scientists disclosed and filed 32 patents<sup>1</sup>, received over \$6.9M in grants and completed over 240 publications<sup>2</sup>.

<sup>1</sup> Includes disclosures and patent applications filed in 2020-21.

<sup>2</sup> Total grant funding received in 2019-20.

# Our Strategic Planning Roadmap



# Our Stakeholder Engagement

90+

Stakeholders engaged including patient and family partners, physicians, health care professionals, community hospitals and external system partners

70+

Internal stakeholders

20+

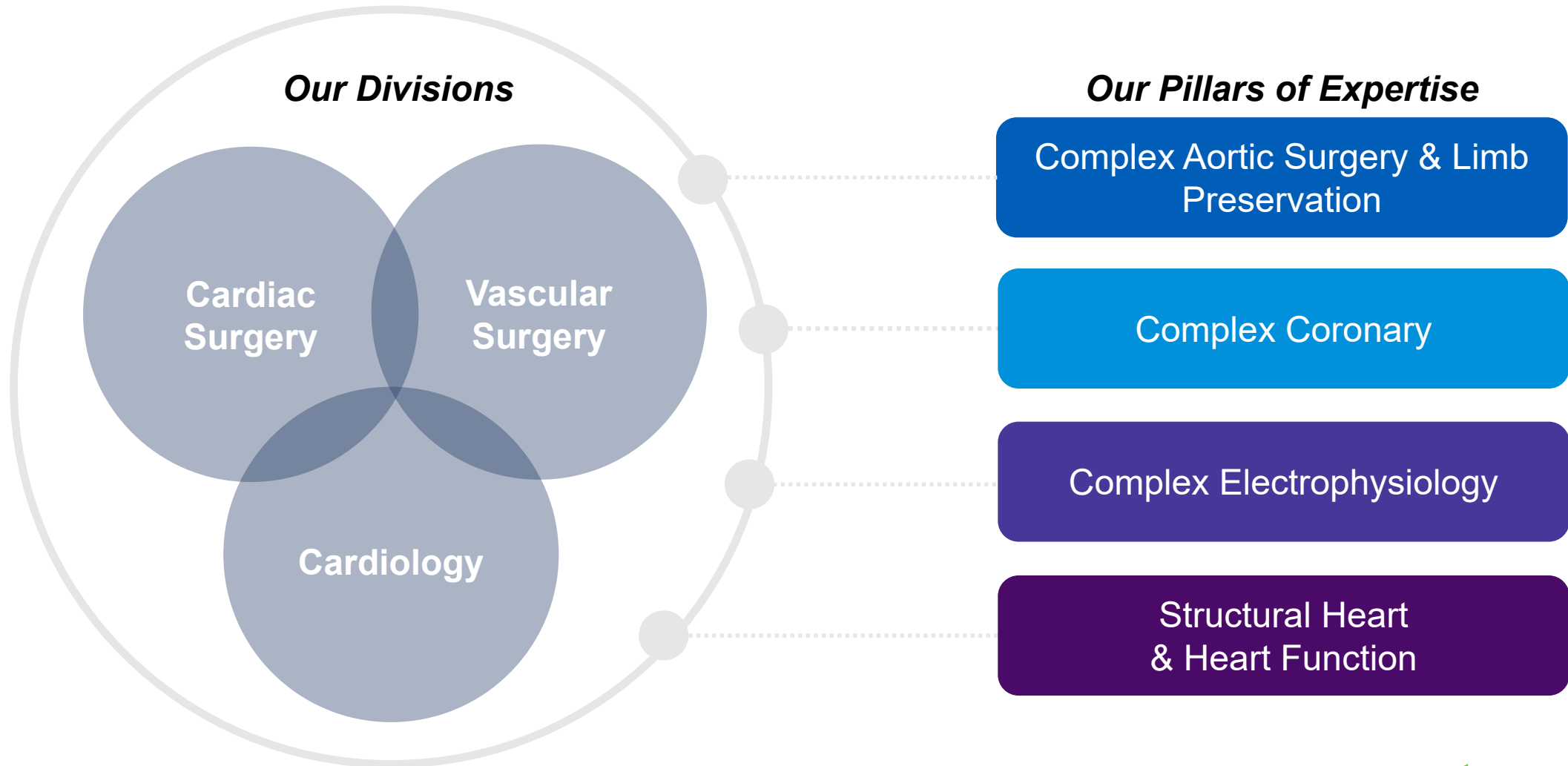
External Partners



# Our Strategic Challenge

The Schulich Heart Program's *strategic challenge* is to **be a leader** in its mandate as an academic hospital that is *responsive to its local community* while providing *specialized and complex cardiac and vascular care* in a **uniquely competitive** and **changing environment**.

# Who We Are







# Our Areas of Focus

A



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B



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C



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D



Champion high quality care throughout the *patient* journey across ambulatory and inpatient settings.

Amplify research and innovation from discovery to patient impact spanning device development, clinical research, and health services and policy.

Build our expertise in education and multi-disciplinary team-based learning.

Build a cohesive culture across divisions and professions that support wellness and inclusivity.

Innovate across clinical practice, education and research by embracing novel partnerships





# Alignment with Sunnybrook's Strategic Plan

## Sunnybrook 2021-25 Strategic Plan



### Personalized & Precise Treatments



Amplify research and innovation from discovery to patient impact spanning device development, clinical research, and health services and policy.



### Integrated & Sustainable Models of Care



Champion high quality care throughout the *patient* journey across ambulatory and inpatient settings.



### Improve Quality & Better Patient Experience



Build our expertise in education and multi-disciplinary team-based learning.



### High Performing Teams



Build a cohesive culture across divisions and professions that support wellness and inclusivity.

# Champion high quality care throughout the patient journey across ambulatory and inpatient settings



- Develop a comprehensive ambulatory care network with our local community to support integrated and seamless cardiac and vascular care pathways
- Enhance acute care partnerships as a mentor site



- Collaborate across multiple programs to drive new models of care for high-risk patient populations

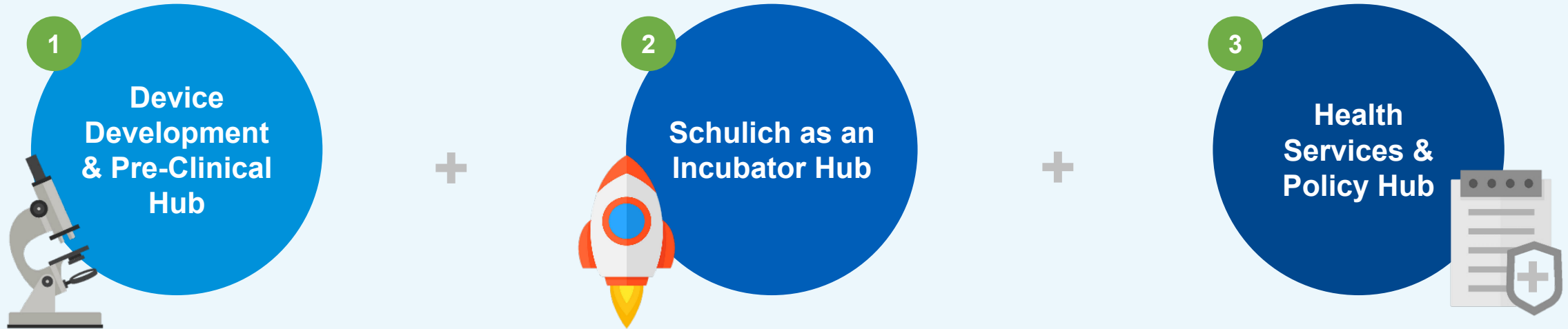


- Lead in the implementation of nimble health human resources and flex bed models to optimize inpatient and procedural capacity to address COVID-19 recovery efforts
- Embed internationally recognized 'quality collaboratives' and measurement frameworks to improve patient care





# Amplify research and innovation from discovery to patient impact spanning device development, clinical research, and health services and policy



- Expand relationships with industry and other external university, national and international partners to grow Schulich's leadership as a premier site for the development of devices and image-guided treatment strategies, pre-clinical testing and commercialization

- Strengthen the infrastructure of investigator-initiated clinical research and become the premier Canadian site for industry-sponsored trials across:
  - *Imaging*
  - *Complex Aortic & Limb Preservation*
  - *Complex Coronary*
  - *Complex Electrophysiology*
  - *Structural Heart & Heart Function*

- Accelerate the adoption of novel devices and care models in Ontario through applied health services research, implementation science, and policy interventions
- Identify gaps and improve quality of care in the health care system via data diagnostics and analytics

1

## Education Council

- Establish a cross-disciplinary Education Council to lead Schulich-wide education initiatives
- Develop our expertise in team-based learning via multi-disciplinary simulations to improve clinical outcomes for our patients



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+







# Build a cohesive culture across divisions and professions that supports wellness and inclusivity

## 1 Equity, Diversity & Inclusion

Embed Equity, Diversity and Inclusion training for leadership staff



Be an early adopter and ensure deliberate alignment with other Sunnybrook-wide EDI initiatives



## 2 Wellness

Assemble a multi-disciplinary wellness committee to promote opportunities that support wellbeing, including issues related to sustainability



# Key Enablers



## Governance

Establish a robust governance structure to enable shared accountability of strategic plan goals and empower a high performing cardiac and vascular team.

*(e.g., Program Council, Research Council, Quality Council, Education Council)*



## Health Human Resources

Develop critical skills and competencies that support the long-term needs of the Program and Sunnybrook during the COVID-19 pandemic and beyond.

*(e.g., Schulich Resource Team)*



## Digital Enablement & Connectivity

Leverage digital and virtual tools and technologies to seamlessly integrate patient care across the care continuum.

*(e.g., Accuro integration, Medly)*



## Capital Infrastructure & Philanthropy

Advocate and seek out opportunities for investment with government and with industry to support the advancement of Schulich's Strategic Plan in clinical care, research and education.

*(e.g., Cath Lab & EP suite renewal, hybrid OR)*







# Our Action Plan

Area of Focus



Champion high quality care throughout the patient journey across ambulatory and inpatient settings

Action Area	Initiative	Deliverable	Lead(s)		Timeline		
					Year 1	Year 2	Year 3
External Partnerships	Develop a comprehensive ambulatory care network with our local community to support integrated and seamless cardiac and vascular care pathways	i. Vascular Limb Preservation	Sam R. / Susan M.	Joe P. / Ahmed K.			
		ii. General Cardiology: KMH Cardiology, Lawrence Park Cardiology		Sam R.			
		iii. Spoke-hub-node model for integrated Heart Function care		Stephanie P.			
	Enhance acute care partnerships as a mentor site	i. East Toronto OHT Vascular Care	Sam R. / Susan M.	Andrew D.			
ii. SHN Satellite Valve Clinic							
iii. NYGH Pacemaker Initiative							
iv. Mackenzie Health Partnership							
Internal Partnerships	Collaborate across multiple programs to drive new models of care for high-risk patient populations	i. Extracorporeal Life Support Shock Team	Gideon C. / Mark V. (TBC)				
		ii. CRT and Impella in CICU	Jeff P. / Michelle P.				
		iii. Partnership with Brain sciences: PFO-stroke program; LAA program	Andrew C. / Sheldon S				
		iv. Center for the management of complex aortic disease (CeMCAD)	Andrew D. / Gideon C.				
		v. Cardiac Surgery Pathway	Gideon C. / Garshia F. / Aaron W.				
		vi. Renal Denervation	Mina M. / Mahsa S.				
		vii. Combined HF-TMVR-Device Clinic	Andrew C. / Stephanie P. / Suzette T.				
		viii. EP Device Suite Build & Launch	Sheldon S. / Mahsa S.				
		ix. Cardiac-OB Collaboration	Harindra W.*				
		x. Hybrid / MICAB revascularization	Brian C. / Fuad M.				
Quality of Care	Lead in the implementation of nimble health human resources and flex bed models to optimize inpatient and procedural capacity to address COVID-19 recovery efforts	i. Develop and implement a Schulich Resource Team	Susan M. Harindra W.				
		ii. Flex beds in bay, CICU					
	Embed internationally recognized 'quality collaboratives' and measurement frameworks to improve patient care	i. NCDR, STS, NSQIP; KCCQ-12 PROM	Stephanie P. Mahsa S.				

# Our Action Plan

Area of Focus <b>B</b>		Amplify research and innovation from discovery to patient impact spanning device development, clinical research, and health services and policy					
Action Area	Initiative	Deliverable	Lead(s)		Timeline		
					Year 1	Year 2	Year 3
Device Development & Pre-Clinical Hub	Expand relationships with industry and other external university, national and international partners to grow Schulich's leadership as a premier site for the development of devices and image-guided treatment strategies, pre-clinical testing and commercialization.	i. Directorship model for pre-clinical lab	Brian C. Graham W.				
		ii. Recruitment of clinician scientist/investigator to lead pre-clinical lab					
		iii. Establish 5 industry partners for pre-clinical lab					
Schulich as an Incubator Hub	Strengthen the infrastructure of investigator-initiated clinical research and become the premier Canadian site for industry-sponsored trials across: <ul style="list-style-type: none"> <li>Imaging</li> <li>Complex Aortic &amp; Limb Preservation</li> <li>Complex Coronary</li> <li>Complex Electrophysiology</li> <li>Structural Heart &amp; Heart Function</li> </ul>	i. Streamline contract execution	Dennis K.  Sheldon S.				
		ii. Establish standard obligations for Pis; budget template ; development and surveillance of trial metrics					
		iii. Inclusion of clinical trial from all domains within Schulich Heart Program					
		iv. Develop and enact strategies with ambulatory community partners to assist with enrollment					
		v. Develop and enact strategies between Schulich pre-clinical scientists and Schulich clinical trialists to ensure technology developed and evaluated locally will subsequently be lead by Schulich clinical trialists and conducted at Sunnybrook					
		vi. Partner Medventions teams with our clinical teams, researchers and patients across all stages inclusive of design, testing, trials and dissemination in each priority clinical area					
Health Services & Policy Hub	Accelerate the adoption of novel devices and care models in Ontario through applied health services research, implementation science, and policy interventions	i. Establish a practice and policy hub (project manager + analysts)	Dennis K.  Brad				
		ii. Increase participation in external advisory groups					
		iii. Establish searchable data repository for hypothesis generation					
	Identify gaps and improve quality of care in the health care system via data diagnostics and analytics	iv. Increase research/publications that are included in practice guidelines, or inform new policy, or funding					
		v. Increase capacity via recruitment of clinician investigators and scientist with health services expertise.					



# Our Action Plan

Area of Focus

C

Build our expertise in education and multi-disciplinary team-based learning

Action Area	Initiative	Deliverable	Lead(s)	Timeline		
				Year 1	Year 2	Year 3
Education Council	Establish a cross-disciplinary Education Council to lead Schulich-wide education initiatives	i. Populate Education Council and establish work plan	Stephanie F Fuad M.			
	Develop our expertise in team-based learning via multi-disciplinary simulations to improve clinical outcomes for our patients	i. Minimum of 2 team-based simulations per year	Stephanie F Fuad M.			

# Our Action Plan

Area of Focus

**D**

**Build a cohesive culture across divisions and professions that supports wellness and inclusivity**

Action Area	Initiative	Deliverable	Lead(s)	Timeline		
				Year 1	Year 2	Year 3
Equity, Diversity & Inclusion	Embed Equity, Diversity and Inclusion training for leadership staff	i. Partner with PART on the development of metrics and targets	Susan M. Harindra W.			
	Be an early adopter and ensure deliberate alignment with other Sunnybrook- wide EDI initiatives	i. Increase diversity across our committees, including the Schulich PFAC ii. Grow participation in SPARK and DICE programs iii. Embed demographic data collection via Accuro to understand ethnic gradients in access to subspecialty care	Susan M. Harindra W.			
Wellness	Assemble a multi-disciplinary wellness committee to promote opportunities that support wellbeing, including issues related to sustainability	i. Establish committee, leadership and work plan ii. Explore opportunities for reduction of clinical waste across Schulich a. Cath Lab Stryker EP reprocessing project b. Pre-package kits for procedures c. Medical waste in inpatient units	Eric C. / TBC			

# Schulich Heart Program 2022-25 Strategic Plan

## OUR STRATEGIC CHALLENGE

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## OUR PILLARS OF EXPERTISE

Complex Aortic Surgery &  
Limb Preservation

Complex Coronary

Complex Electrophysiology

Structural Heart &  
Heart Function

## OUR AREAS OF FOCUS



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## KEY ENABLERS

Governance

Health Human Resources

Capital Infrastructure & Philanthropy

Digital Enablement & Connectivity