

# Sunnybrook shines a spotlight on 2018–19





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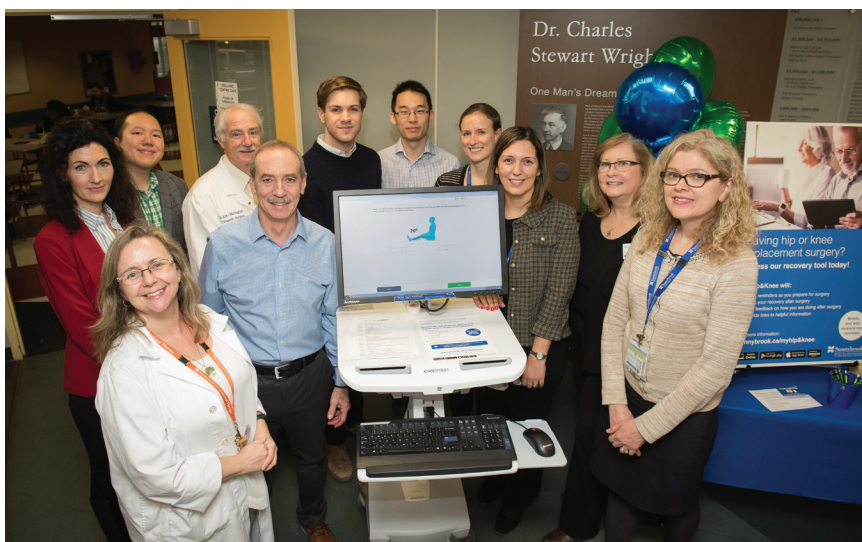
# 1. INTRODUCTION

Innovation and partnerships were dominant themes making 2018/19 a successful year for Sunnybrook and the 1.3 million patients who come through the Hospital's doors each year. Sunnybrook was again challenged by high inpatient occupancy, leading the organization to seek solutions with government and health system partners.

Unprecedented demand for care that stretched the hospital's capacity marked the first half of the fiscal year. Occupancy challenges were met with extraordinary effort and resilience by Sunnybrook's teams. During the peak, the hospital's senior leadership team was in close touch with government and health system partners to ensure patients could be moved in and out of the organization's campuses.

The Ontario Ministry of Health and Long-Term Care acted by providing funding to open the Reactivation Care Centre at Church Street to alleviate hallway medicine. With partner Humber River Hospital, Sunnybrook opened two 30-bed units in December 2018 for alternate level of care patients, greatly improving patient flow and ensuring patients were cared for in the most appropriate setting.

At the same time, teams from across the Hospital worked on rolling out Strategic Plan 2018-21. The rollout followed meaningful consultation and engagement with staff, with those who rely on Sunnybrook for care, and with partners in the community. During





the process, Sunnybrook defined nine program areas at the centre of a teaching and research hospital in a constantly changing environment: Holland Bone and Joint Program, Hurvitz Brain Sciences Program, Integrated Community Medicine Program, Odette Cancer Program, Schulich Heart Program, St. John's Rehab Program, Tory Trauma Program, Veterans Program and the Women and Babies Program.

The year was not without crisis, which showed Sunnybrook's resilience and strength. When residents of the city were injured in the Yonge Street van attack and during the Danforth shooting, Sunnybrook responded as a team and initiated the emergency preparedness strategies they had practiced and honed.

Moments of celebration and pride peppered the year, such as the hospital's 70th anniversary celebrations. Medical oncologist Dr. Kathleen Pritchard and Blake Goldring, Board Chair of Sunnybrook, were named to the Order of Canada. As an organization, Sunnybrook received several honours, including being named as one of Canada's Top 100 Employers, Greater Toronto's Top Employers and Canada's Greenest Employers.

Construction projects started on the Bayview campus, including work on a new helipad to improve access to Canada's largest trauma centre and for high-risk mothers and babies. Work was completed on the new Complex Malignant Hematology Unit which is offering specialized treatment for people with blood cancers such as leukemia.

The many successes of the past year would not have been possible without team members who went above and beyond to achieve the best possible results for Sunnybrook, each and every day.





## 2. FINANCIAL PERFORMANCE

Sunnybrook is committed to strong fiduciary practices thereby ensuring its sustainability to continue to serve Ontario's population when it matters most. This commitment is integral to the achievement of the overall results for fiscal 2018/19, which are the reported revenues over expenses of \$27.3 million. The need for generating revenues over expenses is crucial for sustaining operations as hospitals are heavily reliant on capital and facility investments that require cash to be generated from operations. The Ontario Hospital Association is a strong proponent of generating between 2 and 3 per cent of total revenue for reinvestment purposes and Sunnybrook's year-end result represents 2.3 per cent of total revenue. There are two main contributors to this favourable year-end result. The first is \$10.2 million planned revenue over expenses to support critical capital investments and the remainder (approximately \$17 million) arose from various and multi-factorial events within the year, further described below.

Fiscal prudence is practiced throughout Sunnybrook and is, along with some favourable one-time settlements, the main driver of the overall favourable year-end result beyond the planned revenue over expenses. Programs and departments are focused on the achievement of Ontario Ministry of Health and Long-Term Care (Ministry) priorities and funded volumes thereby ensuring the dual benefit that patients are receiving the interventions needed and funding provided is fully earned. Also, Ministry funded volumes are at times insufficient but the Hospital nonetheless provides the needed care. For fiscal 2018/19, the Ministry and other funding agencies settled this over performance in Sunnybrook's favour thereby contributing to the overall favourable result. Another example of fiscal prudence at Sunnybrook are the controls over expenditures. For various reasons, many expenses not within the full control of management may arise, such as staff turnover, vacancies, and occupancy. Where avoided it is a testament to managers that these one-time favourable run rates are not expended on local discretionary priorities thereby contributing to the organization's overall favourable results.

Certain of the unavoidable costs for Sunnybrook are related to its aged infrastructure. Cost pressures arise due to various building infrastructure breakdowns that create risk to maintaining patient care activity. Sunnybrook has been incurring in excess of five million dollars annually, investing this sum in operations and capital renewals so as to mitigate risk. Despite these and other Ministry funded investments, mainly through



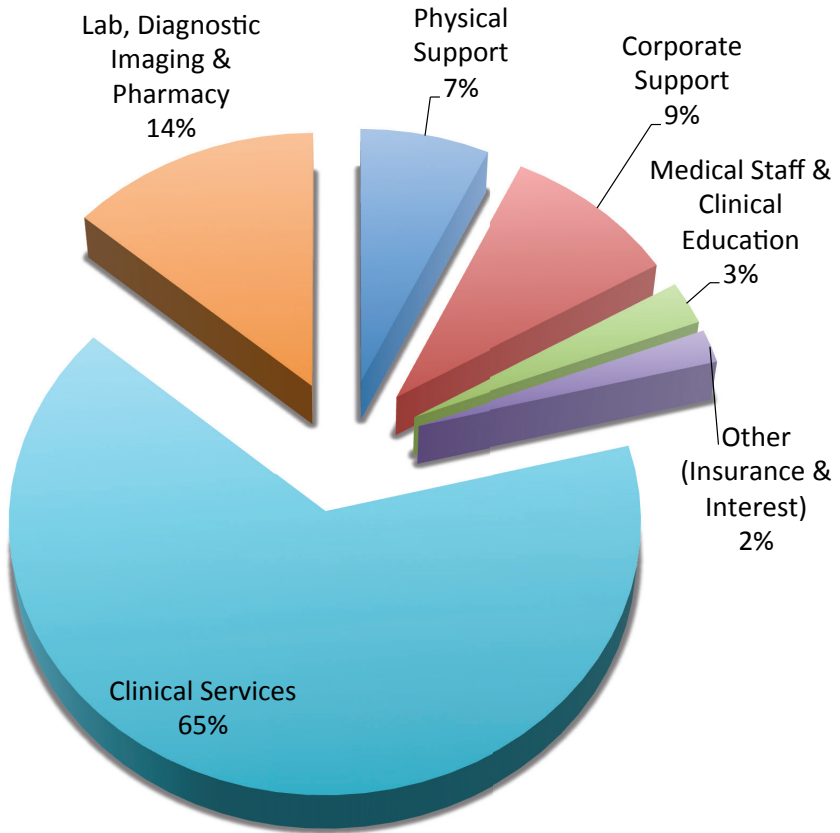
the Hospital Infrastructure Renewal Fund (HIRF) our external facilities' assessment report identifies that Sunnybrook's top Priority 1-3 risks increased from a cost of \$198 million in 2001 to \$248 million in 2016. Essentially, our facilities are aging faster than the investments being made to maintain them. Sunnybrook continues to advocate for additional Ministry funding to address these risks and, based on the advice of the Ministry, will be including these into its Master Plan Ministry submission.

In addition to the challenges of its aged infrastructure, Sunnybrook had a continuing and significant financial and operations challenge during the past fiscal year. It pertains to the severe and persistent surge being experienced in both acute and ICU beds (for example, operating beds beyond the funded bed capacity). Sunnybrook is very appreciative of the funding and assistance provided by the Ministry to operate 60 additional reactivation beds. This has greatly relieved the occupancy pressures in acute beds thereby improving flow in the organization and having fewer OR cancellations due to no bed availability. Sunnybrook continues however to be focused on its occupancy levels so as to ensure we are able to serve ongoing patient demands. Sunnybrook has experienced less success in reducing its intensive care unit (ICU) occupancy. Since 2014 Sunnybrook's demand for ICU beds has risen 9 per cent and length of stay has dropped over this same period by 14 per cent. Despite the reduced length of stay the increases have resulted in peaks where 35 to 43 per cent of our critical care patients completed their entire ICU stay in the Emergency Department. Sunnybrook received Ministry funding to support some expansion to ICU beds, however, patient care needs continue to out-strip the beds available. There are many drivers of this, including trauma, neurosurgical volumes, stroke, cancer, and cardiac (TAVI) volumes that reflect the complex and innovative care Sunnybrook provides to the citizens of Ontario.

Sunnybrook consistently uses the vast majority of its resources in the provision of patient care. The chart below reflects that 77.5 per cent (76 per cent in fiscal 2017/18) of all funding is for direct patient care. Also evident in the chart is Sunnybrook's spend on corporate support, which is consistently less than 10 per cent year over year.



## FISCAL 18 /19: OPERATING EXPENSES



<b>Direct Care Expenses:</b>	
Clinical Services	65.3%
Labs, Diagnostic and Pharmacy	<u>13.5%</u>
Total	78.8%



### 3. OCCUPANCY



Sunnybrook once again struggled with high inpatient occupancy in the first half of 2018-19. On most days, occupancy hovered from 110 to 119 per cent, as demand for care across all campuses was at some of the highest levels ever seen.

Weekly meetings were held with clinical, operations and patient flow leads to discuss occupancy and help teams move patients in and out of the hospital as efficiently as possible. When occupancy was surging, senior leaders maintained regular contact with the Ontario Ministry of Health and Long-Term Care about the pressures.

A number of strategies were put in place, including reassigning ambulances to partner hospitals and creating partnerships with care providers such as SPRINT Senior Care and LOFT Community Services at Pine Villa. Pine Villa was opened in 2018 to provide short-term stays for alternate level of care patients transitioning back to the community or awaiting placement in long-term care or complex continuing care.

Since 2016, a partnership with Michael Garron Hospital has helped provide care for Sunnybrook patients unable to wean from a ventilator. This partnership has offered a specialized care environment away from an acute care setting, providing the right care in the right setting and reducing occupancy pressures in the Hospital's intensive care setting.



In December 2018, Toronto's newest Reactivation Care Centre was opened with funding from Ontario's Ontario Ministry of Health and Long-Term Care to address high hospital occupancy and to help alleviate hallway medicine. With its partner Humber River Hospital, Sunnybrook opened two 30-bed units for patients awaiting placement in another care facility in the community. The model has helped Sunnybrook provide restorative care, including physiotherapy, to patients awaiting alternate levels of care, while also ensuring acute care capacity at the Hospital's other campuses.

The Restorative Transition Unit at St. John's Rehab also assisted with acute care occupancy pressures. The unit is designed for patients who no longer need acute care at Sunnybrook's Bayview campus and benefit from slower-paced, restorative care. The team in the surge unit provide a program tailored to each patient's specific needs, with the goal of having patients regain function and safely transition back to the community.

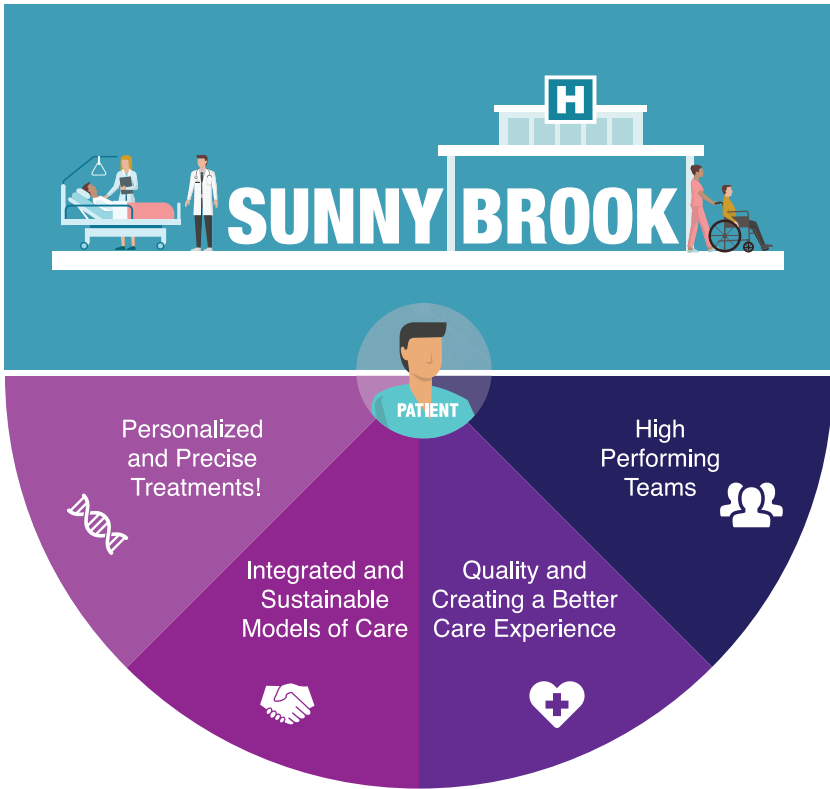
At the centre of Sunnybrook's journey with occupancy was the acknowledgement that the organization cannot operate in isolation. From frequent updates to the provincial government, to reaching out to partners in the health system, Sunnybrook's interprofessional teams worked in tandem to achieve the best possible results for the organization.







## 4. STRATEGIC PLAN 2018-21



Rolling out Sunnybrook's new Strategic Plan 2018-21 was an achievement following several months of significant engagement with the Hospital's staff, physicians, volunteers, patients, students, members of the community and fellow health care providers. At the heart of the plan is the goal of sustaining the multiple important roles Sunnybrook plays in the health care system as an innovator, hospital of 'last resort' for patients across Ontario, hub of education and learning and caring for its surrounding community. The plan has four strategic directions aligned to Sunnybrook's mission to partner with its communities when it matters most and to the organization's vision to invent the future of health care.



## PERSONALIZED AND PRECISE TREATMENTS

Personalized and precise treatments looks at customized approaches to care for patients and families. By using information such as a person's physiology, genetic makeup, and where and how they live their lives, treatment is designed that is responsive in real time to ensure the best possible outcome. This approach to care will involve using the latest technology to help design and deliver precision treatments that focus interventions on what matters most to patients.

## INTEGRATED AND SUSTAINABLE MODELS OF CARE

Integrated and sustainable models of care addresses the importance of working in partnership with the Hospital's many communities, including fellow hospitals, nursing homes, and other health care providers to ensure patients do not get lost in the system. The intention is to create 'wrap around' care for patients that ensures consistency in quality and access to services across the system of care.

## QUALITY AND CREATING A BETTER CARE EXPERIENCE

Quality and creating a better care experience integrates Sunnybrook's Quality Plan and the steps the organization is taking to engage patients and families and improve their experience with Sunnybrook. Sunnybrook will also continue to build and leverage digital health connections to create virtual communities of care for patients. The Hospital will work with community health care providers to improve access to specialists at Sunnybrook and ensure consistent information sharing.

## BUILDING HIGH PERFORMING TEAMS

High performing teams encompasses the Hospital's staff, and how they work together both within the walls of Sunnybrook and beyond. Sunnybrook is committed to provide education and training to build high performing teams that set new standards of excellence. This goal aims to recruit and retain those who are inspired to redefine their areas of expertise and are committed to achieving the Hospital's vision to invent the future of health care.

One of the aims of Strategic Plan 2018-21 is ensuring the plan is inclusive of the entire organization with the four strategic directions applying broadly throughout the organization.



Every area of the organization is defining how they are setting goals and objectives aligning to those in the strategic plan. These will be tracked through the management structure.

In essence, the plan maps out the evolution of what it means to be a teaching and research hospital in a constantly changing environment. The strategic directions encourage innovation and are attuned to the fiscal reality of the health care system, the shifts in government funding, population growth, and the expectations of patients to spend less time in hospital.





## 5. EDUCATION



Learners come from all over the world to study with Sunnybrook's renowned faculty and become important members of the Hospital's interprofessional, person-centered teams. Each year, Sunnybrook sees over 4,000 students, has over 40 partner schools and placements in over 30 different professions. Over the past year, there have been many achievements. Sunnybrook provided a new perspective to students by engaging patients in their education. When surveyed, 93 per cent of students said their experience at Sunnybrook allowed them to meet their learning objectives. More than 88 per cent reported they would love to work at Sunnybrook.

### PATIENT AS EDUCATOR

Patients and families at Sunnybrook are offering education and teaching based on their own experiences. The goal is to ensure patients have the opportunity to provide feedback to health care providers about their teaching skills, ultimately improving communication and clinical outcomes. Over the last year, Sunnybrook began work on a curriculum to facilitate a standardized approach for patient educators and also trained over 65 staff and physicians in health literacy. An example includes medical clerks learning from patients about their surgical experiences; patients become the teachers and students learn about the surgical journey from patient perspectives.



## SUPPORTING SUNNYBROOK RESIDENTS

To help mitigate resident burnout, Sunnybrook conducted a survey asking residents about their experience of burnout and depression and what they would like to see as possible interventions. The survey had a response rate of 56 per cent. The findings prompted Sunnybrook's Department of Psychiatry to begin a pilot project to ensure residents across the hospital can get the care they need, quickly. In addition to their regularly scheduled patient clinics, a group of psychiatrists are volunteering their time to offer psychiatric care to residents in distress.

## EMPATHY AND COMPASSION IN HEALTH CARE

An innovative podcast featuring patient, caregiver and health care provider stories of hope, struggle and grief was launched over the last year, with the aim of inspiring greater compassion in health care. The Sunnybrook-developed podcast receives support from a Sunnybrook Education Research grant and highlights guests sharing their personal stories to support empathetic interactions in the health care community. The podcasts are hosted by three palliative care physicians at Sunnybrook and are available at [AboutEmpathy.com](http://AboutEmpathy.com)







## 6. SUNNYBROOK RESEARCH INSTITUTE (SRI)



Once again, Sunnybrook Research Institute (SRI) made discoveries and helped to ensure patients benefited from these breakthroughs. SRI aims to understand and prevent disease, develop diagnostics and precise treatments to enhance and extend life. The past year witnessed extraordinary achievements in a number of areas. Just a few examples include SRI pioneering focused ultrasound to treat brain disease where there are few or no options; developing imaging tools that can predict when women with breast cancer will respond to chemotherapy and also defining the role of genes toward developing immunotherapy.

### SRI SCIENTISTS SECURE STRONG FUNDING

Twelve scientists at SRI received research support from the Canadian Institutes of Health Research in the Fall 2018 project grant competition. Collectively, they garnered an investment of \$12.8 million from the national funding agency. At 23 per cent, SRI's success rate exceeded the national average success rate of 16 per cent. Just one example is the \$5,339,538 secured by Dr. Stephen Fremes and a co-investigator to lead a randomized controlled trial comparing two methods of coronary artery bypass surgery, an operation to improve blood flow of the heart.

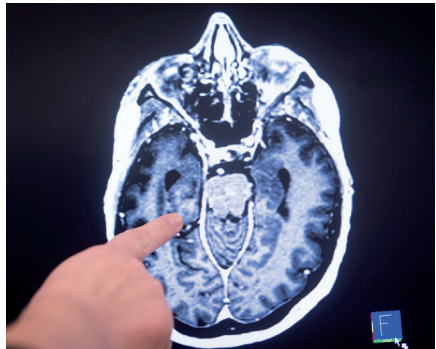


## RESEARCHERS ELECTED FELLOWS OF THE CANADIAN ACADEMY OF HEALTH SCIENCES

Two SRI scientists were named Fellows of the Canadian Academy of Health Sciences. Dr. Marck Jeschke and Dr. Don Redelmeier were inducted to the prestigious organization, one of the highest honours within Canada's health sciences community. Dr. Jeschke was recognized for his international leadership and achievements in burn care research and treatment. As an internist at Sunnybrook, Dr. Redelmeier was noted for his strong research interest, including aiming to reduce traffic-related deaths by studying how errors in reasoning lead to major trauma.

## CLINICIAN-RESEARCH HONOURS

Each year, students accepted into the SRI Summer Student Research Program receive a hospital-based research experience which provides an opportunity to see research as a prospective career. Following their placement, students present their work at the 407 ETR Summer Student Poster Competition. The winners this past year were Alina He for "A novel circularRNA, circ-Nlgn-1, promotes the progression of cardiac disease"; Kaiwen Song for "Navigating caregiver strain: predictors of caregiver strain for caregivers of youth with mental health and/or addictions issues accessing navigation services" and Brayden Kell for "Fractal dimension as a quantitative metric of noise texture in tomosynthesis images".





## 7. NURSING



Sunnybrook's 3,000 nurses are at the heart of patient care at the Hospital, providing compassionate and highly specialized care for the most vulnerable patients and their families. This extraordinary team cares for the most complex patients and works to improve the lives of hundreds of thousands of people each year. This past year, the Hospital's trauma nursing team, in collaboration with nursing teams and health professionals in several other units, played a vital role in caring for those injured during the 2018 van attack on Yonge Street. Miranda Lamb, a nurse at Sunnybrook since 2005, was interviewed by several media outlets about Sunnybrook's response.

### KEEPING PATIENTS HYDRATED BEFORE SURGERY

A new initiative has nursing staff playing a vital role in allowing eligible patients to drink clear fluids up until two hours before surgery. The Hydration Medical Directive identifies patients in neurosurgery, orthopedic surgery or trauma with the goal of helping to improve outcomes for post-operative patients. The decision-making power with this new approach has been transferred to nurses, who manage the hydration of patients using TrackOR. Sunnybrook is the first hospital in Toronto to implement a digital process for tracking patient hydration before surgery.



## KUDOS FOR NURSING EDUCATION AND SCHOLARSHIP

Sunnybrook was honored for its work in providing nursing students with “excellent evidence-based practice experience in a caring and supportive environment.” The Council of Ontario University Programs in Nursing Award recognized the Hospital, noting the high quality clinical opportunities available. Students also praised the hospital’s user-friendly website and student registration system, as well as the warmth and professionalism of staff.

## NURSING EXCELLENCE: “THE GREATEST PATIENT CARE MANAGER ON THE PLANET”

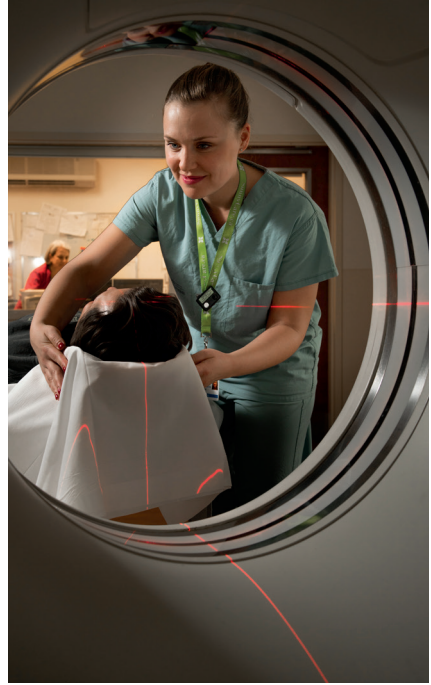
Each year, the Toronto Star Nightingale Awards honour outstanding nurses in the province. Karen Smith, the Patient Care Manager for the Ross Tilley Burn Centre, was awarded an honourable mention for her leadership and compassion. Karen says there is a tremendous reward in watching patients emerge from a cocoon of pain and shock and progress toward rehabilitation. Karen also sits on several committees, co-leads the Sunnybrook’s rapid response team and manages responsibility for 100 staff members.





## 8. HEALTH PROFESSIONS

Sunnybrook is committed to exceptional person-centred care. Every day, interprofessional teams work together to provide care when it matters most. With value placed on learning from each other, the numerous health professions teams support a positive experience for the Hospital's patients. Recently, interprofessional teams have expanded to include patients and families, all striving together to improve clinical best practices. During the opening of beds at the Reactivation Care Centre, the planning committee relied on the expertise from team members in social work, recreation therapy and occupational and physical therapy to ensure patients are receiving the best care in the most appropriate setting.



### NEPHROLOGY: COLLABORATION IN ACTION

The Hospital's rich mix of interprofessional staff enhance care outcomes every day to meet the complex needs of patients. Nephrology is a strong example of this, with a high performing interprofessional team offering a multi-care kidney clinic to prepare patients for end-stage renal disease and also a glomerulonephritis clinic with care provided by a pharmacist, dietitian, social worker, nurse practitioner and physician. Over the last year, Sunnybrook was recognized by the Ontario Renal Network for its efforts in shortening wait times for patients needing dialysis. The network pointed to the considerable amount of effort put in by Sunnybrook teams to ensure patients consistently receive vascular access surgery in a timely fashion.

### MIDWIFE HOSPITALISTS JOIN HEALTH PROFESSIONS TEAM

Sunnybrook's Women & Babies Program advanced its already strong health professions team by introducing the role of midwife hospitalist to the high risk obstetrics clinic. The new services complement Ontario's commitment to improving access to culturally safe





care and Indigenous midwifery. The role is the result of Sunnybrook's strong partnership with Seventh Generation Midwives Toronto and will help to increase culturally safe care for all families within the program.

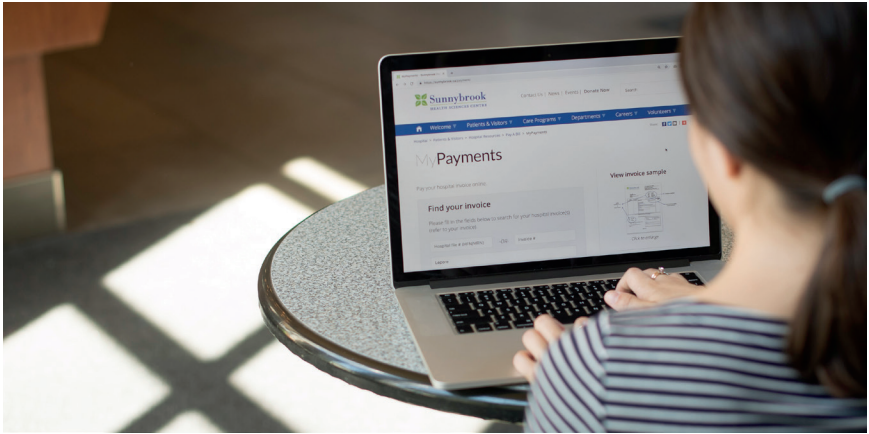
## HEALTH PROFESSIONS DRIVE INNOVATION

The Health Professions Innovation Fellowship Program provides an opportunity for team members to improve the quality of patient care and participate in an innovative practice-based quality improvement project. During the fellowship, Sunnybrook's health professionals work with their peers across the Toronto Academic Health Sciences Network to learn about leading change in a complex health organization. Fellowship winners also lead their own project focused on improving practice within their unit and providing high quality patient and family care.





## 9. IMPROVING THE PATIENT EXPERIENCE



Achieving the best possible outcome for patients, while also exceeding their expectations for care, is top of mind for Sunnybrook's health care teams. The Hospital is committed to continually improving quality of care, and engaging patients and families to improve their experience. Sunnybrook opened a 15-bed dedicated Complex Malignant Hematology unit and outpatient treatment unit for patients with disorders and cancers of the blood who previously faced long wait times and potentially care outside of the city. Over the last year, complimentary sleep bundles with eye masks and ear plugs to help reduce unpreventable noise and reduce light were also provided to patients.

### CREATING A HEALING ENVIRONMENT

Quality sleep and rest is a vital part of a patient's ability to heal. To support this, Sunnybrook launched a noise reduction campaign in inpatient and ambulatory care areas over 2018-19. The noise reduction campaign increased quiet at night by 10 per cent on pilot units and was measured by the Canadian Patient Experience Survey. The message shared throughout the organization was that all team members have a role in embracing quiet etiquette to create a healing environment.

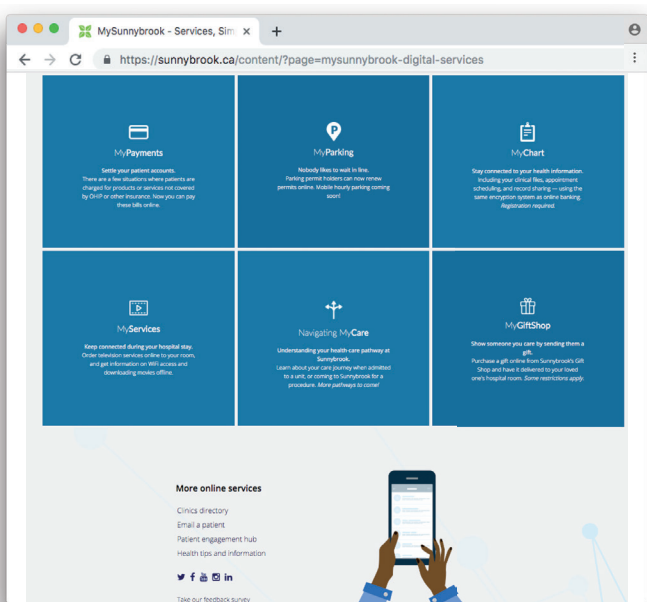


## HELPING PATIENTS AND FAMILIES NAVIGATE THE HOSPITAL

A new digital hub called MySunnybrook was launched to provide one-stop-shop access for patients and families to manage and navigate their experience with the Hospital. MySunnybrook may be used to pay online for parking, order cable television service, pay hospital invoices and also links to MyChart. The service is easily navigated both from a desktop computer or any mobile device. MySunnybrook was developed as a result of hearing from patients that access to services can be difficult and overwhelming at the Hospital.

## WELLNESS IN THE ODETTE CANCER CENTRE

Music Health Cares launched over the last year as a new wellness activity to entertain cancer patients and their families while they wait for care. Participants briefly introduce themselves, explain their role at Sunnybrook and why they chose their profession, and then perform two or three songs in the spirit of wanting to give back to those receiving treatment and care at the Odette Cancer Centre.





## 10. PATIENT AND FAMILY ENGAGEMENT

Meaningful engagement with patients, families and the organization's many stakeholders was further embedded in every facet of Sunnybrook's work over 2018-19. The Patient Engagement Steering Committee continued its work by developing a three-year plan to align with the strategic plan. From clinical projects to research studies to operational initiatives, patients and families were consistently asked for their input. Following the mass shooting on the Danforth in Toronto, Sunnybrook's listened when stakeholders expressed concern about what to do if they are close to someone bleeding after a violent event. Additional courses were offered for the Stop the Bleed program which trains civilian bystanders about how to manage uncontrolled bleeding in an emergency.

### PATIENT AND FAMILY PARTNERS CONTINUE TO GROW

Over 2018-19, the Patient and Family Partner Program facilitated requests from departments and divisions spanning every program for engagement participants. Examples include the Emergency Department's recruitment of a partner for their Quality Improvement Committee, the Simulation Centre's recruitment of partners to participate in student training and recruitment for a focus group for online billing.

### DIGITAL ENGAGEMENT THRIVES

Recognized as a leader in digital engagement by Accreditation Canada and Health Standards Organization, Sunnybrook continued to solicit feedback and initiate dialogue with patients and families. The Hospital remains committed to sharing information and helping improve the patient experience with prompt responses to inquiries. Engagement and outreach included the launch of the Hospital's future planning web page to receive input on the process for developing a long-range plan to meet the health care needs of a changing province.





## 11. ONLINE COMMUNICATION AND SOCIAL MEDIA

The Hospital's web site and social media channels play a critical role in sharing information about the organization's research and innovations, not to mention during times of crisis such as the Yonge Street tragedy or Danforth shooting. With over 115,000 followers in total across Facebook, Instagram, Twitter, LinkedIn, and YouTube, the Hospital maintains its national leadership in the digital space. A video about focused ultrasound research reached over 100,000 people across Sunnybrook's social media channels, with a total of almost 12 million YouTube views in total for all videos.

### “FINALLY, SOMEONE IS LISTENING.”

From questions about how to find a clinic location, to concerns about what happens after a loved one's cancer treatment, Sunnybrook's social media team respond quickly to connect patients and families with the information they need. Input is also sought; for example, a Twitter was posted asking “Most of our units welcome visitors between 8 a.m. to 10:00 p.m. Should we extend visiting hours?”

### SUNNYBROOK RECEIVES PRESTIGIOUS AWARD FOR CRISIS COMMUNICATIONS WORK

Sunnybrook's Communications and Stakeholder Relations team won a prestigious International Association of Business Communicators Toronto OVATION Award of Merit for their outstanding crisis communications work. During the Code Orange van attack, the team provided web and social media updates around the clock. The work was lauded as an example of effective digital crisis communication.

### PERSONAL STORIES FROM TEAM MEMBERS

SunnyNet, the organization's corporate Intranet, is a virtual meeting place for staff, physicians, students and volunteers. In 2018-19, As I See It launched to help build a sense of community internally. The forum allows members of Sunnybrook's teams to share personal experiences and viewpoints with others through first-person essays.





## 12. QUALITY AND PATIENT SAFETY



Sunnybrook is on a continuous journey of quality improvement. The last year was no exception, as the Hospital employed new evidence-based practices to ensure the highest quality care for patients and their families. The Hospital achieved several goals from its quality improvement plan, including the development of a palliative care collaborative with local system partners to ensure patients are provided with the right care in the right place based on their personalized goals and values. A successful electronic monitoring system for hand hygiene with motion-activated sensor was introduced and rolled out across five inpatient units as part of a multi-centre initiative with Michael Garron Hospital, Sinai Health System, Lakeridge Health and St. Michael's Hospital.

### 22 LEADING PRACTICE AWARDS FOR SUNNYBROOK

The organization was recognized for 22 leading practices by Accreditation Canada and their affiliate organization Health Standards Organization. Accreditation Canada defines a leading practice as “a practice carried out by a health care organization that has demonstrated a positive change, is person-centred, safe and efficient.” The Family



Navigation Project and MyHip&Knee received honorable mention for the safety award, 'Excellence in Patient Engagement for Patient Safety'.

## BEST FOR QUALITY AND SAFETY FOLLOWING SURGERY

The American College of Surgeons National Surgical Quality Improvement Program recognized Sunnybrook for the second year in a row for achieving “meritorious outcomes” for surgical patient care. Sunnybrook was one of 83 adult hospitals from around the world recognized for quality of surgical care in a number of outcome areas, including mortality, pneumonia, unplanned intubation and renal failure.

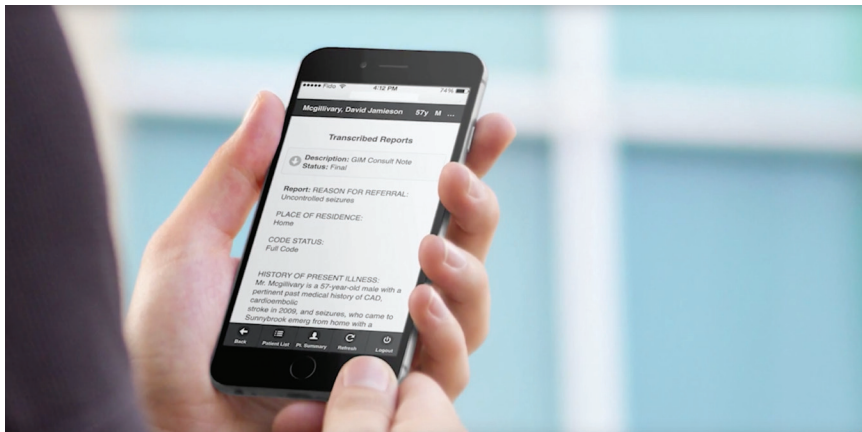
## QUALITY QUEST COMPETITION ENGAGES TEAMS

Sunnybrook hosted its first Quality Quest competition which featured seven interprofessional teams presenting two-minute pitches on quality improvement ideas. Stroke Neurology won for its presentation on strategies to decrease the time to administer clot-busting Tissue Plasminogen Activator (TPA), such as taking the patient directly into CT Scan on the Toronto Paramedic Services stretcher.





## 13. DIGITAL HEALTH TECHNOLOGY



Efficient access to information is critical to providing quality care for patients. At Sunnybrook, innovative digital health technologies are in play to allow patients and families to better monitor their wellbeing and allow health teams improve efficiency, patient flow and continuity of care. The Hospital continued to build on the successes of SunnyCare for clinical teams working at all three campuses. New features this year included the addition of speech dictation, allowing clinicians to securely document and complete their notes within SunnyCare.

### SUNNYCARE EXTENDS ACCESS TO EVERY HEALTH CARE PROFESSIONAL

SunnyCare extended the electronic charting solution to all health professions in the organization over 2018-19. The change has promoted greater information-sharing, allowing teams to capture information once and share it, instead of asking patients the same questions over and over again. This approach is saving time for caregivers and providing a better experience for patients.

### DIAGNOSTIC IMAGES AT YOUR FINGERTIPS

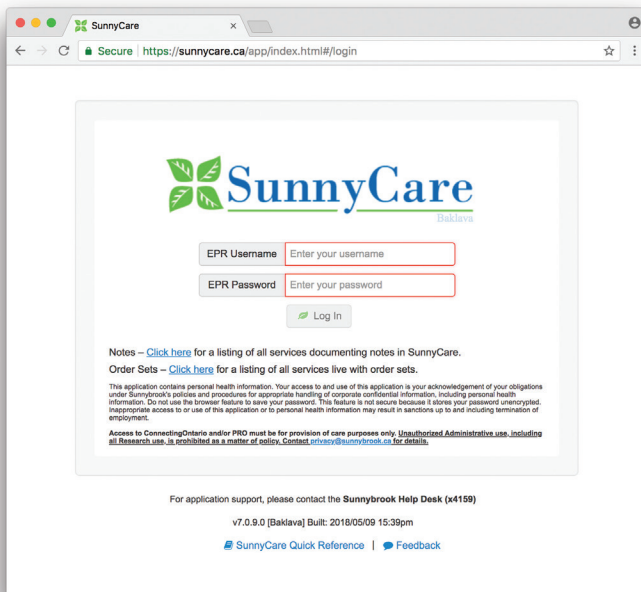
SunnyCare added an enhanced feature to allow health care teams to gather diagnostic reports and images. The system expanded to provide access to diagnostic images in ConnectingOntario, including the Greater Toronto Area West, the Hospital Diagnostic



Imaging Repository Services, the Southwestern Ontario Diagnostic Imaging Network and the Northern and Eastern Ontario Diagnostic Imaging Network.

## SUNNYCARE LITE LAUNCHES

A new corporate mobile app launched to help clinicians easily add notes to patient charts. SunnyCare Lite is an iPhone app that allows all clinicians, including nurses, residents and students, to dictate patient notes into the hospital's SunnyCare system by using their phones. Developed in-house by the Hospital, the approach is a first-in-Canada achievement. One clinician called the app 'transformative' as it allows teams to make notes without tracking down the physical patient chart.





## 14. PARTNERSHIPS AND SYSTEM IMPROVEMENT



Sunnybrook placed a renewed focus on creating deeper ties with the organization's system partners over the last year. The partnership strategy looked at building capacity to support the future of health care while enhancing the patient experience. Hospital partners include Southlake Regional Health Centre, Mackenzie Health, Markham Stouffville Hospital, North York General, Humber River Hospital, Scarborough Rouge and Michael Garron Hospital.

### STRONG COLLABORATION WITH MICHAEL GARRON

For several years, Sunnybrook has partnered with Michael Garron Hospital to improve care for shared communities in the areas of cancer, thoracic surgery and long-term ventilation. To manage the successful collaboration already taking place, and lead opportunities for further clinical partnerships, Dr. Carmine Simone was appointed as Medical Director of Integrated Programs. Dr. Simone will act as a facilitator and a clinical bridge between the two hospitals and the health system to improve care for patients who benefit most from the two organization's services.





## WORKING TOGETHER TO RETURN PATIENTS TO THEIR HOME HOSPITAL

Sunnybrook partnered with Markham Stouffville Hospital to improve the process of transferring a patient to their home hospital once they no longer require specialized care. A new model for the process, also called repatriation, was developed which is safe, timely and provides an excellent experience for patients and families.

## PARTNERING WITH PATIENTS

Every day, Sunnybrook partners with the patients and families the organization cares for. An example is the myHip&Knee, a free app launched in 2018-19 to help patients get ready for hip or knee replacement surgery and keep on track during their recovery. The overall goal of the app is to improve patient education, engagement and self-management through interactive modules accessible on all mobile devices and computers. Key features include a daily health check, ability to track recovery and recommendations on when to contact health care providers and when to proceed to the Emergency Department.





## 15. FUNDRAISING





Sunnybrook Foundation supports the advancement of the Hospital through active fundraising in support of research, education and equipment initiatives. Over 2018-19, the Foundation launched a successful brand campaign, building excitement and interest by sharing patient and family stories. The MR-Linac, together with the Gamma Knife Icon and the MRI-Brachytherapy Suite, form a trio of first-in-Canada high-tech treatment options. Sunnybrook's community was instrumental in securing these three technologies, with one third of the \$27 million total cost paid for by donors.

## FIRST-IN-CANADA TAP-TO-DONATE KIOSK

Sunnybrook Foundation launched the first unattended tap-to-donate kiosk in Canada. Located at Sunnybrook's Bayview campus, donations are deposited wirelessly through Visa, MasterCard, Interac Flash, Apple Pay, Android Pay and Google Pay. The digital solution was developed with partners at the Hospital, as well as Envision and Monex.

## ANOTHER YEAR OF SUCCESSFUL EVENTS

From the RBC Race for the Kids to Operation Raise a Flag, Sunnybrook Foundation again organized several fundraising events over the past year. To date, the RBC Race for the Kids has rallied over 46,000 participants and raised over \$12 million in support of the Family Navigation Project at Sunnybrook. Operation Raise A Flag said thank you to Veterans by planting 47,500 flags, 100 flags for each Veteran resident, at the Bayview campus. The money raised by the initiative provided Veterans with additional resources to attend community outings, for learning opportunities, innovative equipment and unique programming.

## REINVENTING CARE FOR SENIORS

A landmark donation of \$10 million by Peter Cipriano was received to allow the Hospital to create a patient-centred model of care to keep seniors healthy and in their community. The Peter Cipriano Centre for Seniors Health will create a new model of care to increase the wellbeing of seniors across the country, while reducing demands on the health-care system. The 13,000-square-foot facility will redesign and refit existing space and offer outpatient services including comprehensive assessment, rehabilitation, system navigation, caregiver support and education on the health needs of seniors.



## 16. CLINICAL BREAKTHROUGHS AND ‘FIRSTS’



Clinician-scientists at the Hospital and Sunnybrook Research Institute made internationally impactful advances in health science over 2018-19. These discoveries promise to transform many patients' lives, demonstrating Sunnybrook's commitment to advancing innovation. Sunnybrook designed and made the MOLLI, a device which helps surgeons locate and remove a breast tumour more easily. The Hospital also made particular strides with focused ultrasound, a non-invasive, image-guided surgical technology using ultrasound energy to target specific areas of the brain and body or investigation of safety and efficacy in a number of indications including; essential tremor, Alzheimer's, and uterine fibroids. It is scalp-free which avoids incisions to the skin.

### FOCUSED ULTRASOUND BREAKS NEW GROUND

For the first time, Sunnybrook researchers temporarily opened the blood-brain barrier using MRI-guided focused ultrasound in multiple regions of the brain in a patient with Alzheimer's disease. Areas of the brain targeted in the trial were critical for cognition, memory and learning that show amyloid deposits in pre-treatment brain scans. The ultimate goal is to develop direct-to-brain therapies that may one day help in treatment and early prevention for patients with Alzheimer's disease. Drug therapies and medications were not administered in this Phase 2 trial, as the focus was on



establishing that the opening the blood-brain barrier in these critical brain structures, repeatedly, is safe.

And in another first-in-North America, a trial launched to study the safety and effectiveness of using MRI-guided focused ultrasound to help patients with treatment-resistant major depression. In this trial, focused ultrasound is used to cause a lesion in a region of the brain called the anterior limb of the internal capsule. This action disrupts a pathway of the brain that has been established as being active in depression. Although this trial is in the early stages of investigating the safety and efficacy of focused ultrasound in patients with depression, researchers note it has the potential to be another treatment option.



## DEEP BRAIN STIMULATION IN PTSD AND ALCOHOLISM

Sunnybrook researchers were the first in Canada to investigate the use of deep brain stimulation to help patients with treatment-resistant post-traumatic stress disorder, or PTSD. Deep brain stimulation is a neurosurgical procedure involving the administration of small amounts of electricity to disrupt abnormal activity of brain structures associated with disease. The trial applies the latest in imaging and technology to develop a 'precision-strike' treatment for PTSD to determine what influence brain stimulation has on the circuits driving the illness.





Sunnybrook researchers also became the first in the country to begin to study the use of deep brain stimulation for treatment-resistant alcohol use disorder. The disorder occurs when a person cannot control how much alcohol they consume. The investigation is enrolling five participants in a one-year study, with the goal of investigating the safety of deep brain stimulation in treating the disease in those patients who aren't responding to therapy and medication.

## SUNNYBROOK'S FIRST HUMAN IMAGE TAKEN ON MR-LINAC

Sunnybrook's radiation and clinical trials teams took the first human images on the Odette Cancer Centre's new MR-Linac – the Elekta Unity. The technology is the first machine in the world to combine radiation and high-resolution magnetic resonance imaging (MRI), and allows doctors to target tumours and monitor their response to radiation with unprecedented precision, even as a tumour moves inside the body. As the first Canadian centre to install an MR-Linac, Sunnybrook is leading the way and helping to set up and conduct clinical trials that will establish the best treatment protocols for this new machine.





## 16. FINANCIAL OUTLOOK FISCAL 2019/20

Sunnybrook has been engaged in planning for fiscal 2019/20 for many months. Many initiatives have had exhaustive review in order to realize savings. Despite this, savings identified to date are insufficient to offset the cost pressures experienced each year as a result of inflation and those that arise in order to improve the care provided to our patients. The Government of Ontario has recently communicated funding for fiscal 2019/20, and unfortunately the funding committed, insufficiently addressed the inflation and other pressures being experienced. This has exacerbated the shortfall in our 2019/20 budget. Management has developed a plan to close the gap. Sunnybrook remains committed to its Strategic Plan including its focus on inventing the future of healthcare through Personalized and Precise treatments and Integrated and Sustainable Models of Care. Not only will these serve Ontario patients but this vision will also bend the cost curve. With respect to Integrated and Sustainable Models of Care, together with its partners, Sunnybrook is a keen participant and contributor to the Government's vision for bundled care and Ontario Health Teams. Sunnybrook is participating in eight bundles for fiscal 2019/20, the most for any hospital in Ontario, and is co-developing, with partners, its approach towards an Ontario Health Team to better serve the North Toronto population. Sunnybrook's management team is now turning its attention to planning for fiscal 2020/21. It is expected this will be a difficult task and will likely include options for service and staff reductions.

when it matters  
**MOST**



Sunnybrook Shines a Spotlight on 2018–19