

# TORY TRAUMA PROGRAM

2021-2025

Strategic Plan


*when it matters most*





# **TORY TRAUMA PROGRAM**

**2021-2025**  
Strategic Plan



We care for  
patients and  
families **when it  
matters most.**

We are pleased to present the Tory Trauma Program 2021-25 Strategic Plan. Our *future* builds upon our strong *foundation* as national and global leaders in clinical care, research and education in trauma, burns and critical care.

Our vision for the next era of Tory Trauma is to invent the future of health care for traumatically injured and critically ill patients.



# TORY TRAUMA PROGRAM

We lead innovations and improvements in care through basic, translational and clinical research for patients. We develop integrated health systems to meet the needs of patients throughout the Greater Toronto Area and Ontario. We lead in education for health care teams, and provide community outreach for primary and secondary prevention of trauma and burn injuries.

We are excited to place a strong focus on the following cornerstone initiatives:

- Initiate a new Critical Care Tower
- Creating a Traumatic Brain Injury Centre of Excellence
- Enhancing the well-being of our teams

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## OUR VISION:

Tory Trauma Program invents the future of health care for traumatically injured and critically ill patients.

## OUR MISSION:

We care for our patients and their families when it matters most. In partnership with health system providers and the University of Toronto, Sunnybrook leads through prevention, discovery, innovation, teaching, caring and learning in trauma, burns and critical care.

## OUR VALUES:

- Wellness
- Excellence
- Collaboration
- Accountability
- Respect
- Engagement



# THE TORY TRAUMA PROGRAM CARES FOR THE LARGEST NUMBER OF TRAUMATICALLY INJURED AND BURN PATIENTS IN CANADA.

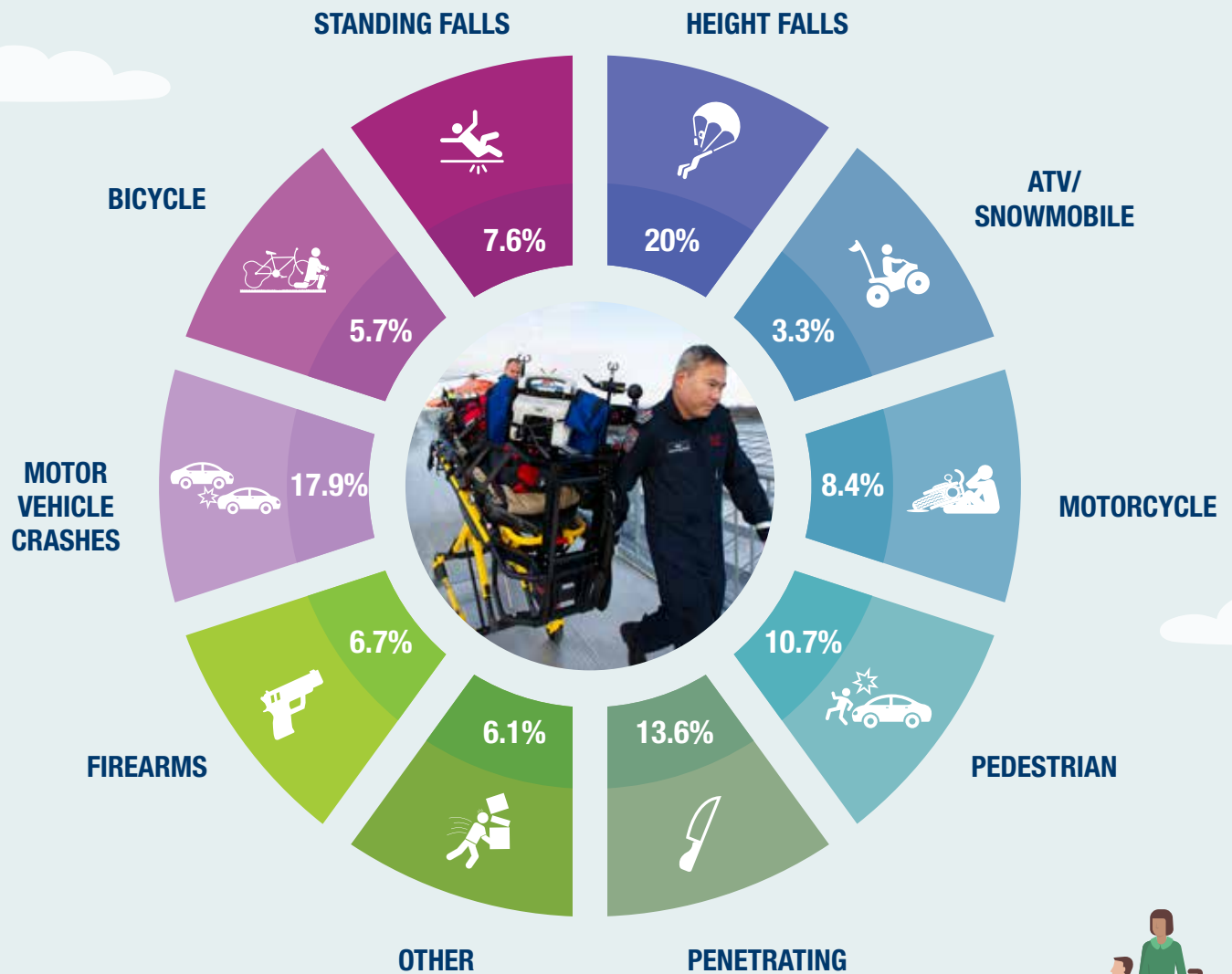
We serve all of Ontario with highly specialized tertiary and quaternary care services including, trauma and burn surgery, neurosurgery and neurovascular care, orthopedic surgery and spine care, and plastic and reconstructive surgery. Our intensive care teams provide life-supporting care to our health system's sickest patients.

**Patients are at the centre of our care.** Care is provided by a wide range of highly specialized experts working collaboratively in inter-professional teams and taking a comprehensive approach across the care continuum to address individual physical, mental, psychosocial, spiritual, educational and emotional needs of our patients and their families.





# TRAUMA ACTIVITY\*



\*April 1, 2020 to March 31, 2021



# OUR STRATEGIC PLANNING JOURNEY



## GATHER

- Current state assessment
- External scan
- Baseline data review



## DISCOVER

- 70 internal and external interviews and a program-wide survey of 700 staff
- SWOT Analysis



## VALIDATE

- Develop and test strategic directions
- Develop objectives and initiatives



## FINALIZE

- Refine and finalize the strategic plan
- Develop draft measures and targets



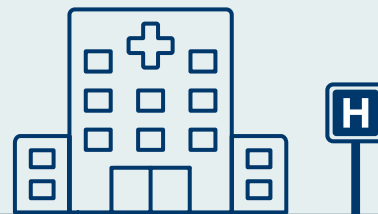
## LAUNCH

- Launch Strategic Plan in Fall 2021

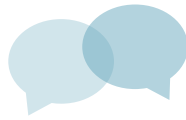


## MONITOR

- Track our progress







# WHAT WE HEARD

## Our Strengths:



**“I’m proud that we connect with families to provide support for them when in grief, celebrate our patients’ progress and learn about their story as a human being outside of the circumstances that brought them into our unit.”**

**“I’m proud of the incredible teamwork and commitment.”**

**“I value being able to show patients and family kindness and genuinely caring in a high stress environment.”**

**“I’m honoured that we are an institution that allows us as healthcare providers to have access to giving patients the treatments they need to survive in a timely manner.”**

**“I value how we are trying to influence system level health care.”**

**“I’m proud of working in an internationally recognized top trauma centre.”**



## Our Opportunities:



**“The Program can embrace its national and international leadership role!”**

**“Better coordination and communication within and across teams to facilitate care transitions and continuity of care.”**

**“...creating opportunities to celebrate our diverse staff and help them grow in the organization...”**







# OUR STRATEGIC PLAN SNAPSHOT

**This strategic plan is a collaboration among Sunnybrookers and health system partners.**

It reflects regional and international best practices, our existing strengths and leadership, and maps out our unique position for growth and global impact. It is through this understanding of the strengths and opportunities of our teams that we have developed **three strategic directions**:



**We will position our teams at the forefront of care delivery and innovation**

**We will deliver care that respects patient preferences, needs and values, guided by compassion, consideration, communication, and comfort**

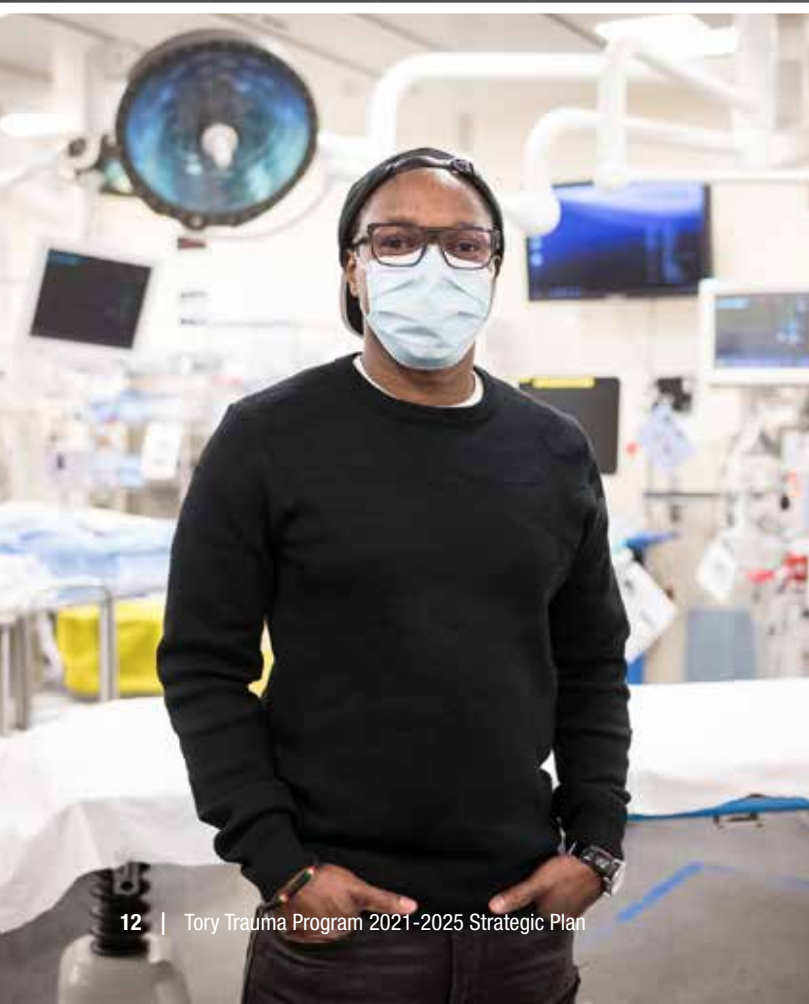
**We will strengthen our teams through equity, diversity, inclusivity, wellness and education**

- 1 Shape and lead high-quality Trauma, Burns, and Critical Care systems in Ontario and around the world
- 2 Advance world-leading research to improve care in Trauma, Burns, and Critical Care

- 1 Ensure seamless, high-quality transitions of care throughout the patient journey
- 2 Achieve the best possible patient experience and high-quality outcomes centred on evidence-based care

- 1 Foster a culture of equity, inclusion and wellness
- 2 Build connections and support lifelong learning within and across teams





# TORY TRAUMA STRATEGIC PLAN:



## 1 Health System, Clinical & Academic Leadership



### OBJECTIVES:

1 Shape and lead high-quality Trauma, Burns and Critical Care systems in Ontario and around the world

2 Advance world-leading research to improve care in Trauma, Burns, and Critical Care

### INITIATIVES:

a) Renew and evolve our **INFRASTRUCTURE** through partnerships with public funders, Sunnybrook Foundation and philanthropy

- Initiate the Critical Care Tower
- Build the 2<sup>nd</sup> Burn Operating Room

b) Expand our outreach and impact in **INJURY PREVENTION** across our key services: **BRAVE - Breaking the cycle of violence with empathy; P.A.R.T.Y. - Prevent Alcohol and Risk-Related Trauma in Youth; STOP THE BLEED®; Injury is Not Equal**

c) Lead & champion **REGIONAL-TO-GLOBAL Trauma, Burns & Critical Care systems**

- Collaborate with partners to optimize Trauma, Burns and ICU Capacity at Sunnybrook and in Ontario
- Support health care delivery to underserved areas in Canada
- Support global humanitarian partnerships and activities
- Establish Sunnybrook as a World Health Organization Collaborating Centre for Critical Care clinical, research and education expertise and training

a) Establish the **Traumatic Brain Injury (TBI) CENTRE OF EXCELLENCE**

- Lead an interdisciplinary TBI Collaboration across programs and platforms linking clinical and translational scientists to leverage Sunnybrook's strengths in neuroimaging, modulation, and clinical trials
- Support Patient & Family Navigation and Recovery from TBI
- Improve Patient Care through Interprofessional Education and Simulation

b) Augment our **RESEARCH EXPERTISE**

- Sustain world-leading health services research in trauma and critical care
- Increase our clinical trials infrastructure in critical care, trauma and burns in collaboration with the Centre for Clinical Trials Support
- Develop inter-professional research leadership and mentorship across the Tory Trauma Program



## 2 High Quality Person & Family-Focused Care



### OBJECTIVES:

- 1 Ensure seamless, high-quality transitions of care throughout the patient journey
- 2 Achieve the best possible patient experience and outcomes centred on evidence-based care

### INITIATIVES:

#### a) Strengthen TRANSITIONS in care within Sunnybrook

- Support seamless transitions for patients and families across Sunnybrook programs and departments (include patient/family members in rounds; enhance goals-of-care discussions & advance care planning and document our progress in the electronic medical record)

#### b) Improve TRANSITIONS in care across the health system

- Develop and expand new models of care to support patient transitions – the Jennifer Tory Trauma Recovery Clinic, BRAVE, NEON & Program Navigation

#### a) Embed the PATIENT & FAMILY VOICE in our work

- Establish Patient and Family Advisory Committees for Trauma, Burns and Critical Care
- Seek feedback from patients, family members and caregivers to improve outcomes and experience

#### b) ADDRESS SYSTEMIC INEQUITY & RACISM so that everyone has equitable opportunities to access high-quality, culturally safe health care

- Improve data collection of key demographic indicators to better understand the differences and disparities in care and outcomes for traumatically and critically injured patients
- Incorporate our data to design quality improvement initiatives to enhance equity and culturally safe care
- Offer anti-racism and culturally safe care training opportunities to our teams

#### c) Lead and champion HIGH QUALITY & EVIDENCE-BASED OUTCOMES

- Strengthen data-driven Sunnybrook Quality of Care initiatives in Trauma (Trauma Quality Improvement Program), Burns (standardized practices in resuscitation and wound care) and Critical Care (Intensive Care Observational Registry)
- Achieve Ross Tilley Burn Centre Verification under the American Burn Association
- Achieve Trauma Services Verification under the American College of Surgeons







### 3 High Performing Teams



#### OBJECTIVES:

1 Foster a culture of equity, inclusion and wellness

2 Build connections and support lifelong learning within and across teams

#### INITIATIVES:

a) Promote a workforce and leadership team that is fully REPRESENTATIVE of the racially diverse and gender balance in the communities we serve

- Implement policies and processes to enable equitable recruitment and progression of our team, with diverse search committees and panels seeking diverse applicants to our team
- Partner with external stakeholders to recruit nationally and internationally trained clinicians (e.g. nurses, allied health, etc.) to our team and support career transitions

b) Support a culture of civility and respect across the Program

- With Sunnybrook Organizational Development engage our team in anti-racism and cultural safety education, respect and civility, conflict resolution, crucial conversations workshops
- Collaboratively develop program-wide Respect and Civility charters
- Measure, and collaboratively improve upon, Sunnybrook Staff Engagement metrics, across the Tory Trauma Program

c) Enhance and actively promote opportunities for wellness among our teams

- Promote the use of physical spaces and peer support programs to support wellness
- Recognize our staff through celebration, recognition and establishment of the annual Tory Trauma Awards
- Establish routine unit-based Leadership Rounds across the Tory Trauma Program

a) Establish the PROGRAM EDUCATION LEAD role to improve clinical care through interdisciplinary and inter-professional team-based learning, inpatient simulation and seminars for teams that focus on improving empathy, resilience, emotional intelligence

b) Establish a Program-based INTERPROFESSIONAL COUNCIL, with inter-professional cross-training rounds, education events and venues

c) Develop innovative models of care and roles to BRIDGE EXPERTISE across Programs and Departments (e.g. interdisciplinary trained clinicians working across units and content areas)



# THE TORY TRAUMA PROGRAM: Local to GLOBAL Impact

**The Tory Trauma Program's impact extends well beyond the ICU, trauma bay, operating rooms and our wards.**

Our breaking the cycle of violence through empathy - BRAVE - initiative is embedded in the communities our team serves. The Centre for Injury Prevention STOP THE BLEED® brings life-saving first responder skills to communities across Toronto and the P.A.R.T.Y. Program reaches high school students across the GTA and has affiliates around the world.

Tory Trauma Program clinicians lead Ornge air ambulance service to all regions of Ontario. We deliver pandemic vaccine from Sunnybrook to Northern Ontario.

Since Toronto's experience with SARS, we have collaborated with the World Health Organization in Asia, the Middle East and throughout Africa, advising and supporting clinical care and training, research and the development of treatment guidelines for Middle East Respiratory Syndrome, Avian Influenza, Ebola and COVID-19.

Tory Trauma clinicians are key clinical trainers with the University of Toronto - Addis Ababa Academic Collaboration and Black Lion Hospital in Ethiopia.

Our trauma, plastic and reconstructive surgeons support the medical needs of populations in areas of conflict with the surgical training program between Sunnybrook and Ukraine, missionary surgical support in West Africa, and through strong historical and contemporary collaborations with the Canadian Forces.

**The Tory Trauma Program will bring its local expertise to the world.**

**Homer Tien**, coordinating COVID-19 vaccination in Peawanuck, Hudson's Bay



**Jeff Fialkov**, plastic and reconstructive surgeon in Nunavut



**Fred Brenneman**, delivering COVID-19 vaccine as part of Operation Remote Immunity in Muskrat Dam



**Federico Angriman**, teaching critical care research methods in Mexico



**Brandy Tanenbaum and Sadaf Abshar** of Sunnybrook STOP THE BLEED® training at Jane & Finch, Toronto

**Oleh Antonyshyn** and Sunnybrook Tory Trauma team in Ukraine



**Dylan Pannell**, Tory trauma and Canadian Armed Forces surgeon, Kandahar, Afghanistan



**Rob Fowler**, WHO consultant in the Middle East evaluating an unknown case of severe acute respiratory infection



**Neill Adhikari**, WHO consultant in Sierra Leone during the West African Ebola outbreak



**Alan Rogers**, burn surgeon in Rwanda



**Peter Kiiza**, Tory Trauma post-graduate student from Uganda



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