

TRAUMA STRATEGIC PRIORITY

**STRATEGIC PLAN
2015-2019**

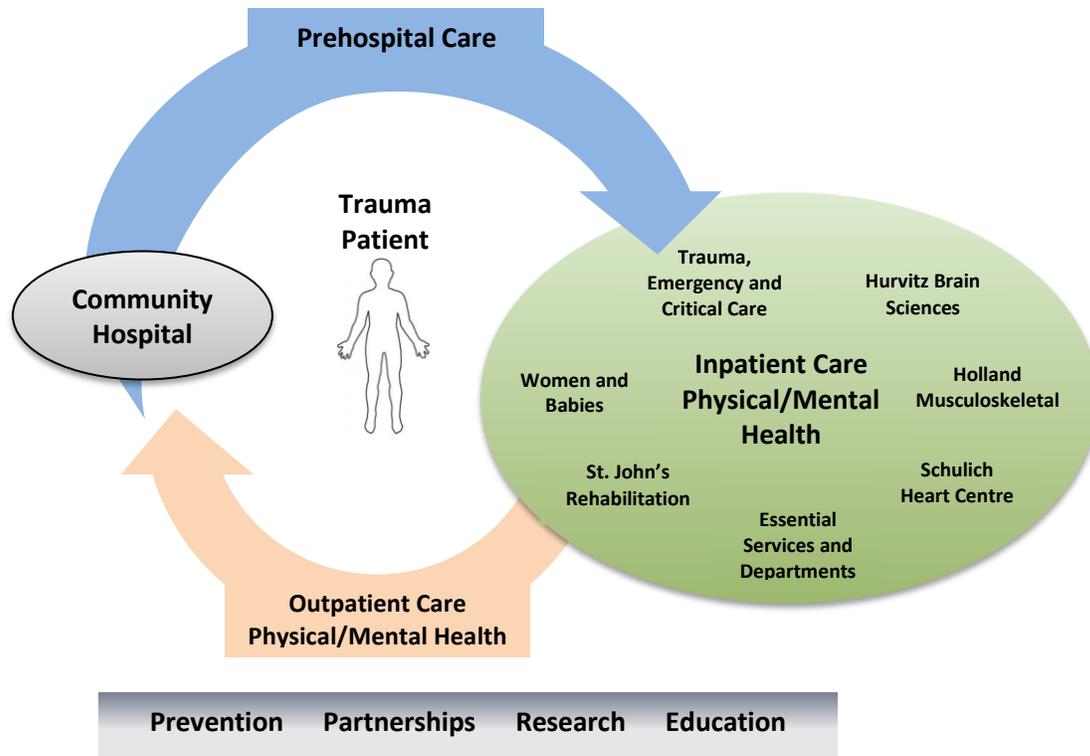
Executive Overview

INTRODUCTION

Sunnybrook Health Sciences Centre established Canada's first regional trauma centre in 1976, extended its mandate to include injury prevention, and was designated in the early 1990s by the Ontario Government as one of Ontario's lead hospitals for severely injured adult patients. Sunnybrook is also one of the designated centres providing trauma care to Canadian soldiers wounded while serving overseas. Trauma is a Sunnybrook Strategic Priority and includes the RBC First Office for Injury Prevention, the Tory Regional Trauma Centre and a multitude of specialised programs and services with trauma-related expertise.

In the summer of 2014, Dr. Avery Nathens – Sunnybrook's Chief of Surgery and the De Souza Chair in Trauma Research – and Dr. Homer Tien – Colonel, Canadian Armed Forces, Sunnybrook's Director of Trauma Services and the Major Frederick Banting Chair in Military Trauma Research – launched a process to develop the first strategic plan for Sunnybrook's Trauma Strategic Priority. Informed by an extensive consultation process, the plan recognises that trauma excellence is multifaceted and involves a wide range of highly trained individuals working together to prevent and treat traumatic injuries.

Sunnybrook Health Sciences Centre Trauma Strategic Priority



The plan includes six strategic goals, each with clear priorities, specific actions and deliverables over the next five years. The Operating Plan includes the actions and deliverables along with leads and key collaborators who are responsible for results. The plan is grounded in underlying assumptions, and enablers are identified to achieve success.

The senior executive lead for Sunnybrook's Trauma Strategic Priority – Dr. Andy Smith, Executive Vice-President Programs and Chief Medical Executive – will regularly monitor and oversee progress delivering on the plan and address any challenges.

UNDERLYING ASSUMPTIONS

1. Trauma aligns with Sunnybrook's vision, mission, values and plan.

- Vision: Sunnybrook invents the future of health care.
- Mission: We care for our patients and their families when it matters most. In partnership with the University of Toronto, Sunnybrook leads by discovery, innovation, teaching, and learning.
- Values: Excellence, Collaboration, Accountability, Respect, Engagement.

2. Our trauma patients are the most severely injured.

Our focus is on individuals who have sustained mechanical and/or thermal injury and who may have serious life or limb-threatening conditions that are time-sensitive and require quick response, or who are at risk of permanent disability without highly specialised tertiary/quaternary assessment and/or care.

3. Our care providers are a highly specialized team.

We are a collaborative interprofessional team that provides care along the entire continuum of care – including prevention, pre-hospital, assessment and resuscitation, surgery, intensive care, inpatient care, outpatient care and community care – and has specialised expertise in physical, mental and emotional health.

4. We provide comprehensive trauma care.

We provide comprehensive care that meets the wide-ranging needs of trauma patients which includes timely and appropriate physical and mental health assessments, acute care that saves lives and preserves limbs, and care that improves function and enhances long-term survival and quality of life.

5. We provide person and family-centred care.

We partner with and learn from our patients and their families, provide a care experience that recognises physical and psychosocial needs and vulnerabilities, and advocate on behalf of patients and their families for necessary care and supports.

6. We innovate to improve all we do.

We constantly seek to innovate in the prevention and treatment of trauma, in research that will lead to optimal outcomes, and in the education of patients and future healthcare providers.

7. We partner across the system.

We partner with other providers, researchers, educators, and policy and decision makers to ensure that people have timely access to an integrated system of quality trauma care that effectively meets the needs of patients and makes the best use of resources and expertise.

STRATEGIC GOALS AND PRIORITIES

1. Lead in the Access and Delivery of High Quality Patient and Family-centred Trauma Care (Mechanical and/or Thermal Injury)	
Priorities	Actions
1.1: Strengthen acute trauma care to save lives and preserve limbs in a timely, safe and effective manner	1.1 a: Improve the level and quality of collaboration and communication between providers of pre-hospital and in-hospital care. 1.1 b: Improve the quality and timeliness of acute care based on best evidence and practice. 1.1 c: Evaluate the impact of the Actions – 1.1 a, 1.1 b – on strengthening acute care.
1.2: Strengthen trauma care to improve function and enhance long-term quality of life in a timely, safe and effective manner.	1.2 a: Implement a collaborative interprofessional physical and mental health rehabilitation approach that begins soon after injury and continues after discharge from acute care. 1.2 b: Develop innovative specialized services that improve long-term function and quality of life . 1.2 c: Evaluate the impact of the Actions – 1.2 a, 1.2 b – on improving function and enhancing long-term quality of life.
1.3: Strengthen the patient and family-centred care experience.	1.3 a: Provide a comprehensive range of information and educational material that meets the needs of trauma patients and their families . 1.3 b: Develop and implement a trauma outpatient service navigation plan for patients and their families. 1.3 c: Evaluate the impact of the Actions – 1.3 a, 1.3 b – on strengthening the patient and family-centred care experience.
1.4: Develop a fully-integrated regional system of inpatient and outpatient trauma care.	1.4 a: Work with partners in the Sunnybrook regional catchment area to ensure that all partners fulfil their expected roles, responsibilities and expertise in a fully-integrated regional system . 1.4 b: Evaluate the impact of Action 1.4 a on the development of a fully-integrated regional system of inpatient and outpatient trauma care.

2. Lead in Collaborative Research in the Prevention and Treatment of Trauma	
Priorities	Actions
1.1: Strengthen interprofessional trauma research in the areas of prevention, systems of care and functional outcomes.	2.1 a: Expand research into preventing road traffic injuries . 2.1 b: Expand research into developing – and improving access to – new and enhanced systems of high quality trauma care . 2.1 c: Expand research into improving functional and long-term outcomes and quality of life after injury.

3. Lead in Trauma Education for Trainees, Staff and Our Partners	
Priorities	Actions
3.1: Increase professional and interprofessional education opportunities for trainees and medical and hospital staff.	3.1 a: Expand the use of simulation for interprofessional team-based education for trainees and staff working with trauma patients. 3.1 b: Expand the number of collaborative education opportunities for trainees and staff working with trauma patients. 3.1 c: Support regular education opportunities for staff working with trauma patients to keep them apprised of innovations, research, best practices and future trends. 3.1 d: Provide education to staff working with trauma patients that supports mindfulness and wellness, and ensures resilience .
3.2: Collaborate with our partners to provide continuing professional education opportunities.	3.2 a: Work with our partners in the Sunnybrook regional catchment area to identify and address education needs to support a fully-integrated regional system of care (see Priority 1.4). 3.2 b: Continue working with St. Michael's Hospital and The Hospital for Sick Children to increase education collaborations. 3.2 c: Strengthen trauma education opportunities for military personnel in support of national trauma care priorities.

Note: Patient and family education is addressed in Strategic Goal 1 (Priority 1.3); prevention education is addressed in Strategic Goal 4 (Priority 4.1).

4. Lead in the Prevention of Trauma	
Priorities	Actions
4.1: Reduce the incidence of trauma through education, collaboration and advocacy.	4.1 a: Strengthen education and collaborative efforts targeted at injury prevention. 4.1 b: Increase advocacy efforts focused on the prevention of mechanical and thermal injuries.

5. Lead Improvements in the System of Trauma Care With Our Partners	
Priorities	Actions
5.1: Strengthen local partnerships to improve trauma care in Toronto.	5.1 a: Continue working with <i>St. Michael’s Hospital and Sick Kids to advance consistent high quality care</i> for trauma patients, and <i>increase research</i> collaborations that will benefit the system.
5.2: Strengthen our contribution to advancing Ontario’s system of trauma care.	5.2 a: Continue to play a <i>provincial role in advancing and advocating for improved and integrated systems</i> of trauma care. 5.2 b: Provide provincial leadership for <i>emergency preparedness planning and mass casualty incident planning</i> .
5.3: Strengthen our national and global contributions to advancing systems of trauma care.	5.3 a: Work with <i>partners nationally and internationally</i> to improve and advance quality high-performing trauma systems.

Note: Regional partnerships are addressed in Strategic Goal 1 (Priority 1.4) and Strategic Goal 3 (Priority 3.2).

6. Lead in Driving Continuous Improvement in Quality and Outcomes, and Accountability for Results	
Priorities	Actions
6.1: Advance a robust continuous quality improvement culture.	6.1 a: Implement a <i>quality improvement process</i> that measures, tracks and continuously improves our performance.
6.2: Translate new knowledge from our strategic activities into improved outcomes.	6.2 a: Ensure that <i>new knowledge</i> resulting from our strategic actions <i>translates into improved outcomes</i> .

ENABLERS TO ACHIEVE SUCCESS

Enablers help to achieve priorities, actions and deliverables. Three enablers will support successful implementation

- **Physical Infrastructure** includes appropriate facilities, equipment and space to support two major interrelated activities (outpatient clinical and non-clinical): i) the delivery of trauma clinical care for multidisciplinary outpatient clinics, patient navigation, and e-links with providers and patients in their own communities; and ii) trauma education, research, prevention and evaluation activities. Ideally, combining these two major activities will provide a one-stop centre with multiple inter-related activities. Physical infrastructure also includes a hybrid-operating room (angio-capable) to improve the quality and timeliness of acute care.

- **Human Resources** include a sufficient number of appropriately skilled leaders in the care of trauma patients and expert staff to support successful achievement of the strategic plan is required. A Trauma Strategic Priority Human Resources Plan – including staff requirements and recruitment and retention tactics – will be developed and implemented.
- **Information Technology** includes working collaboratively with the Sunnybrook IT team to develop IT to support trauma's priorities (e.g., integrated EMS-trauma Management Information System, centralized outpatient trauma care information system, regional catchment e-linkages to enable care closer to home, a web-based staff education/professional portal, and other areas).