

# Sunnybrook Shines a Spotlight on 2022-23

*when it matters most*



**Sunnybrook**  
HEALTH SCIENCES CENTRE









## table of contents

5	Welcome
7	Introduction
8	Financial Performance
10	Clinical Breakthroughs and Firsts
13	Education
15	Sunnybrook Research Institute (SRI)
17	Wellness and Retention
19	Improving the Patient Experience
21	Anti-Racism and Equity, Diversity and Inclusion
23	Partnerships and System Improvement
25	Online Communication and Social Media
27	Digital Health Technology
29	Fundraising





# Welcome to the annual management commentary and analysis, also fondly known as “*Sunnybrook Shines a Spotlight on 2022-23*”

I'm pleased to present an overview of some of the incredibly diverse and critically important work that our people and teams have delivered on over the last year. The entire leadership team is very proud of the work to go above and beyond to care for patients and their families; both in the local region of North Toronto and across the province of Ontario.

There is no question that the last few years have been incredibly chaotic. It's a time that knows no precedent in our memory and it has caused a fair share of challenges. Our team at Sunnybrook has risen to the challenge with determination and resilience, providing exceptional support to patients in the community time and time again. You'll learn more details as you flip the pages of this report. I am profoundly filled with gratitude for the effort and the results.

At the same time, and as we celebrate our 75<sup>th</sup> anniversary, we are busy looking to the future with enthusiasm and optimism. Continuing to guide us is Sunnybrook's Strategic Plan 2021 – 2025, an ambitious plan that our people and teams across ten programs are living each day to invent the future of healthcare. Throughout the pandemic, we've remained unwaveringly committed to our four pillars: Personalized and Precise Treatments, Integrated and Sustainable Models of Care, Improve Quality and Create a Better Care Experience and High Performing Teams.

To be sure, there is uncertainty and challenge ahead, but at the same time we have a clear idea as to how we will continue to be there for patients when it matters most.

I would like to extend the most profound appreciation to all of the people that make up Team Sunnybrook. I would also like to take this opportunity to send a special thanks to Tom Flynn, who has served on the Sunnybrook Board of Directors for the last nine years, and as Chair of the Board for the last four years. It has been an absolute delight and privilege to work with Tom. In addition, the entire Sunnybrook board and volunteer directors have done an extraordinary job contributing in so many ways to the governance of the hospital.

My sincere thanks and kudos to you all.

**Andy Smith**  
**MD, MSc, FRCSC, FACS**

*President and CEO*  
*Sunnybrook Health Sciences Centre*









# Introduction

The expertise, resilience and commitment of Sunnybrook's high-performing teams shone once again over the last year. Moving into the third year of the pandemic, Sunnybrook's 10,000+ team continued to ensure patients received care when it matters most.

At the same time, the entire healthcare system faced challenges with health human resources, and Sunnybrook was no exception. This sparked a renewed commitment to wellness, staff retention and talent acquisition, with the hospital's human resources team making strides in recruitment, including a focus on clinical externs.

The hospital eased visitor restrictions to allow bedside visits and permit companions during outpatient appointments. Screeners like Albert Raymundo, an observer who stepped up to assist as a screener during the pandemic, were remembered for their work during a difficult time. Albert played piano music on a small speaker each day, while greeting staff warmly.

Changes in the physical landscape of the hospital emerged, as construction of the state-of-the-art Garry Hurvitz Brain Sciences Centre began at the Bayview campus. The centre will bring together the greatest minds and expertise in brain sciences today.

From focused ultrasound milestones in the areas of Parkinson's disease and alcohol use disorder to Innovation Fund COVID-19 Awards for ambitious projects, Sunnybrook's bright minds made impactful clinical innovations.

Sunnybrook continued its dedicated approach to environmental sustainability with the formation of the Green Task Force. The hospital was again named one of Canada's Greenest Employers for the 14th year, a strong acknowledgement of Sunnybrook's strides in environmental leadership.

Moments of compassion and giving back peppered the year and shone some light amongst trying world events. Staff and friends of Sunnybrook's Tory Trauma Program launched a tourniquet drive to show solidarity with health-care practitioners at hospitals in Ukraine. A Canadian team, led by Sunnybrook staff, visited Poland where they cared for badly injured Ukrainian civilians and soldiers.



At the heart of the past year were Sunnybrook's patients and families, and the teams who went above and beyond to care for them and truly get to know them. St. John's Rehab staff ensured a motor vehicle collision would not derail patient Tony Kim's wedding day. After a month-long stay, he was married in a hospital garden, surrounded by a small handful of staff.

Joanne Davies, spiritual care coordinator at St. John's Rehab, says **"Tony's reaction when he saw Irene coming down the path...that was the best and most poignant...happy tears for all of us."**

# Financial Performance

Over the last two years, the ongoing COVID-19 pandemic has been the main focus of hospitals. In fiscal 2022-23, there was an increasing return to normalcy and the establishment of a new normal, with many investments made in the healthcare system during COVID, including those for intensive care beds (ICU) and other acute care beds becoming permanent. Sunnybrook was appreciative of the Ministry of Health's commitment to assist all hospitals in addressing in-year operating pressures, including the reimbursement of the incremental costs of caring for patients this year, as we adapted to operations in a post-pandemic environment.

The biggest impact to Sunnybrook's financial results in fiscal 2022-23 was the overturning of Bill 124, and the resultant and subsequent arbitration awards which increased wages. The compensation increase for

our union and non-union staff is welcomed by our people and teams; it did, however, cause a great deal of uncertainty and challenge for Sunnybrook from a financial perspective. Excluding the impact of the arbitration awards, and through the significant efforts of leaders at Sunnybrook and its ongoing focus on fiscal accountability, Sunnybrook would have ended the year with ~\$10M of revenues over expenses; the final result after considering the financial obligation associated with the arbitration awards was a deficit of ~\$5M. This financial pressure was echoed at all Ontario Hospitals.

At the time of writing, there is an expectation that the Ministry will offer some support to Hospitals for this new and sustained operating compensation pressure. Until that is confirmed, this will erode money that we have notionally allocated for critical capital improvement



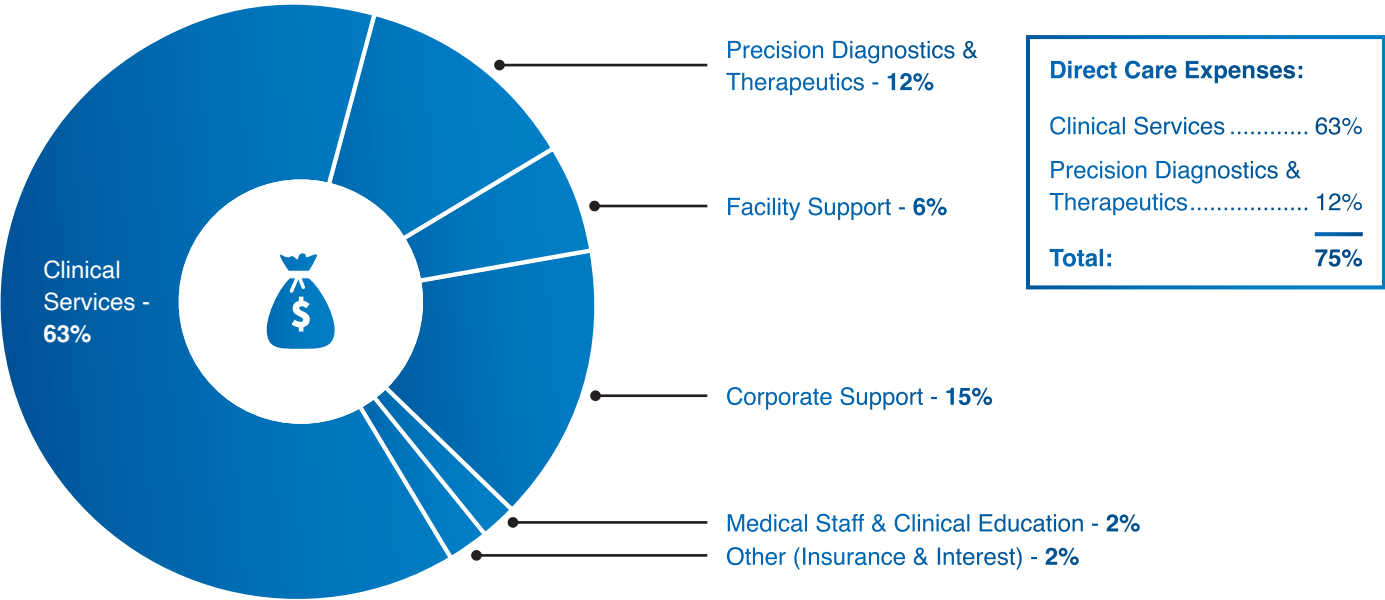


items, many related to infrastructure support, healthcare equipment, and information technology. We believe it is at our peril that we neglect these important capital improvements, thus we must be diligent in seeking to balance capital investments with financial uncertainty.

Sunnybrook benefited from one-time events and various favourable variances in the past fiscal, many of which are unlikely to recur in fiscal 2023-24. This combined with anticipated inflationary pressures results in a financial forecast for the coming year being unbalanced as we await government funding announcements. Sunnybrook along with Ontario hospitals leaders are working collaboratively with Ontario Health, the Ministry of Health and the Ontario Hospital Association on opportunities to close the financial gap with funding. In the short term, Sunnybrook has appropriate liquidity vehicles in place to manage these financial pressures.

This chart reflects that 75 percent (79 percent in fiscal 2021-22) of all funding is used for direct patient care. Excluding the impact of the arbitration award, this would have been 78 percent. Also evident in the chart is Sunnybrook’s spend on corporate support at 15 percent; excluding the arbitration award, it would have been at 12 percent, in line with year over year results around 10 percent. In summary, Sunnybrook remains a fiscally prudent organization as evidenced by continuously using the vast majority of its resources in the provision of patient care.

Fiscal 2022-23 - Operating Expenses







# Clinical Breakthroughs and Firsts

Each and every day, teams throughout Sunnybrook improve patient outcomes and make internationally impactful clinical breakthroughs. The past year was no exception.



The organization's advances in the area of focused ultrasound technology continued, with firsts in the areas of delivering chemotherapy, Parkinson's disease and alcohol use disorder. A leading-edge clinical study looked at using specialized electrodes in deep brain stimulation to track brain signals in severe depression, potentially leading to a more personalized treatment for patients living with treatment-resistant depression. Deep brain stimulation was also found to be safe in treating severe and treatment-resistant post-traumatic stress disorder.

## Treating abdominal cancer via the MR-Linac

Upper abdominal cancers include cancers with the poorest prognosis, particularly pancreatic and liver cancers. Members of Sunnybrook's radiation team completed the first-in-Sunnybrook treatment of upper abdominal cancer on the MR-Linac — the Elekta Unity. The machine combines radiation and high-resolution magnetic resonance imaging (MRI) to allow doctors at the Odette Cancer Centre to target tumours and monitor their response to radiation with unprecedented precision. For eligible patients with pancreatic cancer or select upper abdominal cancers, stereotactic ablative radiotherapy will be delivered by pinpoint precision to target tumours over five or fewer treatments.





“With MRI-guided stereotactic ablative radiotherapy and adaptive radiation planning customized to the patient’s anatomy on each day of treatment, we will be able to safely increase the radiation dose, with the intent to provide better and more durable tumour control, and improve the quality of life of patients with pancreatic cancer.”

~ Dr. Sylvia Ng,  
*Radiation oncologist, Sunnybrook*

## **Changing the way Parkinson’s disease is treated**

A team of researchers from Sunnybrook and University Health Network (UHN) were the first in the world to demonstrate that focused ultrasound technology can safely be used to deliver a therapeutic treatment to targeted brain regions in patients with Parkinson’s disease. The early findings are a critical first step in less invasive direct-to-brain delivery of therapeutics to key areas of the brain important in the development and progression of Parkinson’s disease. Current management strategies for Parkinson’s include medications and more invasive neurosurgery. Focused ultrasound is a less invasive, targeted approach that could change the way brain disorders are treated in the future. The researchers have launched a Phase I/II clinical trial, continuing the team’s investigation.

## **Strides with Transcatheter Aortic Valve Implantation (TAVI)**

Over the last year, advances in valve replacement technology (TAVI) and novel thinking by Sunnybrook experts have provided patients with new ways to get their lives back, and sooner. TAVI is a procedure that gives patients a new valve without open heart surgery, and Sunnybrook has the largest program in Canada. Over the last year, the Schulich Heart Program had significant achievements involving TAVI. The team implanted the first Medtronic Evolut FX TAVI prosthesis, and also used CT images with fluoroscopy to direct the cases. The heart team also raised the bar by coordinating its first TAVI with extracorporeal membrane oxygenation, or ECMO, support – an eight-hour procedure to ensure a critically ill patient received the best care.

## **World first: Sunnybrook and SickKids clinical trial delivers chemotherapy to pediatric brain tumours using MRI-guided focused ultrasound**

Sunnybrook, together with Sick Kids, successfully used MRI-guided ultrasound to deliver chemotherapy to an inoperable brain tumour in a child – a world-first for this type of technology. The procedure was performed on a patient with diffuse intrinsic pontine glioma (DIPG), the most common form of brain tumour in children under the age of 15 years. DIPG is a devastating pediatric brain tumour which is inoperable due to its location in the brainstem. The groundbreaking trial could open the door to better treat terminal paediatric tumours.

## **First-of-its-kind online resource assists with difficult decisions about driving and dementia**

The Driving and Dementia Roadmap launched in 2022-23, becoming the first-of-its-kind, free, online resource to empower older adults living with dementia to make informed decisions about when to stop driving. At some point of disease progression, individuals living with dementia need to consider whether or not it is safe for them to continue driving. The new Canadian resource provides strategies to help individuals manage the emotional and practical aspects of the decision to stop driving. The website addresses common concerns about a loss of independence or identity and can help individuals make a plan to continue with their daily activities, even if they are not driving anymore.





Education is foundational to Sunnybrook's current and ongoing success, with the overarching goal of ensuring all learners grow and thrive in a safe, stimulating and compassionate environment. Learners are found in every corner of the organization, with Sunnybrook widely recognized as a centre of excellence for supporting life-long learning across its diverse teams.

Over the last year, stakeholders were given the opportunity to hear “How to live like the experts” in a series of online posts with tips from clinicians. Dr. Maria Terricabras, an electrophysiology fellow with the Schulich Heart Program, responded to questions like *“Do you actively avoid things that send your heartrate into overdrive, like rollercoasters?”*

Individual team members were honoured – just one example being the inaugural Mary Glavashevich Excellence in Mentorship Award presented to Paulette Campbell, a Team Leader in the Birthing Unit. Paulette was recognized for her leadership in actively promoting the careers of her staff through educational opportunities.

## Evolving a vision for research in education

The Sunnybrook Hub for Applied Research in Education (SHARE) encompasses all clinician researchers and scientists involved in education research at Sunnybrook. The overarching goal is to ‘empower the Sunnybrook team to learn as they work’ by encouraging engagement in education research and scholarship, creating spaces and networks for innovation and leadership, facilitating collaboration within and across institutions and showcasing education research and scholarly activities. Five research teams were successful in being awarded funding for two years through SHARE. The interprofessional teams are exploring a variety of innovative research questions to enhance the impact of education on the care of Sunnybrook's patients and families.

## Recognizing a passion for teaching and learning

The 2022 Sunnybrook Excellence in Education Awards honoured nine champions of education. The staff, physicians and volunteer recipients are examples of educators who are innovating, transforming and nurturing the future of health care, with their kindness and dedication a common thread. Honoured this past year were:

- **The Allan Knight Lifetime Achievement in Teaching Award:** Dr. Jay Moss
- **Teaching Award:** Dr. Yulia Lin
- **Student Experience Award:** Dr. Houman Khosravani
- **Educating Sunnybrook Award:** Dr. Sarah Torabi
- **Educating Beyond Sunnybrook Award:** Dr. Susan Coish
- **Innovative Curriculum Award:** Dr. Sara Mitchell
- **Educational Research Award:** Dr. Umberin Najeeb
- **Patient and Family Education:** The P.A.R.T.Y. (Prevent Alcohol and Risk-Related Trauma in Youth) Program
- **Team-Based Interprofessional Teaching Award:** Sunnybrook Canadian Simulation Centre

## Brain medicine in action: Training clinicians of the future

A novel approach to training provided residents with unique programming and collaboration with multidisciplinary specialists in the area of complex brain disorders. Complex brain disorders impact a patient's behaviour, thinking, and memory. The Brain Medicine Fellowship allows trainees to enter the program from multiple specialties, including geriatric medicine, neurology, neurosurgery, physical medicine and rehabilitation and psychiatry. The fellowship involves experts from across Sunnybrook's Hurvitz Brain Sciences Program to promote partnership and collaboration, ensuring the best care for patients.



Sunnybrook Research Institute (SRI) is home to 360 researchers and more than 200 trainees across three research platforms and ten specialized research programs. This talented team of world-renowned researchers continued their work on breakthroughs and innovations to invent the future of health care.



# Sunnybrook Research Institute (SRI)

## Two Sunnybrook scientists awarded Canada Research Chairs

Two Sunnybrook scientists were awarded Canada Research Chairs, the country's highest research honour. Dr. Burton Yang, a senior scientist in Biological Sciences and the Odette Cancer Research Program, was recognized with a Tier 1 Canada Research Chair in Cardiac Remodeling, with funding to support his team as they work to better understand the role circular RNAs play in regulating cardiac remodeling, which refers to changes in the size, shape, structure or function of the heart following cardiac injury. Dr. Maged Goubran, a scientist in Physical Sciences and the Hurvitz Brain Sciences Research Program, was awarded a Tier 2 Canada Research Chair in Artificial intelligence and Computational Neuroscience. His research program focuses on developing novel artificial intelligence (AI) and computational tools to probe, predict, and understand circuit alterations, and model brain pathology in neurological disorders.

## Sunnybrook-led network and Government of Canada advance image-guided therapy

Sunnybrook welcomed Parliamentary Secretaries Adam van Koeven and the Honourable Robert Oliphant to announce a major investment in the field of image-guided therapy through the Sunnybrook-led IGT network, INOVAIT. As part of the announcement, up to \$22.7 million in contributions were committed to 14 commercialization-focused research and development projects under INOVAIT's Focus Fund program. INOVAIT is the pan-Canadian network hosted at Sunnybrook Research Institute and supported by the Government of Canada's Strategic Innovation Fund, which aims to advance image-guided therapy to ultimately deliver better health care for Canadians. The network currently includes nearly 70 member organizations from across Canada.

## Practice-changing research in brain sciences

A collaboration between Sunnybrook and the Foothills Medical Centre at the University of Calgary led to findings of an effective approach to treating stroke that could change clinical practice. The study, co-led by scientist Dr. Rick Swartz, demonstrated Tenecteplase, a clot-busting

medication commonly used to treat heart attacks, can effectively treat acute ischemic stroke. Currently, Alteplase (tPA) is the standard treatment for acute ischemic stroke. While effective, administering tPA to patients is a complex process that requires consistent monitoring of an infusion pump and could take up to one hour. Tenecteplase is so effective that it can be administered as a single immediate dose, saving time and complication. This is the first time in 30 years a novel treatment option has been introduced for stroke treatment. The study findings have the potential to transform the current standard of care for stroke across Canada and around the world.

## Vitamin C's role in caring for sepsis patients

The largest study of its kind investigating the use of high-dose vitamin C for the treatment of patients with sepsis found the vitamin does not reduce the risk of death or organ dysfunction. Results of the multi-centre trial, called LOVIT (Lessening Organ Dysfunction with VITamin C), led by researchers at Sunnybrook and Centre de recherche du CHUS du CIUSSS de l'Estrie – CHUS, were published in the New England Journal of Medicine. The results challenge a treatment that has been viewed as a promising treatment for sepsis, which occurs when the body develops organ dysfunction in response to an infection. The findings demonstrate that high-dose vitamin C should not be used to treat sepsis patients, unless they are part of a carefully-monitored clinical trial.

## Improving survival for cardiac arrest

A study led by Dr. Sheldon Cheskes, Medical Director of the Sunnybrook Centre for Prehospital Medicine and Affiliate Scientist at SRI, found using two defibrillators to deliver a sequential or "double" shock to the heart, and switching standard pad positions by first responders, could improve survival for those experiencing cardiac arrest. Published in the New England Journal of Medicine, the findings are most notable for first responders when standard methods of external defibrillation are ineffective.



Mary Glavashevich,  
Patient Care Manager,  
who retired after 54 years  
of service at Sunnybrook.



# Wellness and Retention

Building and nurturing Sunnybrook's people and teams was top of mind as the hospital entered the third year of the pandemic. The pent-up demand for the hospital's clinics and services, including the Emergency Department, coincided with a challenging time for health human resources across the system. Sunnybrook responded with creativity in retaining team members, in addition to recruiting and onboarding talent.

Prioritizing staff well-being took on a heightened urgency, and non-union staff and Sunnybrook Research Institute (SRI) employees received an increase in mental health coverage. A new employee assistance program provider, ComPsych® Corporation, was selected to cover counselling, legal and financial consultation, work-life assistance and crisis intervention for employees and their household family members.

## Recruitment campaign on social media

To build its teams, Sunnybrook launched a targeted recruitment campaign on social media for a number of specialties, including medical imaging and laboratory professionals, as well as critical care and acute care nurses. The ads were distributed across LinkedIn, Facebook and Instagram, and led to a larger recruitment campaign including in-person job fairs.

## Wellness matters

Wellness initiatives abounded throughout 2022-23 as the Sunnybrook Well-being Committee planned and supported events across the organization. Sing Sunnybrook Sing, hosted by the music therapy team, brought together staff to gather to sing, improving mood and fostering a sense of community through a choir-like experience. The Wellness Challenge enlisted participants who were given daily tasks to complete, with the incentive of individual and team prizes. A virtual book club – SunnyBook – also launched

and provided an opportunity for book lovers across the organization to come together to discuss various titles.

## Recognizing and appreciating talent

Each year, the organization has several awards ceremonies recognizing team members in both clinical and non-clinical roles. From the Schulich Awards for Nursing and Clinical Excellence to the Leo N. Steven Excellence in Leadership Award Winners to the Bertin Awards, Sunnybrook continued to honour team members who went above and beyond in their daily work with patients, families and colleagues. The Marilyn Reddick Award for Team Work looked at teams with a strong commitment to excellence through the pandemic. The organization celebrated retention of team members with its annual service awards recognizing those who have been with Sunnybrook for 10, 15, 20 or more years.

## Sustaining the health care system: Internationally educated nurses and externs

Sunnybrook's commitment to bringing clinical externs on board to ensure the best care for patients, and provide mentorship and skill-building for the next generation, continued in 2022-23. Clinical externs included Internationally Educated Nurses (IENs), nursing students, occupational therapy students, physiotherapy students and paramedic students. Each extern worked with a dedicated Extern Mentor Coordinator who provided comprehensive orientation, ongoing education and support. Over the course of the year, Sunnybrook hired 165 clinical externs, with 88 externs hired into nursing roles to date. The creation of the Sunnybrook IEN Career Pathway optimized the use of the skills of internationally trained nurses in the Canadian workforce. For IENs eligible to work in Ontario, the pathway helped transition the group successfully along a continuum from hospital roles into nursing roles by supporting cultural integration, language proficiency, and skills development.

**"Internationally educated professionals are critical to the success of building future pipelines and also ensuring our future stability."**

~ Tracey Das Gupta,  
*Director of Interprofessional Practice, Sunnybrook*





# Improving the Patient Experience

A positive hospital experience can be complex and nuanced, stretching from the kindness of a porter while enroute to an imaging appointment, to the peace felt looking at ceiling art, to the knowledge a patient is receiving a type of treatment only available at Sunnybrook.

Small touches like the COVID-19 ‘pass sticker’ art installation at the Odette Cancer Centre – titled Limitless – was a colorful and impactful display representing the efforts of health professionals striving to provide exceptional person-centred care. On the clinical front, Sunnybrook celebrated a historic 10-year milestone of treating the brain with MRI-guided focused ultrasound. This approach has revolutionized the treatment of brain disease in Canada and around the world.

## Improving the Emergency Department waiting room experience

Sunnybrook’s Emergency Department launched a wait time prediction tool for patients on the Sunnybrook website and also in the waiting room on a digital screen. The display, updated each hour, shows the predicted maximum time the majority of patients will wait until initial assessment by a physician. The model was developed by the hospital’s Decision Support Team to place more information in patients’ hands by increasing transparency and reducing stress.

## Enhancing care for complex cardiovascular patients

Heart failure is a complex, chronic, and progressive condition and one of the top five reasons for hospital admission in Canada. Sunnybrook’s Heart Function Clinic is making strides in improving communication with patients through the implementation of the Medly Program. The collaboration with Boehringer Ingelheim (Canada) Ltd. allows patients use the Medly app to record their

daily weight, blood pressure, heart rate and symptoms. In turn, they receive instant feedback or alerts based on their personalized thresholds and care plan.

“Using Medly has been wonderful. Every morning I input my numbers, and if there’s an issue, I get direction on what to do through the app. I feel great knowing I have this safety net. It has a calming effect and I feel more connected to my care team. I know they’re looking out for me and my health every day.”

~ Arthur Labbancz, patient,  
*Sunnybrook Heart Function Clinic*

## Interactive digital map helps patients find their way

Navigating a new health care setting can be challenging for patients and families, already facing the stress of a new health care diagnosis. Sunnybrook’s digital communications team launched an interactive digital map to navigate the Bayview campus. The map provides turn-by-turn directions in addition to directions around the campus grounds. Patients and families can access information about clinic locations, restaurants, waiting rooms and more.

## Supporting families through pregnancy loss

Sunnybrook’s Pregnancy and Infant Loss (PAIL) Network was recognized for its #UnsilenceTheConversation campaign which provides resources to help families share news of their loss. The campaign received a gold award at the Canadian Atomic Awards. A video and online advertising blocker were produced together with No Fixed Address, who donated their time, to create the campaign.

“Many people who experience an early pregnancy loss keep it private and the grieving process can be quite isolating. They may struggle with how to share information of the loss with family, friends and colleagues. These new tools assist families, including partners, in starting the conversation about pregnancy loss, no matter when their loss occurred.”

~ Michelle La Fontaine,  
*Program Manager, Pregnancy and Infant Loss (PAIL) Network*







# Anti-Racism and Equity, Diversity and Inclusion

Racism in health care continues to be a large and complex problem. The President's Anti-Racism Task Force worked to develop and implement an action plan with specific measures to combat racism and ensure Sunnybrook is an inclusive organization for staff and partners, Black, Indigenous, and racialized clients, and all communities served by the hospital.

The formation of the Department of Equity & Social Accountability signaled Sunnybrook's commitment to create a community in which equity and inclusion are integral to work-life. There were also moments of celebration over the last year, as the hospital marked Jewish Heritage Month, Black History Month, Asian Heritage Month, Indigenous History Month and PRIDE month.

## Supporting our LGBTQ2S community

From raising a progressive Pride flag with a new design to recognize marginalized LGBTQ+ communities of colour to education around personal pronouns, Sunnybrook again prioritized creating a safe and inclusive space for all patients, family members and staff. Pronoun pins were created, a simple step to help respect people's gender identity and create a more welcoming space for people of all genders. Using proper pronouns can help patients feel validated, less stressed, more supported and comfortable to speak openly about their health and identity. The hospital also rolled out gender inclusive washroom signage at the Bayview campus to ensure a safe and inclusive space for all.



## Indigenous Wellness Space opens

A room for Indigenous community members and families to meet and hold ceremonies, and for Indigenous care partners who are on site to have a space to work and meet with clients, was opened at the Bayview campus. Medicine bundles, a ceremonial drum and a rattle are available for use within the room and around the hospital. A significant touch in the room was a wall-to-wall mural designed by Anishinaabe artist Que Rock.

## Anti-black racism e-learning module

An eLearning module – An Introduction to Anti-Black Racism – was rolled out to provide an overview to understanding anti-Black racism. The course highlights moments in Black Canadian history, touches on why it is important to focus on anti-Black racism and its impacts, and offers ways to work together to dismantle anti-Black racism. Every member of Sunnybrook's senior leadership team completed the module and over 2,000 staff also completed the course. The resource was also added to the corporate website, where patients, families and community members can view the module.





# Partnerships and System Improvement

Collaboration is deeply rooted in Sunnybrook's approach to care within the walls of the hospital, and also with its many external stakeholders throughout the healthcare system.

The Breaking the Cycle of Violence with Emphy (BRAVE) program, a partnership between the City of Toronto and Sunnybrook's Tory Trauma Program, continued to thrive. The program promotes positive alternatives to violence in order to reduce retaliation, criminal involvement and re-injury among youth injured by violence. The province of Ontario announced continued funding for another two years, with plans for the model to be replicated at other Toronto-area hospitals.

## Expansion and collaboration for young women living with breast cancer

More young women with breast cancer will have access to the tailored support they need as a result of Sunnybrook's collaboration with Sinai Health in Toronto and the Juravinski Hospital and Cancer Centre in Hamilton. The model of care and resources for the PYNK: Young Women with Breast Cancer program, started at the Odette Cancer Centre in 2004, were shared among sites. The hope is for shared research opportunities between the three sites, with the ultimate goal of supporting the young women who face the impact of cancer on so many aspects of life, including their bodies, energy, mental health, emotions, relationships and fertility.

"Our hope at PYNK has always been that every women under the age of 40 diagnosed with breast cancer will have the benefit of a program like PYNK. We have made a step in the right direction."

~ Dr. Ellen Warner,  
*Medical oncologist and founder of PYNK at Sunnybrook*

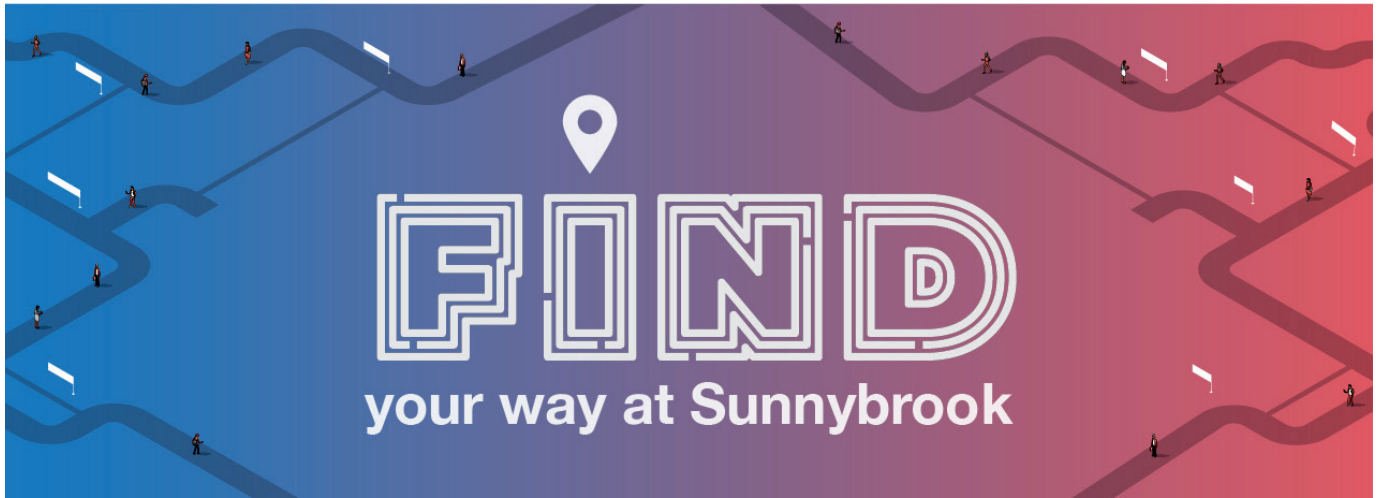
## Partnership results in largest hospital microbiology laboratory in Ontario

The Shared Hospital Laboratory (SHL) officially opened in 2022-23, representing a strong partnership with Michael Garron Hospital, North York General Hospital and Scarborough Health Network. With support from the Ontario Ministry of Health and BD Canada, the lab is located at Sunnybrook's Bayview campus and houses state-of-the-art automation which allow for greater efficiencies and turnaround time. The lab serves hundreds of thousands of patients, contributes to better patient outcomes and trains the next generation of lab clinicians.

## North Toronto Ontario Health Team makes strides in integrated care

The Seamless Care Optimizing Patient Experience (SCOPE) Program is a key service offering from the North Toronto Ontario Health Team, supporting the needs of primary care providers in North Toronto since 2018. SCOPE is a virtual interprofessional care team which connects primary care providers and streamlines access to specialists at Sunnybrook, as well as community care and mental health resources. With over 200 primary care providers on board, representing 70 per cent of providers in North Toronto, offerings were expanded last year to include a Mental Health Navigator in partnership with LOFT Community Service and the Family Navigation Project. The health team also worked closely with a seniors' building to co-design services with tenants. The collaboration had numerous positive outcomes, including a 15 per cent reduction in inpatient stays among residents of the building, as well as linking 20 individuals with a much-needed primary care provider.





# Online Communication and Social Media

Digital communications channels were the place to turn for information on hospital operations, health tips and advice, and compelling patient stories. Sunnybrook turned to online tools to help patients and families navigate the largest campus with the launch of MazeMap. MazeMap features an interactive digital map of the Bayview campus. Online communications were paramount when the Cash Desk at the Bayview campus closed, as the hospital launched the online purchasing system for staff and patients.



## Leading the way in digital video

Sunnybrook continues to lead the way among Canadian healthcare organizations in digital video. The videos have been viewed over 42 million times. This is up 13,000 followers compared to last year. Due to our follower count, Sunnybrook was awarded a coveted Silver Creator Award. This high number of subscribers speaks to the high quality of Sunnybrook's video content, with community members signing up to receive notifications whenever new content is posted.

## Sunnybrook's social media stats at a glance:

As of March 2023, Sunnybrook has **156,905** followers across Facebook, Twitter, LinkedIn and Twitter, compared to 146,213 followers in March 2022.



Sunnybrook's social media content received **26,416,113** impressions in FY 2022/23, compared to 22,883,351 impressions in FY 2021/22.



Sunnybrook's social media content received **844,907** engagement moments (shares, likes, retweets) in FY 2022/23, compared to 767,637 engagement moments in FY 2021/22.

Sunnybrook received **26,810** messages in FY 2022/23. This is down from last FY's 28,916 messages, likely due to improvements in COVID-19, thus, fewer questions about masking and vaccination.





# Digital Health Technology

Sunnybrook made strides in digital transformation as new and innovative ways to care for patients were developed. The Digital Health and Virtual Care Taskforce, comprised of Sunnybrook and partner leaders with expertise in quality, patient experience, research, strategy, equity and decision support, guided this work. An electronic medication administration record, known as eMAR, went live to improve quality of care through medication verification, elimination of transcription errors and the ability for clinicians to review medication administration status in real-time.

## One platform for a seamless care experience

Sunnybrook embarked on plans to move towards a new Hospital Information System (HIS) – a comprehensive and integrated software-based information system to manage all the information flows in the hospital, including clinical and administrative information. The system will mean healthcare providers and support teams will not have to rely on a variety of systems and paper to see each patient's medical journey; all information will be available in one platform. Communication among care teams will be faster, with workflows completed more easily, ultimately delivering an improved patient experience.



## Strides with eReferrals

The Ocean eReferral Network, a cloud-based technology for health care referrals, was rolled out in the Schulich Heart Program, Odette Cancer Centre and the Holland Centre's Hip & Knee Arthritis Program. The network includes a map-based, searchable directory of health care providers with wait times, intelligent referral forms, end-to-end reporting, and automated status alerts for patients and providers. Patients are kept informed about the status of their referrals and get better, faster access to care in their community. Healthcare providers can easily send structured referrals right from the patient's chart, view wait time information, and reduce delays from incomplete requisitions and faxes. For specialists, benefits include receiving more appropriate referrals, with more complete information, while eliminating time consuming, paper-based workflows.

## MyChart continues to empower patients to manage personal health information

MyChart, an online tool and mobile app where patients can create and manage their own personal health information, made strides over 2022-23. With just under 1.4 million users, MyChart prioritized new and ongoing partnerships. In addition to SE Health, VHA Home Healthcare, Vibrant Health and Bridgepoint Hospital, the Toronto Virtual ED was also made available in MyChart. Time delays for access to medical imaging were removed and patients were provided with quicker access to pathology results (reduced from 15 days to 10 days). Time delays are used in order to ensure a patient's physician has an opportunity to speak directly with patients about pathology results and to answer any questions.







# Fundraising

Sunnybrook Foundation raised a record \$83 million in the past year, the strongest fundraising effort to date, thanks to the Sunnybrook's generous community. Teams throughout the organization played a critical role in this success. Philanthropic investment was rallied in patient care, research and priority capital campaigns, including with direct participation in initiatives as wide-ranging as the Staff 50/50 Lottery and the 10<sup>th</sup> RBC Race for the Kids in support of Sunnybrook's Family Navigation Project.

## Completing the Garry Hurvitz Brain Sciences Centre Fundraising Campaign

On-track to open in 2024, the Garry Hurvitz Brain Sciences Centre marked a major milestone and met its \$89 million fundraising goal this year, with more than \$13 million raised in new commitments, including a visionary \$10 million gift from Yuval and Lori Barzakay and their family to establish the Yuval & Lori Barzakay Brain Sciences Clinic, with a new model of integrated brain care.

## Accelerating Sunnybrook's Harquail Centre for Neuromodulation

Sunnybrook Foundation and the University of Toronto announced a landmark gift from David Harquail, Birgitta Sigfridsson-Harquail and the Harquail family that will secure and expand the Harquail Centre for Neuromodulation. The Harquail family's new gift of \$12 million – which brings their total commitment, and that of Sunnybrook, to more than \$25 million – will double the Harquail Centre's annual funding over the next five years.

## Introducing the Blake & Belinda Goldring Department of Surgery

In April 2023, Sunnybrook recognized Blake and Belinda's generous philanthropic support of more than \$10 million with the naming of the Blake & Belinda Goldring Department of Surgery. Sunnybrook Foundation and the Temerty Faculty of Medicine at the University of Toronto also announced the endowed Blake Goldring Chair in Surgery, a joint initiative that will enable both institutions to attract and support top talent and advance new approaches to surgical care.

## Advancing leadership in imaging and precision medicine

A generous five million dollar commitment from The Myron and Berna Garron Charitable Foundation will improve health outcomes for patients through the support of two priority programs: the Schulich Heart Program and the Precision Diagnostics & Therapeutics Program. Their new commitment will advance imaging initiatives by expanding our Electrophysiology Suites, which are among the busiest in the country to treat parts of the heart's electrical system or activity. The Garrons have also pledged to establish a Digital Pathology Centre of Excellence, which will enhance diagnostic accuracy, treatment planning and clinical efficiency.

## Restoring the Sunnybrook Cenotaph

With lead gifts totaling \$1.1 million from the Westmount Army and Navy Club and the Ontario Branches of the Royal Canadian Legion, Sunnybrook Foundation spearheaded a campaign to restore the Sunnybrook Cenotaph, a tribute to our military Veterans and commemoration of Sunnybrook's 75th anniversary and leadership role as Canada's largest Veterans Centre.



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