

# Strategic Plan

2015 - 2018



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*a message from*  
**Sunnybrook's Board Chair and  
President and CEO**

**W**e are pleased to present you with Sunnybrook Health Sciences Centre's Strategic Plan 2015 - 2018. Sunnybrook's strategic plan provides a road map for how the organization will further its mission and vision over the next three years, balancing the Hospital's dual role as a teaching and research hospital and an organization that has a defined community to serve.

Sunnybrook's strategic plan was created using a wide variety of data and inputs to provide insight into the needs of the many communities the Hospital serves, and the Hospital's evolving role in the health care system. Through the strategic planning process, the organization's leaders examine a significant amount of information and consult with a large number of internal and external stakeholders to understand changes to the system, and how Sunnybrook can best serve those who will benefit most from its programs and services.

In addition to achieving the Hospital's strategic goals and objectives, Strategic Plan 2015 - 2018 is aimed at reducing Sunnybrook's inpatient occupancy levels, which often exceed 100 per cent, to move toward a more manageable 95 per cent. On many days, demand for care at Sunnybrook outweighs the institution's physical capacity and the Hospital is left with the difficult situation of having patients in hallways and longer-than-expected wait times for other areas.

With this in mind, Sunnybrook will be focusing the amount of routine and general hospital care it provides to a defined catchment area. These services are fairly common and are available closer to home for patients outside of the organization's catchment. At the same time, Sunnybrook will continue to offer care for patients across the province who need access to the Hospital's strategic priorities and regional programs and services.

Sunnybrook's Strategic Plan 2015 - 2018 sees the Hospital continue on its course of focusing on internationally renowned areas of teaching, research and patient care:

- [Cancer](#)
- [Heart and Stroke](#)
- [High Risk Maternal and Newborn Health](#)
- [Trauma](#)

While the strategic plan points Sunnybrook toward the future, it is shaped by a mission that has driven the Hospital for several years – to care for our patients and families when it matters most. At the core of the organization's success is a 10,000-person team who work above and beyond expectations each day to care for our patients and their families.

Strategic Plan 2015 - 2018 describes where we want to go and how we expect to get there. Please join us on our journey.



**David Agnew, Chair, Board of Directors and  
Dr. Barry McLellan, President and CEO**

# What's New for 2015 – 2018

**S**trategic Plan 2015 – 2018 provides direction about where Sunnybrook will continue to invest and grow to achieve its strategic goals, and ensures these decisions are consistent with the Hospital's mission and its vision to invent the future of health care.

Refinements have been made to the Hospital's mission, vision and values, to reflect the organization's role in partnering with other health care providers to deliver the high quality health services that Ontario's patients deserve. Through this plan, Sunnybrook is also affirming its commitment to patient engagement, and not simply providing care for patients, but providing care with patients.

Sunnybrook's role as an academic health sciences centre forms the foundation for everything the Hospital and its teams do – from the focus of the quality care provided for patients, to the commitment to the students we educate, to the research we conduct, and the innovations that define the future of care.

To reflect the focus on sustainability and our path to 95 per cent occupancy, the definition of 'academic health sciences centre' has been revised and also states our commitment to providing excellent care that is based on best evidence and practice.

Lastly, the definitions of our four strategic priorities have been refined slightly to include more specific measures to track progress annually.



## Our Mission, Vision and Values

### Our Mission

We care for our patients and their families when it matters most. In partnership with the University of Toronto and health system providers, Sunnybrook leads by discovery, innovation, teaching, and learning.

### Our Vision

Sunnybrook invents the future of health care.

### Our Values

**Excellence:** We will exceed the expectations of our patients and their families by anticipating their needs, strengthening patient engagement, improving access to care, and ensuring the quality and safety of care.

**Collaboration:** We value partnering with others to achieve our mission and vision.

**Accountability:** Our decisions impact the lives of others. We will assume responsibility for the commitments we make to our patients, colleagues, health care partners and communities. We are the face of Sunnybrook and our actions will improve the hospital.

**Respect:** There is strength in our differences. By embracing how we are each unique and how every person's perspective is of value, Sunnybrook can be a leader in health care.

**Engagement:** We are all active members of the Sunnybrook team and therefore integral to the hospital's success. By engaging others and being invested in our work, we all contribute to achieving our mission and vision.

## Our Role as an Academic Health Sciences Centre

In pursuit of our mission as an academic health sciences centre, Sunnybrook will:

- Enhance our focus on high levels of specialized care;
- Create new knowledge and new sustainable models of quality health care delivery which support the creation, translation, and integration into exemplary patient care, educational and research practice;
  - Provide excellent care that is based on the best evidence and practice;
  - Measure and report evidence-based outcomes and the impact of the application of new knowledge;
  - Define and disseminate best practices;
  - Deliver world class education with and for: our patients and their families; our physicians, staff and volunteers; and our local and global communities and partners;
  - Develop an integrated health care approach to meet the needs of our local community; and
  - Lead and advocate for change in public policy towards improving the health of our communities and society at large.



# Sunnybrook's Strategic Goals and Objectives

Sunnybrook's strategic goals cover three dimensions: **Quality of Care, Research and Education and Sustainability and Accountability.**

The goals and their objectives are monitored regularly through the Hospital's Senior Leadership Team and Board of Directors. As well, progress is reported on Sunnybrook's website to provide transparency and allow us the opportunity to show the communities we serve how we are meeting their needs to deliver excellent care, conduct innovative research, and offer rewarding experiences.





## Quality of Care

- 1 Improve the patient experience and outcomes through inter-professional, high quality care.
- 2 Focus on the highest levels of specialized care in support of our Academic Health Sciences Centre definition.
- 3 Work with system partners and government to build an integrated delivery system in support of our communities and our Academic Health Sciences Centre definition.
- 4 The achievement of excellence in strategic priority clinical care.



## Research and Education

- 5 Change health care practice through the creation, translation and application of new knowledge with a focus on our Strategic Priorities.
- 6 Lead in the development of innovative methods of teaching and learning.



## Sustainability and Accountability

- 7 Advance our Strategic Priorities through the appropriate and purposeful use of resources.
- 8 Deliver sustainable performance that meets health systems expectations and commitments.
- 9 Create a culture of engagement, respect and inclusiveness that attracts and inspires talent to achieve excellence.







# Our Strategic Priorities

Sunnybrook's Strategic Priorities are those select areas in which Sunnybrook is consistently acknowledged to be internationally renowned as a preeminent leader in the delivery of highly specialized care and in discovery, innovation, teaching and learning, which invents the future of health care.



Cancer, Heart and Stroke, High Risk Maternal and Newborn Health and Trauma provide innovative care at critical times in patients' lives. These areas differentiate the Hospital from others in both the local and global health care landscape. Sunnybrook acknowledges the excellence of these four areas, and the importance of investing in a select number of clinical and academic activities, which deliver highly specialized care.



Sunnybrook's Cancer Strategic Priority is renowned for transformational research in the prevention, early detection, development, and delivery of advanced treatments for breast, colorectal and prostate cancers. As a result of our focus, Sunnybrook's Odette Cancer Centre is a leading cancer centre in North America.

Each year, the centre cares for more than 10,000 new patients. For these patients, this means access to provincial, national and international clinical trials for novel drug therapies, combination of treatments, approaches to surgery, radiation therapy, and gene therapy. Frontline clinicians are actively involved in the development and implementation of provincial and national guidelines toward establishing best practice cancer therapies.

Our Louise Temerty Breast Cancer Centre provides patients with expanded facilities for breast care and fosters greater collaboration in the areas of breast imaging, clinical care, and research and clinical trials. We are global leaders in surgical techniques including sentinel lymph node biopsy, breast brachytherapy, one-hour treatment for early stage breast cancer and hormonal therapy and chemotherapy.

We are internationally known as a centre of excellence for the treatment of newly diagnosed, recurrent and metastatic colorectal cancer. Our team includes surgical, medical and radiation oncologists, gastrointestinal-specialized oncology nurses, ostomy nurses, geneticists, and gastrointestinal-dedicated pathologists and interventional radiologists.

Sunnybrook's prostate cancer program features an active surveillance program for men diagnosed with low risk prostate cancer, aiming to improve quality of life by reducing radical treatment which may have side effects.

Sunnybrook is internationally recognized for leadership in this approach being adapted worldwide. Our cancer centre was also the first in Toronto to provide a rapid prostate biopsy clinic, providing results within 72 hours, with patients seen by a team of specialists in a multi-disciplinary clinic.

Research conducted at Sunnybrook has positioned our cancer program internationally in the area of antiangiogenic therapy (blocking blood flow to the tumour), as well as developmental biology of the immune system, image-guided therapy, development and application of novel imaging approaches and health services research.

In the area of radiation therapy, clinician researchers are working to better define and diagnose tumours, control their growth, alleviate cancer symptoms and assess access of radiotherapy both in Ontario and across Canada.





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Xience  
Xpedition

Dr. Gleon Cohen  
Cardiac & Vascular Surgery

Dr. Gleon Cohen  
Chief  
Cardiac Surgery

# Heart and Stroke

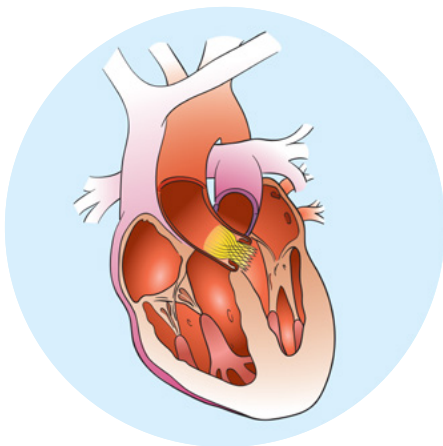


Sunnybrook's Heart and Stroke Strategic Priority is renowned for transformational research in image-guided therapeutics addressing cardiovascular and cerebrovascular (stroke) diseases. Our comprehensive approach ensures earlier disease detection and management, less invasive interventions, and closer monitoring of treatment response to optimize long-term outcomes.

With a focus on complex image-guided therapeutics, patients with structural heart disease, complex arrhythmia (irregular heart beat) and peripheral artery disease are accessing highly specialized care at Sunnybrook.

The Schulich Heart Centre is a leader in less invasive interventions, such as Transcatheter Aortic Valve Implantation, or TAVI, for patients with a severely damaged aortic valve and the MitraClip for severe mitral regurgitation. High-risk patients needing an aortic valve replacement can look to the Perceval valve, a sutureless, self-expanding valve that allows surgeons to implant an aortic valve in a very short time.

For these complex heart patients, minimally-invasive procedures can take roughly half as long as conventional open-heart surgery and have numerous benefits, including reduced pain and less need for postoperative pain medication, smaller scars, a shorter stay in the hospital and a faster recovery.



As the regional centre for the North and East Greater Toronto Area Stroke Network, Sunnybrook offers care for complex stroke patients, covering pre-hospital, emergency, acute and secondary prevention. Found in the Hospital's Hurvitz Brain Sciences Centre, the Sunnybrook Stroke Prevention Clinic is a designated regional stroke clinic serving the North and East Greater Toronto Area. The clinic provides comprehensive diagnostic consultation for patients with a variety of stroke-related problems, including complex cases referred from across the province.

The clinic is a pioneer in implementing a rapid-response protocol to fast-track the evaluation and treatment of high-risk patients with TIA (transient ischemic attack), or 'mini-strokes,' and uses state-of-the-art diagnostic assessment methods. The clinic provides follow-up care for stroke patients after hospital discharge, allowing Sunnybrook experts to reduce the risk of further stroke while evaluating patients' recovery.





# High Risk Maternal and Newborn



Sunnybrook's High Risk Maternal and Newborn Strategic Priority delivers tertiary and quaternary high-risk maternal and neonatal intensive care. Our strategic activities provide leadership through university, government and international research collaborations that enable sustainable programs of clinical research, knowledge transfer and education focused on the management of pregnancies and neonates at the highest risk of adverse outcomes.

With more emergency maternal transfers than any other hospital in Ontario, Sunnybrook cares for high-risk mothers carrying multiple babies, or who may have diabetes, placenta previa, preterm rupture of membranes and many other complications. One out of four women delivering at Sunnybrook experience a high-risk pregnancy, and caring for high-risk women has gained Sunnybrook an international reputation.

Sunnybrook is distinguished by its neonatal intensive care unit, caring for one out of every five babies born in Ontario who weigh less than three pounds. "Micro-preemies", babies born weighing less than 1 pound, 12 ounces or before 26 weeks gestation, face long stays in the unit as they are born months before their due dates. The unit's model of care, known as Patient and Family Centred Care, emphasizes respect and dignity, information sharing, participation and collaboration. As a parent in Sunnybrook's neonatal intensive care unit, you are not a visitor, you are your baby's voice, you are a vital part of your baby's team, and you are welcome in the unit 24 hours a day.

The Women and Babies Program provides clinicians and researchers with an ideal environment to conduct research. Investigators specialize in coordinating and participating in large international multi-centre randomized controlled trials, including those at the Centre for Multiple Pregnancies, to answer important pragmatic questions about the care of women and infants.



# Trauma



Sunnybrook's Trauma Strategic Priority is renowned for delivering and improving care to severely injured patients.

Sunnybrook is home to Canada's first and largest regional trauma centre, providing care for the most seriously injured patients in the province. Over 80 hospitals refer patients to Sunnybrook to receive care for major burns and traumatic injuries.

Critically injured patients are cared for across what's called a "chain of survival", spanning from the site of the injury through to pre-hospital care, transport, emergency and intensive care, time in the hospital ward, rehabilitation, follow-up care and prevention. Patients at Sunnybrook fall into several categories, including multi-system trauma, which involves multiple body areas; critically ill trauma patients requiring admission to the Intensive Care Unit; major burn and single system trauma with a severe isolated injury to the head, spine or pelvis.

Complementing the renowned Tory Regional Trauma Centre is the Ross Tilley Burn Centre, which cares for the majority of the burn injury patients in Ontario and features the Sunnybrook Teleburn Program. Teleburn provides 24/7 emergency telemedicine burn services between specialists at the Ross Tilley Burn Centre and remote sites, regarding the treatment of electrical and chemical burns, and third degree burns. Research and innovation in the Burn Centre have produced breakthroughs such as a prototype machine or '3D printer' that produces human-like skin to treat burns.

The Centre is the only adult hospital site in Canada to receive the prestigious accreditation of the American Burn Association. This is a rigorous review program verifying a burn centre's resources required for the provision of optimal care to burn patients from the time of injury through rehabilitation.

# Emergency

DECONTAM  
ROOM  
DOOR OPEN



Sunnybrook  
EMERGENCY

Ante Room



# The Decision-Making Process

Strategic Plan 2015 – 2018 is based on a wide variety of data and inputs to provide insight into the needs of the many communities the hospital serves and the organization’s evolving role in the health care system. Sunnybrook’s leaders examined a significant amount of information and consulted with a large number of internal and external stakeholders to understand changes to the health system and how the Hospital can evolve to serve those who benefit most from its programs and services.

The Clinical Activity Allocation Model approach uses the best available information to outline a clear, explicit and transparent process. The methodology included considerations for primary and secondary activity provided at Sunnybrook for patients residing outside of the catchment area.

Volume-funded activity, clinical obligations as part of a regional program and commitments related to our academic and research mission were also considered. Another lens looked at activity with high market share, as compared to other organizations within Sunnybrook’s three surrounding Local Health Integration Networks. The model helps to identify areas of opportunity to pursue partnerships and help ease the pressure on the Hospital’s resources.

It is of note that the Ministry of Health and Long Term Care’s funding methodology for procedures is not based solely on length of stay; other factors such as the level of complexity come into play, which were considered in the decision-making framework.

To guide the implementation and use of the model, the Hospital’s Strategic Planning Council, comprised of Sunnybrook’s Senior Leadership Team as well as Program Chiefs and Senior Clinical Leaders from across the organization, worked with the strategy team to review all of the organization’s activity and consulted with the Hospital’s divisions regarding these findings.

The Sunnybrook Ethics Centre provided ongoing review and input on the planning process and will continue to do so over the three-year cycle. Accountability for Reasonableness is an ethical framework that proposes procedural conditions for addressing priority setting, essentially describing the conditions of a fair decision-making process. This ethical framework for decision-making was used throughout the development of the plan.

As the strategic plan is implemented, these discussions will continue to ensure appropriate partnerships and opportunities are pursued to achieve the Hospital’s goals and objectives.





# Sunnybrook's Role as Part of a Health System

**M**aking decisions about where Sunnybrook will continue to invest and grow to achieve its strategic goals and objectives, and ensure the Hospital is consistent with its mission, vision and values, is at the heart of Strategic Plan 2015 – 2018. At the same time, there is a strong focus on moving the demand curve for care toward a more manageable 95 per cent inpatient occupancy level.

Sunnybrook will be implementing its strategic plan in ongoing consultation with its community. The organization has defined a catchment area, or 'neighborhood of service', for its community role. Patients living outside of this defined area will seek general and less complex services at hospitals closer to home. Roughly, the catchment for community care at Sunnybrook extends south to St. Clair, north to the 401, east to Leslie, and west to Bathurst.

The Hospital will continue to offer care for patients across the province who need the complex care found in Sunnybrook's strategic priorities and regional programs and services.

The strategies to determine clinical activity will be guided by health system partnerships and dialogue. This will include partnering with other hospitals, managing referrals, establishing clinics to avoid hospital admissions and moving patients to care closer to home once care at Sunnybrook is no longer needed.

Moving patient activity from the Hospital, or changing models of care, requires a significant amount of work and planning. At the forefront of any consideration will be patients and their needs, and this work will be conducted in partnership with programs and services to ensure patients do not have gaps in their care.

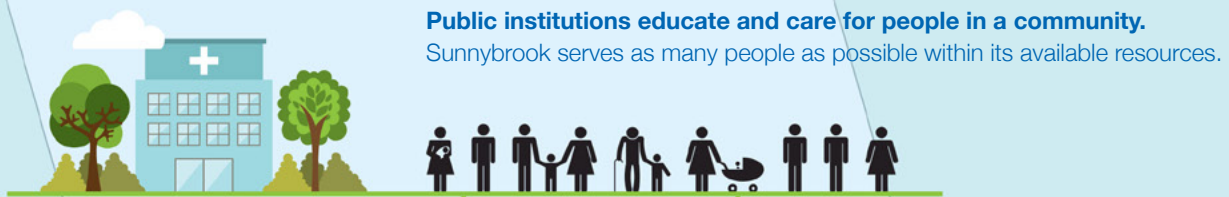


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**Sunnybrook is committed to working collaboratively to achieve the best outcomes for patients and families through the implementation of Strategic Plan 2015 - 2018.**

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# Sunnybrook's Strategic Plan • 2015-2018



**Public institutions educate and care for people in a community.**  
Sunnybrook serves as many people as possible within its available resources.

**Sunnybrook has dual roles:**

As a community hospital



And as a research & teaching hospital

**Sunnybrook provides routine health care for residents of the surrounding neighbourhood.**

It also provides specialized care not normally found in other hospitals to a larger community area.



**These specialized services include:**

1



Traumatic injuries and burns

2



High risk pregnancies and premature newborns

3



Advanced imaging such as MRI to treat cardiac disease and stroke

4



Breast, colorectal and prostate cancer

**Are you in Sunnybrook's neighbourhood?**

**It depends on the type of care you need.**

Sunnybrook provides commonly found services, such as low risk surgery, to residents of the immediate neighbourhood bounded by:

**St. Clair Avenue and Highway 401, west to Caledonia Road and east to the Don Valley Parkway.**



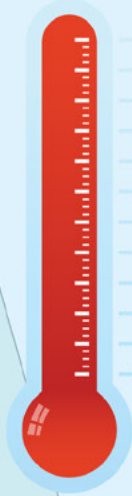
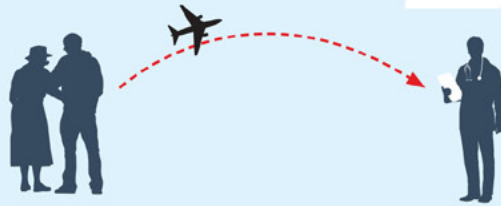
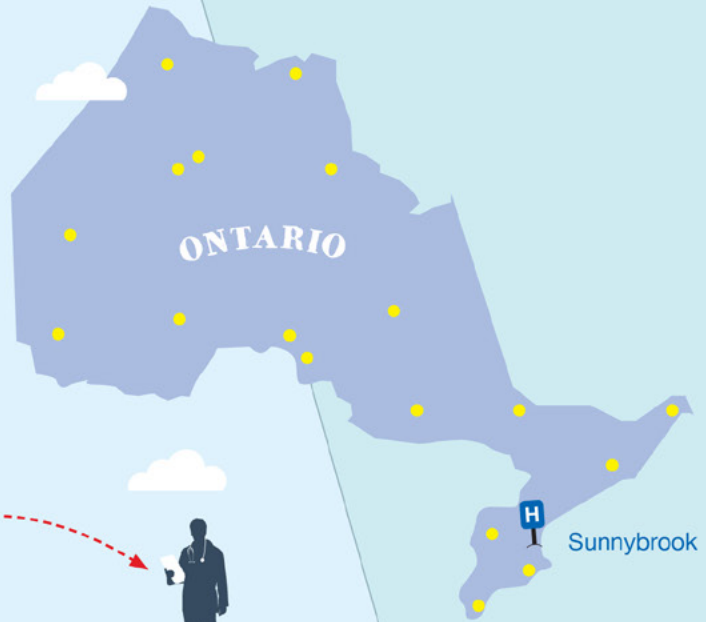
▶ If you need routine care and live outside that area, you will likely be referred to a hospital in your community.





**If you need highly specialized care that is found in very few places in the province, Sunnybrook provides this type of care to those who are unable to access it in their own neighbourhoods. In these cases, patients come from across Ontario.**

Sunnybrook works with health partners and government to ensure you receive the highest levels of specialized care, and also have a great patient experience.



**The hospital is often at over 100% capacity.**



The hospital is defining its local (for routine care) and provincial (for specialized care) catchment area in its new strategic plan.

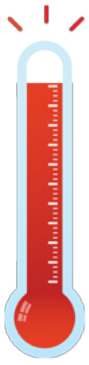


**This will ensure Sunnybrook can serve the many neighbourhoods that rely on the hospital to be there when it matters most.**





# Making a Difference in Managing Demand



**M**oving towards 95 per cent occupancy is an overarching goal of Strategic Plan 2015 – 2018. There have been several initiatives over the last few years aimed at easing occupancy and reducing demand for inpatient resources.

## Taking STEPs to Reduce Occupancy

The Sunnybrook Transition Enhancement Program, or STEP, involved opening beds at the Holland Centre in July 2011 as part of the Hospital's strategy to reduce occupancy and improve patient care. The opening of these beds has allowed over 300 patients, on average, to be cared for each year, greatly reducing the number of patients waiting for alternate levels of care.

## Reducing Hospital Admissions from the Emergency Department

Sunnybrook's Rapid Referral Clinic allows physicians in the Emergency Department to refer patients to a general internist for urgent outpatient assessment with the goal of improving patient flow. Since the clinic opened, 50 per cent of all patients were seen by clinic physicians within 48 hours, and 69 per cent within 72 hours. It is estimated that the clinic diverts an average of five admissions to the hospital and 18 Emergency Department referrals away from the internal medicine admission service every week.

## Quick Heart Assessments

Staffed by a cardiologist and a registered nurse, Sunnybrook's Heart Failure and Rapid Cardiology Assessment Clinic offers quick assessment for patients with heart failure, low-risk chest pain or arrhythmia who do not require urgent admission to the Hospital. The clinic targets patients who primarily present in the Emergency Department and Sunnybrook Family Practice, but also serves a bridge for care for those patients in inpatient cardiology units and general internal medicine before seeing their community cardiologist after discharge. The focus is to improve the overall quality of life for patients with chronic heart conditions, while at the same time preventing unnecessary hospital admission and reducing wait times.





# Next Steps



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Delivering quality health services requires collaboration across the system, and Sunnybrook has many partners, including fellow hospitals, as well as the North East Toronto Health Link, Community Care Access Centres and the Toronto Central Local Health Integration Network.

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There are seven potential approaches to implementing any changes in services, and these will be guided by extensive consultation with our partners:



- 1 **Scoping service**, which involves shifting activity to alternate sites through transfer of service
- 2 **Sizing services**, meaning reductions in activity levels as per multi-year operational planning
- 3 **Referral management strategy**, which involves looking at the management of ambulatory referrals and also managing scheduled activity by establishing referral acceptance criteria
- 4 **Partnership agreements**, whereby activity is shifted to alternative sites through negotiations and new business models
- 5 **Local home hospital follow-ups** involving a transfer of post-acute follow-up activity, including ambulatory visits
- 6 **Ambulatory strategy** to provide timely access to specialized, episodic care in an outpatient setting
- 7 **Stabilization and repatriation to home hospitals**, which will be guided by ensuring the patient is medically stable



Through Strategic Plan 2015 – 2018, Sunnybrook is setting a course for a sustainable future to ensure it can achieve its dual role of providing service to a community and the broader health care system as well as achieving its vital function as an education and research centre that is dedicated to inventing the future of health care.

To realize its strategic goals and objectives, Sunnybrook will be addressing its issues related to in patient occupancy. Through this plan, Sunnybrook is defining its neighborhood for less complex and widely available care. By doing so, it preserves access to specialized care and helps distribute the demand for more routine services across the health system.

Strategic Plan 2015 – 2018 will ensure Sunnybrook can serve the many neighborhoods that rely on the Hospital to be there *when it matters most*.



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