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1. INTRODUCTION

Sunnybrook’s commitment to maintaining high levels of efficiency, improving its financial health and achieving the Hospital’s strategic plan were the primary focus of the management team in 2011/12. Once again this year, the organization was fortunate to benefit from the enormous effort of its leaders and staff across the Hospital to end the fiscal year without a deficit.

Despite some significant challenges with bed occupancy, the Hospital continues to manage the high level of patient demand and has started to see improvements in patient flow and Emergency Department wait times. Ensuring patients are admitted and discharged as efficiently as possible, together with assistance from government, have helped staff and volunteers ensure patients receive care in as timely a manner as possible.

This year, Sunnybrook was the pilot site for a ‘demonstration project’ with the Ministry of Health and Long-Term Care, which involved funding based on the volume and complexity of patients cared for and included opening new beds to relieve some of the pressure on the Emergency Department. Sunnybrook performed very well with this project, so much so that funding will continue for this project into the next fiscal year.

A major highlight for the organization over the last year was finalization of Sunnybrook’s Strategic Plan 2011 – 2014, which guides the Hospital’s direction for the next three years by setting priorities for future investment and growth. Sunnybrook’s four Strategic Priority areas remain: Cancer (breast, colorectal and prostate), Heart and Stroke (imaging), High Risk Maternal and Newborn Health and major Trauma and Burns. These Strategic Priorities have achieved international acclaim for the research they conduct, the educational opportunities they offer, and the patient care they provide.
Sunnybrook was again selected as one Canada’s Top 100 Employers and also received national recognition as one of Canada’s Top Family Friendly Employers and was named one of the Top Employers in the Greater Toronto Area. For a third year in a row, Sunnybrook was also recognized for its environmental efforts through the Canada’s Greenest Employer award.

In 2011, the Hospital began the process of strengthening its partnership with St. John’s Rehabilitation Hospital to improve the seamless care for patients from acute to post-acute care. Sunnybrook and St. John’s Rehab share similar organizational cultures dedicated to learning, teaching and discovering new ways of caring for patients and, through a closer relationship, may also find opportunities to improve access for patients from acute illness or injury, through to rehabilitation and recovery.
2. Financial Performance

Sunnybrook reported a surplus of $18.5M for 2011/12. There were three primary drivers for this result. The most significant relates to certain revenues totalling $9 million, although primarily earned in prior years, due to timing of advice from the LHIN / Ministry and receipt of funds, were recorded in the current year’s result. In addition, PCOP funding for the expanded ED has had a positive impact, and there were other one-time items that contributed $5M (e.g. PST refund, non-resident and other province revenues, and post-retirement benefits adjustment). The surplus earned is expected to be reinvested to help support much-needed capital and working capital requirements.

In Fiscal 2010/11, Sunnybrook reported significant challenges related primarily to high occupancy levels encountered consistently during the year. This trend has continued for Fiscal 2011/12 despite the many efforts made to decrease and then maintain occupancy levels in the range of 95%. Overall occupancy levels were lowered but this has been offset with further growth in emergent patients. Operating at an average occupancy levels in excess of 100% most days contributed significantly to patient flow difficulties and more costs. There are multiple measures by which a hospital can demonstrate efficiency. For many years the main high level or system indicator has been Cost per Weighted Case (CPWC) which measures the overall efficiency in delivery of inpatient services. Sunnybrook continues to be a best quartile performing hospital amongst our peer group. Moreover, with the introduction of Health System Funding Reform (HSFR) there are two key new measures - Health Based Allocation Methodology or HBAM, and Quality Based Funding (QBF). Recent experience reflects that for HBAM, Sunnybrook is the most efficient of our academic peers, and for those procedures included in year one for QBF, Sunnybrook’s costs are consistent with the provinces expected costs. Below is a chart that reflects how Sunnybrook has used the resources entrusted to it to provide patient care. Not only are the vast majority of its funds invested in direct patient care but also its use of resources for administrative activities has remained minimal.
Fiscal 11/12: What do these expenses buy?

The proportionate share of expenditures are unchanged from FY 2010/11
Sunnybrook’s “Drive to 95%” initiative has used several unique strategies to ensure the continued high demand for inpatient resources is managed appropriately to reduce wait times in the Emergency Department and ensure people are discharged from hospital in a timely manner. High demand for inpatient care this year was felt in many areas of the organization including the Veterans Centre, which continued to be occupied at capacity with residents who have an average age of 90 years for men and 91 for women. The Veterans Centre continues to manage its wait list for admission.

There were a number of innovative examples of teams across the Hospital working to manage high demand for inpatient beds on the wards and care in the Emergency Department. Included here are a few examples of the many initiatives the Hospital has implemented to handle increases in patient demand.

**Short Stay Care**

As a result of a special review of volume increases and the complexity of care that Sunnybrook is providing, the Ministry of Health and Long-Term Care and the Toronto Central LHIN determined that the Hospital’s Emergency Department wait times would benefit from the addition of 11 beds dedicated for patients requiring ‘short-stay care’ of approximately 72 hours. The beds have helped to alleviate the pressure on the Emergency Department and other inpatient beds and resources.
**Sunnybrook’s Transition Enhancement Program (STEP)**

This demonstration project received Ministry of Health and Long-Term Care funding and officially opened at the Holland Centre in July 2011 as part of the Sunnybrook’s continuing efforts to reduce occupancy. Twenty STEP beds are available to receive patients admitted to Sunnybrook’s Bayview Campus who are awaiting transfer to alternate levels of care (ALC). Historically, there have been approximately 60 ALC patients at Sunnybrook at any given time. The STEP Program has been developed to help patients achieve optimal health, activity level and well being while awaiting transfer to another care facility more suited to their needs.
Community Program Addresses Occupancy Challenges

Sunnybrook’s Community Program during 2011/12 continued to experience a significantly higher volume of admissions than the Hospital’s academic health science centre peers (these are usually admissions to General Internal Medicine through the Emergency Department). A number of initiatives have been established to mitigate the impact of the increased volumes, including the establishment of a rapid referral clinic to provide an alternative to admission, the recruitment of discharge coordinators as well as reconfiguring the service of health professions to facilitate discharges during the weekend. The Community Program is partnering with St. Michael’s Hospital, University Health Network, Women’s College Hospital and the University of Toronto Department of Medicine to examine hospitalist movements in the United States and the “hospital at night” initiatives in the United Kingdom to redesign the provision of general internal medicine.

Reducing Inpatient Days and Improving Access to Outpatient Care

A Toronto Central LHIN Value and Affordability Task Force identified the potential to reduce inpatient days for patients having primary hip and knee replacement surgery by investing in outpatient care. In October 2010, the Holland Centre launched its “Home in Four” initiative, which targets a four day length of stay for the majority of patients having primary joint replacement. Early results suggest that average length of stay has been reduced to just over four days and that over 75 per cent of patients are being discharged directly home versus to inpatient rehabilitation.
4. Human Resources

Sunnybrook received numerous honors this past year recognizing the organization’s ability to attract and retain top employees. Accolades include being selected again for Canada’s Top 100 Employers, an annual competition recognizing Canada’s best places to work. For the fourth straight year, Sunnybrook has been named one of Greater Toronto’s Top Employers. This special designation recognizes the Greater Toronto employers that lead their industries in offering exceptional places to work. Sunnybrook was also awarded Canada’s Top Family Friendly Employers as a result of the Hospital’s programs and initiatives that assist employees with young families.
Recognizing Excellence

The sixth annual Bertin Awards for Excellence in Customer Service provided Sunnybrook with the opportunity to recognize and celebrate the exceptional staff who continually go above and beyond their usual role to exemplify the values of the Hospital. Along the same lines, the Schulich Awards for Nursing and Clinical Excellence recognized and honored the clinical work of ten individuals who demonstrate in their daily work the values of Sunnybrook.
Building Leadership Capacity...Live and Grow Your Career At Sunnybrook

Human Resources, together with Organizational Development, led the development of a new program called *Building Leadership Capacity...Live and Grow Your Career At Sunnybrook*. The program supports the development of leadership within the Hospital, with a focus on leadership learning days and personal coaching.
Sunnybrook continues to attract the best minds and deliver world-class education. To celebrate the role of education within the Hospital, Sunnybrook held its inaugural educational awards event, recognizing almost 100 staff and physicians for their excellence and leadership in education.

A key focus this past year was the development of Sunnybrook’s Education Strategy, including an internal and external environmental scan completed with an educational lens. The strategy highlights a commitment to work towards a new physical space for education with a range of services enhanced by technology. Investment in technology to date has included computers and projectors for presentations, new tele-video equipment through funding from the University of Toronto and a refurbishment of the simulation space.

The new Patient and Family Education Centre in the Holland Centre’s existing library facility will provide access to online learning and an opportunity to interact with current hip and knee prostheses and anatomical models of joints.
Several special events were held throughout the year, including the Critical Care Canada Forum, Canada’s largest and most well attended critical care conference. Sunnybrook’s Trauma, Emergency and Critical Care Program played a central role in organizing the event that educated the next generation of Canada’s critical care physicians, including trainees from Canada, the United States, Asia and Europe, with 1,500 people in attendance.

The Hospital is working closely with the University of Toronto in preparation for the upcoming accreditation of the undergraduate medical education program. As the hub for the Peters-Boyd Academy, Sunnybrook has an important responsibility in ensuring the success of this process.

**Online Presence for Educators and Learners**

A new online hub was launched for education (sunnybrook.ca/education) that includes a blog and centralized learning resources for all educational stakeholders including students, staff and physicians, international learners, as well as patients and their families.

**Interprofessional Education at Sunnybrook**

Interprofessional care, the provision of comprehensive health services to patients and their families by health caregivers who work collaboratively to deliver quality care within and across settings, is thriving at Sunnybrook. The Hospital offered a total of seven structured interprofessional education (IPE) placements in which 50 undergraduate students participated. Since the summer of 2008, a total of 18 structured placements have been held in which 118 students have participated, making Sunnybrook one of the leaders in IPE placements of all the Toronto Academic Health Science Network hospitals. The second annual interprofessional education and interprofessional care showcase was also held with over 140 participants.
Nursing Education

To enhance nursing staff access to continuing education, Sunnybrook has partnered with Ryerson, George Brown College and Humber College so that they may provide learning opportunities on-site at the Bayview campus. Seven nurses completed observations at Sunnybrook this summer through the CARE Centre for Internationally Educated Nurses. This program is aimed at increasing access to the nursing profession for highly skilled, internationally educated nurses already living in Ontario.

Women & Babies Program nursing staff presented at the Canadian Nurses Association Leadership Conference on an educational project created at Sunnybrook for obstetrical nurses to develop competency in critical care nursing. This project grew from the need to prepare nursing staff within the Women & Babies Program to care for women with complex medical needs in the perinatal period. The Women & Babies Program received one of the highest satisfaction ratings for all University of Toronto Nursing student obstetrical placements and the highest rating of all student placements at Sunnybrook.
Sunnybrook Research Institute (SRI) successfully implemented its organizational restructuring in 2011-12, introducing a three-platform structure to enhance cost savings and ensure the Institute continues to thrive and conduct breakthrough work. The three platforms are: Biological Sciences, Evaluative Clinical Sciences and Physical Sciences. Dr. Kullervo Hynynen is the inaugural Director of the Physical Sciences Platform; Dr. Don Redelmeier is the inaugural Director of the Evaluative Clinical Sciences Platform and Dr. Juan Carlos Zúñiga-Pflücker is the interim inaugural Director for the Biological Sciences Platform.

This year, SRI ranked fifth in Canada's Top 40 Research Hospitals List 2011, based on its 2010 research income of $106 million, which represents a 26 per cent increase from 2009, the highest year-over-year growth among the top five research hospitals.
Centre for Research in Image-Guided Therapeutics

The Centre for Research in Image-Guided Therapeutics is a $160-million centre that will add more than 150,000 square feet of research facilities to SRI. Scientists and their teams will create tools to detect and diagnose disease sooner and more accurately, invent technologies to treat disease minimally invasively, and develop biological and drug therapies tailored to the individual. Highlights of the Centre’s work include the opening of the magnetic resonance imaging (MRI)-guided high-intensity focused ultrasound surgery suite, the biomarker imaging research lab and the biomedical imaging research suite. The biomedical imaging research suite is a state-of-the-art facility enabling researchers to do preclinical and clinical studies using MRI, CT and focused ultrasound, and has already fostered scientific collaboration and partnerships with industry. The aim of the suite is to develop and optimize noninvasive imaging methods for brain, cardiac, cancer and musculoskeletal applications.

Navigating Surgeries in Real Time

SRI has acquired a surgical navigation system to develop minimally invasive procedures for musculoskeletal surgical applications. The system, worth $1.6 million, is part of the preclinical testing facility within SRI’s Centre for Research in Image-Guided Therapeutics. Researchers will use the equipment to research photodynamic therapy for cancer that has spread to the spine.
The therapy combines a light-sensitive drug with a locally applied light delivered via a laser fibre inside a small tube called a cannula. When the drug is taken up in the tumour and a light from the laser is turned on, the cancerous cells die.

Enhancing the Future of Research in Canada

Dr. Michael Julius, Vice President of Research, is chairing a Research Canada task force on a proposed Canadian Commercialization Network. The network aims to align current federal funding instruments to enhance research implementation, improve information and technology flow between regional centres and facilitate the establishment of seed funding to support development of early technology and new company start-ups.

Stroke recovery research receives multimillion dollar boost

Approximately 50,000 strokes occur in Canada each year and 315,000 Canadians are living with the after-effects of a stroke. The past year resulted in a huge boon for the future of stroke research, with a $10 million grant from the Heart and Stroke Foundation to the Heart and Stroke Foundation Centre for Stroke Recovery, of which Sunnybrook is a partner. The Centre’s partners also include Baycrest, the University of Ottawa, the Ottawa Hospital Research Institute and Memorial University, all with a commitment to transforming outcomes by dramatically reducing the incidence of stroke and improving recovery and quality of life for stroke survivors and caregivers.
7. Nursing

Nursing at Sunnybrook continued to excel in the development of quality improvement projects, garnering international research activity and acquiring provincial funding for new best practices activity. Another boost for nursing was the appointment of Tracey DasGupta to Director of Nursing Practice and Informatics, to oversee the creation of structures and processes to support innovative patient care.

Sunnybrook has been selected as the pilot site for the University of Toronto’s Lawrence S. Bloomberg Faculty of Nursing’s Agency Based Clinical (ABC) placement mentorship program. Six cross-appointed nurses in advanced practice roles will serve as institutional mentors to undergraduate students for the duration of their two-year clinical placements at the Hospital.

**Academic Activity**

It was another impressive year for nursing staff on the academic front. Sunnybrook health professions/nursing staff had 20 presentations accepted at peer-reviewed conferences, 11 articles published in peer-reviewed journals and three staff authored textbook chapters. Four nursing research projects received Research Ethics Board approval and were initiated. In addition, two qualitative research workshops for staff were held on site in February and March.
Time to Care & Best Practices Initiatives

The Hospital received approval for one-time funding from Health Force Ontario, Ministry of Health and Long-Term Care, to support Sunnybrook’s ‘Time to Care’ initiative. This initiative enables nurses to participate in a Sunnybrook-designed program that focuses on the implementation of six best practices using an interprofessional approach and the development of front-line nurse leaders. The best practices project will focus on patient and family-centred care; pain management; skin and wound care; vascular access; management of high-risk behavior; and mobility.

Late Career Nursing

Sunnybrook continues to benefit from the Ministry’s Late Career Nurse funding, which has resulted in 35 nurses working on quality improvement initiatives, one of which included surveying 561 patients/families and 1,071 staff related to their care experiences to provide information on how the patient experience can be improved.
Members of the Holland Centre rehabilitation team continue to reach out and respond to requests on the centre’s unique model of care. In February, the team presented to the Kawartha Ontario Physiotherapy Association District on the journey of patients undergoing knee replacement along the continuum of care from a physiotherapy perspective. The group shared evidence-based aspects of the model of care, physiotherapy treatment approaches, the expected recovery profile, common postoperative problems and management recommendations, along with some of the team’s research findings.
Sunnybrook’s Critical Care Unit placed fifth out of 183 intensive care units around the world in the Critical Care Nutrition’s Best of the Best Award. Sunnybrook’s CrCU has nutrition orders built into their admission pre-printed orders, so that nutrition documentation automatically starts upon admission whether or not a dietitian is present. The team also developed a new “fasting protocol” designed to standardize the preoperative fasting policies in the CrCU and minimize interruptions to enteral feedings.

The Hospital initiated a Quantitative Research Education Series for novice researchers in the health professions and nursing with the goal of creating capacity for practice-based research. The first in the series was a full-day workshop for staff featuring an interprofessional faculty drawn from all areas of Sunnybrook.

Sunnybrook’s Recreation Therapy professional group organized the Therapeutic Recreation Ontario annual provincial conference. More than 350 international delegates attended the conference, which included internationally renowned speakers Dr. David Austin, Professor Emeritus at Indiana University, and Ian Brown, Globe and Mail reporter.
9. **GREENING SUNNYBROOK**

Sunnybrook’s strong commitment to environmental sustainability continued in 2011/12, with several of the Hospital’s initiatives highlighted during the Earth Matters Showcase. Attended by over 1,000 employees, physicians, volunteers and students, the event provided examples of the work to create a culture of environmental awareness at Sunnybrook. As part of the showcase, Sunnybrook received the Philips Environmental Awareness & Knowledge (PEAK) Award from Philips Lighting Canada. The PEAK Award provides special recognition to those who have taken a positive step towards minimizing their environmental impact by choosing energy efficient, sustainable lighting solutions.

**Environmental Incentive Cheques**

Sunnybrook received a $75,000 incentive cheque from Enbridge for the measures implemented by the ongoing Honeywell project. Sunnybrook and Honeywell’s landmark partnership to improve Sunnybrook’s energy efficiency and green initiatives will see Sunnybrook reduce its annual greenhouse gas emissions by an estimated 9,000 metric tons, an amount equivalent to taking 1,400 cars off the road. Steps include the installation of zone dampers, which are installed in the supply, return and exhaust air ducts to shut off ventilation in unoccupied areas while permitting the system to provide full ventilation to areas that remain occupied, the installation of new low-flow plumbing fixtures in
selected areas of the Hospital, and the changing of selected air ventilation systems from constant to variable flow.

The City of Toronto presented Sunnybrook with a $596,000 incentive cheque for implementing energy conservation measures such as efficient lighting, building automation, high efficiency motors and ventilation upgrades. These measures are also in conjunction with the Honeywell project and are saving almost 500 kW of energy demand and over 6 million kWh in energy consumption, enough energy to meet the demands of 600 homes.

Encouraging Staff to Go Green

Sunnybrook supported Bike-to-Work Day and encouraged employees to leave their cars at home by adding large secure bike cages at four separate locations on the campus. The Hospital uses hybrid vehicles for its security personnel and Smart cars for staff in the Department of Parking and Transportation. The Hospital also has parking for Zipcar, the car-sharing company, and has partnered with the Smart Commute program creating an online carpool service for staff.

Canada’s Greenest Employers

For the third consecutive year, Sunnybrook was named one of Canada’s Greenest Employers. The Hospital was chosen based on its unique environmental initiatives such as the installation of the Harry Taylor Solar Energy Wall, photovoltaic panels that convert sunlight directly into electricity.
Construction continued this past year on the new research space and Breast Centre on M6 and M7. The year saw successful completion of the Schulich Heart Centre redevelopment project, as well as improvements to the Chemotherapy Unit in the Odette Cancer Centre and the development of the Centre for Imaging Technology Commercialization.

**Schulich Heart Centre Redevelopment Complete**

The final phase of the Schulich Heart Centre Redevelopment Project was concluded in the summer of 2011 with the completion of the Schulich Short Stay Unit. The two-year $20 million project has realigned cardiac services on the third floor, including the Cardiac Intensive Care Unit, high intensity cardiology beds in the Dr. Brian W. Gilbert CICU, a new procedure room in B3, and the renovated E&G and P&L Odette Family Cardiac Inpatient Unit.
Chemotherapy Unit Expansion and Renovation

The Odette Cancer Centre Chemotherapy Unit was originally built to accommodate approximately 5,800 patient visits per year; currently the demand is for more than 17,000 visits per year. The Odette Cancer Centre redevelopment project addressed this growth by increasing and renovating the Chemotherapy suite from 32 to 42 patient stations. For patients at a stressful time in their care, the changes are positive: renovated large, bright rooms with improved layout, more washrooms and state-of-the-art equipment. For staff, benefits include the ability to meet infection prevention and control standards, improved supply delivery process and improved patient flow.

Centre for Imaging Technology Commercialization

The Centre for Imaging Technology Commercialization is a dual-site centre supporting Canadian imaging researchers to understand the potential of their ideas to attract commercial interest. Hosted by the Sunnybrook Research Institute and the University of Western Ontario, the centre supports researchers as well as small and medium-sized enterprises in the translation of groundbreaking developments in medical imaging and digital pathology into new clinical tools for cancer diagnosis and treatment. The centre also helps to capture these exciting innovations and deliver them to the patient bedside, where the value of this important work will be seen, resulting in increased economic growth for Ontario and Canada. A further 2,000 square feet are being constructed on K3W as part of Sunnybrook Research Institute’s contribution to the $13 million federally funded Centre.

Canada Foundation for Innovation Research Hospital Fund-related Construction

Finishing touches are taking place on the new research space and Breast Centre on M6 and M7 and occupation is around the corner for the newly constructed M-wing laboratories that comprise the bulk of the Centre for Research in Image-Guided Therapeutics.
11. Community Engagement

Strong community partnerships and relationships have long been a priority for the Hospital, with this past year featuring community engagement on the strategic plan and proposed merger with St. John’s Rehab. Consultations on the draft Strategic Plan 2011-14 were held, including a community meeting and online options to submit feedback. In preparation for a proposed merger with St. John’s Rehab, both Hospitals widely engaged their communities through face-to-face meetings, letters, online consultations and a staff newsletter.

Sunnybrook’s presence on social media sites has increased dramatically, with record numbers of the community visiting the Hospital’s Facebook and Twitter pages and YouTube postings.

Sunnybrook Speaker Series and Community Outreach

From September to May, Sunnybrook holds free community Speaker Series events to educate the community on topical health care issues drawn from all seven Hospital programs. Each event provides helpful medical information and an opportunity for the Hospital’s community to hear from and ask questions of hospital experts. Held in the evening and webcast and catalogued
online, the events attract anywhere from 350 to 500 people.

This year seven events were held and can be viewed at sunnybrook.ca:

- Prostate Cancer: The Latest Lifesaving Information
- Skin Deep: A Dermatology Discussion on Common Conditions
- Just a Touch of Sugar: Diabetes Prevention and Treatment
- Concussion 101: Dispelling the Myths and Reducing the Impact
- Obsessive Compulsive Disorder (OCD) & Hoarding: Cleaning Up the Problem
- A Heart Healthy Evening
- Suicide: Awareness, Understanding and Coping

The Hospital also partnered with The Alzheimer Society to organize a special presentation at Loblaws on memory loss and current treatment options featuring Dr. Krista Lanctot and Dr. Mario Masellis.

**SunnyView**

Produced by former healthcare journalist Monica Matys, Sunnybrook’s weekly video blog “SunnyView” garnered great interest on the hospital website and through postings on YouTube. Weekly segments profile news and events from across the Hospital and range from light postings (Healthy Holidays: Top Ten Ways to Stay Healthy) to serious coverage (Radical Prostatectomy: One Patient’s Experience Through Surgery and Recovery). Sunnybrook’s partnership with CTV News to have SunnyView loaded onto its Gateway system, a video library that affiliates across the country can access, has provided additional exposure will increase coverage of Sunnybrook’s research and innovation.
Social Media

Sunnybrook’s social media engagement exploded in 2011-12. Twitter followers increased from 3,592 in March 2011 to 8,867 in March 2012 and Facebook “likes” increased from 695 in March 2011 to 3,121 in March 2012. The web team engaged in several strategic engagement strategies, including promoting singer Justin Bieber’s fundraising concert and contest on Twitter. Bieber, one of the most followed celebrities on Twitter, tweeted a public message of support for Sunnybrook, quickly boosting Sunnybrook’s Twitter followers from 5,000 to just over 8,000.

The virtual community continues to be an important avenue for strengthening the Hospital’s customer service goals. Through patient and family comments on Facebook and Twitter, the web team and the Office of the Patient Experience can quickly respond to patient and family concerns.

There were several other social media initiatives this past year:

• Sunnybrook’s Ethics Team started a new series on the Your Say blog called The Grey Zone, discussing healthcare issues that are of importance to patients and visitors.

• An end-of-life care web section was created to house resources and a video explaining the end-of-life policy. A one-hour Twitter chat was organized with two critical care doctors to address end-of-life concerns.

• A new patient education video for Women & Babies went live, as well as a new Odette Cancer Centre patient and family support section.

A Hill & Knowlton report ranked Sunnybrook as the 15th most influential Canadian non-profit organization on social media and the Hospital achieved a high Klout score. Klout is a qualitative, independent engagement assessment that measures an organization’s influence across their social network.
12. LEGISLATIVE COMPLIANCE

Work continued in 2011/12 to ensure Sunnybrook is compliant with requirements for several laws, including the Broader Public Sector Accountability Act, the Freedom of Information and Protection of Privacy Act, Access for Ontarians with Disabilities Act and Excellent Care for All Act.

**Broader Public Sector Accountability Act (BPSAA)**

The Broader Public Sector Accountability Act, or Bill 122, was developed by the Ministry of Finance to bring greater accountability to over 150 organizations across Ontario. Several Sunnybrook policies have been updated and posted on the Intranet site including new thresholds for consulting services. One significant change is with regard to expense claims. Information regarding expense claims for Board members and senior leadership executives relating to all travel, meals and hospitality are now posted biannually on the external website.

**Freedom of Information and Protection of Privacy Act**

The Freedom of Information and Protection of Privacy Act (“FIPPA”) was applied to Ontario hospitals as of January 1, 2012. The Act has two main purposes: to make public bodies more open and accountable by providing the public with the right of access to records; and to protect personal information from unauthorized collection, use or disclosure by public bodies. Anyone can make a request for “general records” under the Act (for example administrative records). Access to one’s own records of personal health information will continue to be governed by the Personal Health Information.

Sunnybrook’s Chief Privacy and Access to Information Officer, as well as a Freedom of Information Coordinator, assist with freedom of information requests. Although most information is accessible, there are a number of exclusions and exemptions from the
right of access. Examples of records excluded from FIPPA are: personal health information; clinical records; ecclesiastical records; records relating to the hospital foundation or charitable donations; clinical trials; research and teaching materials.

**Access for Ontarians with Disabilities Act**

The Access for Ontarians with Disabilities Act establishes the goal of making Ontario more accessible to people with disabilities by January 1, 2025. As part of the Act, accessibility standards have been created to identify, remove and prevent barriers so that people with disabilities have more opportunities to participate in everyday life. Over the last year, the main focus for Sunnybrook has been on making the Hospital’s web content more accessible to people with disabilities to comply with Web Content Accessibility Guidelines 2.0. Other steps to ensure we are compliant with the Act include revising the Intranet (SunnyNet) to ensure it complies with the new accessibility regulations, ensuring all videos posted are close caption-enabled, and posting Sunnybrook’s emergency responsiveness information on sunnybrook.ca.

**Excellent Care for All Act**

The Quality and Patient Safety Department is leading the development of the Hospital’s annual Quality Improvement Plan so that Sunnybrook is compliant with the Excellent Care for All Act. The Department launched a new corporate program called ‘iLead’ that will support middle leaders to engage in quality improvement and patient safety activities. This program will help managers continue to develop their skills in the area of quality improvement while receiving continued support and consultation from the Department’s performance improvement specialists.

The Quality and Patient Safety Department facilitated the first Critical Incident Review Committee meeting this past year. This committee is a subcommittee of the Hospital’s Board of Director’s Quality of Care and Academic Committee and is responsible for receiving information about critical events at Sunnybrook. Viewed as a new practice for hospitals, this committee is examining Sunnybrook’s critical incident system review process and recent critical events.
From unit-based projects in specific patient care units to corporate initiatives, Sunnybrook again strived this year to improve the patient and family experience at the Hospital. The Office of the Patient Experience was launched and builds on the success of the Sunnybrook Moments program, a customer service program promoting positive experiences between staff and customers of the hospital by concentrating on excelling in compassion, communication, consideration and comfort.

**Office of the Patient Experience**

A highlight of 2011-12 was the launch of the Office of the Patient Experience, a dedicated office responsible for improving the patient and family experience at Sunnybrook. The Office of the Patient Experience is a proactive department focused on training and working with front-line clinical and support staff to enhance interpersonal communication and customer service skills.

A hospital-wide survey of 561 patients/families and 1,071 staff was conducted to help further understand the emotional support needs of those relying on the Hospital and the perceptions of those who are delivering care. Results of the survey were presented at the Hospital’s first annual Patient Experience Forum & Expo, featuring more than 40 exhibits from across the entire organization, with attendance from 1,000 staff members, patients and families.
Survey:

Which of the following best describes your role at Sunnybrook?

- Nurse: 40.00%
- Administration: 16.50%
- Other (please specify): 14.70%
- Physician: 8.60%
- Physiotherapy: 8.20%
- Student: 5.50%
- Occupational Therapy: 4.00%
- Social Work: 4.00%
- Radiation Therapy: 3.20%
- Clinical Support Services: 2.60%
- All Other Responses: 2.50%

Which of the following best describes your program, department or service?

- Other (please specify): 15.70%
- Women and Babies: 14.20%
- Trauma/Emergency/Critical Care: 13.50%
- General Medicine: 10.30%
- Holland Musculoskeletal: 10.10%
- Odette Cancer Centre: 8.60%
- Operating Room and Related: 8.20%
- Schulich Heart Centre: 5.50%
- Administration: 4.00%
- Veterans Centre: 4.00%
- All Other Responses: 1.40%

Please tell us about your experience at Sunnybrook! I am a:

- Patient: 75.00%
- Family Member: 22.80%
- Friend: 9.00%
- Other: 10.10%
- Completed with assistance of surveyor: 1.30%
4Cs:

Communication

Consideration
Compassion

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<th>2011 Patients &amp; Families</th>
<th>2012 Staff</th>
<th>2011 Staff</th>
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Comfort

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<th>Service</th>
<th>2011 Patients &amp; Families</th>
<th>2012 Staff</th>
<th>2012 Staff</th>
<th>2011 Patients &amp; Families</th>
</tr>
</thead>
<tbody>
<tr>
<td>Privacy</td>
<td>83%</td>
<td>79.50%</td>
<td>80.20%</td>
<td>90.70%</td>
</tr>
<tr>
<td>Comfort</td>
<td>79.50%</td>
<td>87.20%</td>
<td>93.00%</td>
<td>93.00%</td>
</tr>
<tr>
<td>Staff are knowledgeable about my needs (new for 2012)</td>
<td>68.70%</td>
<td>87.60%</td>
<td>90.70%</td>
<td>93.00%</td>
</tr>
</tbody>
</table>
New Internet tool tracks patients’ surgery at Sunnybrook

A new online tracking system at Sunnybrook called “OR Status” is the first in Ontario to help reduce anxiety by keeping families in the loop on a patient’s surgical progress. The real-time updates can be viewed online at sunnybrook.ca/orstatus on a computer or handheld device, allowing family and friends to track the progress of a patient from the comfort of their home or from any location where there is Internet access. Family and friends can see exactly when a patient enters and leaves the operating room, with the information automatically refreshed every minute.

Improving Safety and Patient Comfort in the Cardiovascular Intensive Care Unit

Selected patients in the CVICU are now extubated within approximately four hours following coronary artery bypass grafting (CABG) at Sunnybrook. The success in reducing the time of extubation, which previously was roughly 9 to 11 hours following surgery, to the current standard is the result of strong collaboration between the CVICU team, OR Services, anaesthesia, nursing, respiratory therapy and cardiovascular surgery. For patients, the changes are dramatic: greater comfort and improved communication.

Mobility for Ventilated Patients

Sunnybrook has made major strides in mobilizing ventilated patients. After participating in an Institute for Healthcare Improvement live case study, staff in the Critical Care Unit began identifying patients who were good candidates for early mobility. Under the leadership of nurse and physician champions for early mobilization, the practice at the Hospital is beginning to change. One example is of a patient in her 80’s who came to Sunnybrook for an elective procedure and was placed on a ventilator after a seizure. After being in the unit for three days, the care team started to wean the patient off sedation and helped her sit up in bed. Just three days later, she was walking around the unit.
MR-guided Focused Ultrasound Technology

Recognized by Time Magazine as one of 2011’s top 50 discoveries, magnetic resonance-guided focused ultrasound was pioneered by Dr. Kullervo Hynynen, Director of Physical Sciences at SRI, and his team, in collaboration with industry. A technique called focused ultrasound uses MRI pictures to guide multiple beams of acoustic energy into a concentrated hot spot deep inside the body to heat and melt away tumors or other growths like uterine fibroids. A version of the device is being tested to tweak brain regions to relieve pain and the tremors associated with Parkinson’s.

A company called InSightec, has worked with Dr. Hynynen to commercialize the discovery. The technology is being tested in several clinical trials at Sunnybrook, including as a treatment for uterine fibroids, bone metastases and brain lesions.

Global Opportunities for Imaging Research

Sunnybrook Research Institute worked this past year with the Global Opportunities Business Bureau at the Department of Foreign Affairs and International Trade to incorporate information about imaging research at the Institute into a medical imaging brochure that promotes the Canadian
industry. The audience comprises representatives of the medical devices industry who are located in foreign countries.

**Sunnybrook International**

Sunnybrook International completed its first year of operations, working with foreign governments and agencies to offer knowledge and experience on establishing similar programs and services that exist at Sunnybrook. The group has been actively developing relationships with key representatives from foreign jurisdictions in an effort to increase awareness of the ability of the Hospital to offer value in the healthcare consulting market. Meetings with the Ambassador from Kazakhstan, the Ambassador from Jordan, and with representatives from the Department of Foreign Affairs and International Trade such as the Egyptian and Brazilian Trade Commissioners all took place over the past year. In total, 13 international delegations were received at Sunnybrook.

**Ross Tilley Burn Centre Earns Mark of Distinction**

Sunnybrook’s Ross Tilley Burn Centre has been verified by the American Burn Association, making it the first verified burn centre in Canada and only the second outside of the United States. To achieve verification, a burn centre must meet rigorous standards for high-quality patient care. The Hospital’s Burn Centre is truly a significant and leading resource for the health care system and each year cares for the majority of burn victims in Ontario. The research and teaching conducted in the Centre are world-renowned and are seen as the national standard for burn care in Canada.
Several new e-health technologies were developed this year to improve the patient experience and make it easier for staff to access information. From a new online chart in the Veterans Centre to handheld devices that display patients’ heart waveforms, it was a busy year for e-health developments.

**Point – Click – Care**

Sunnybrook’s Veterans Centre has created and implemented a clinical online documentation system, or online chart, for resident care. The new system, called PointClickCare, is designed to improve work processes for all care providers, offer less duplication and improved communication among inter-professional teams and enhance the quality of care that is provided to resident veterans.

**Antimicrobial Tracking**

Antimicrobial or antibiotic resistance is a major public health issue, and Sunnybrook’s antimicrobial stewardship team has wide recognition in the optimization of antibiotics and tracking data relevant to patient cases. Sunnybrook has developed a web-based software system called SPIRIT (Stewardship Program Integrating Resource Information Technology) that allows the stewardship team and care teams to view in real time all pharmacy, microbiology and patient care data. This overall mapping serves as an effective research tool and facilitates more dialogue between the teams.
New Patient Appointment List in eSheet

On December 5, 2011, the Odette Cancer Centre began to pilot the use of the new Patient Appointment List. Patients will now be provided with a complete list of their upcoming appointments, generated by their clinic visit. Each appointment list will include the date of appointments requested, the physician requesting appointments, the name of tests required, dates and times of booked appointments, and the unit coordinator name and contact phone number.

Hearts on the Go

Sunnybrook’s Schulich Heart Centre is the first in Canada to provide nurses and other healthcare professionals with wireless handheld devices to monitor cardiac waveforms and receive critical internal communications. Having remote access to alerts and heart equipment alarms allows enhanced communication with the appropriate staff responding to patients more efficiently. The new technology is in place in the 16-bed Dr. Brian W. Gilbert CICU and the 36-bed E&G and P&L Odette Family Cardiac Inpatient Unit on D3.

Teleburn: Remote Control Care

Sunnybrook’s Ross Tilley Burn Centre is offering a new consultation process through a recent initiative called Teleburn. Approximately 30 hospitals, some in remote areas, now have cameras in their Emergency Departments that are able to transmit images of their patients to a monitor at Sunnybrook where a burn specialist offers advice on the care of the patient. If the burn is severe, the Sunnybrook team identifies the need for immediate treatment at the burn centre. If the burn is not serious, the patient can be treated near their home. Ross Tilley staff members also do follow-up work with patients in rehabilitation and their doctors outside of Toronto.
16. Partnerships and System Improvement

Sunnybrook continues to build relationships to strengthen research, education and teaching and patient care offered at the Hospital. This past year saw the beginning of a growing partnership with St. John’s Rehab and continuation of a partnership with Thunder Bay in twinned 3T magnetic resonance imaging high intensity focused ultrasound (HIFU) systems.

Growing partnership with St. John’s Rehab

St. John’s Rehab and Sunnybrook have highly complementary programs and services, which led to discussions this year on how a new relationship could further improve patient care. During the summer of 2011, the Boards of Directors of St. John’s Rehab and Sunnybrook agreed to a Memorandum of Understanding that would see the two organizations merge voluntarily. The two organizations already have some partnerships in place and have worked together for a number of years, building a continuum of care for survivors of severe burns and cancer, which has led to excellent outcomes for patients.

Partnering for Commercialization

Sunnybrook Research Institute and Thunder Bay Regional Research Institute have spun off a company called XLV Inc., to commercialize new “detector technology” with potential broad-based use in medical imaging. SRI holds parent patents and Thunder Bay Regional Research Institute holds improvement patents. Both research arms have licensed their intellectual property to XLV Inc. SRI holds equity in XLV Inc., as well as a royalty stream.

Virtual Ward

The Virtual Ward is an innovative partnership between Sunnybrook and other Toronto-area hospitals and the Community Care Access Centre (CCAC) that assesses patients’ risk of readmission to hospital and ‘admits’ them to a Virtual Ward on the day of hospital discharge. This “hospital without walls” pilot targets patients at high risk for hospital re-admission by ensuring that they receive coordinated care after leaving Sunnybrook. Following discharge, patients receive care at home from an interdisciplinary team that provides CCAC case management and hospitalist medical support, integrating post-acute primary and home care.
17. Fundraising

Sunnybrook Foundation had a successful year in 2011-12, raising an investment of $29 million from the Hospital community. Since 2004, the Foundation has raised $363 million for the Campaign for Sunnybrook, over 77 per cent of the overall goal of $470 million.

The Foundation successfully recruited an internationally renowned leader, Dr. Jon Dellandrea as its president and chief executive officer. In addition to managing its operations, Dellandrea will lead the Foundation in achieving the goals of its $470-million Campaign for Sunnybrook.

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount raised (in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Odette Cancer Centre</td>
<td>6,978</td>
</tr>
<tr>
<td>Sunnybrook Fund</td>
<td>5,123</td>
</tr>
<tr>
<td>Brain Sciences Program</td>
<td>4,752</td>
</tr>
<tr>
<td>Trauma, Emergency, Critical Care</td>
<td>3,520</td>
</tr>
<tr>
<td>Community Health</td>
<td>2,025</td>
</tr>
<tr>
<td>Schulich Heart Program</td>
<td>1,573</td>
</tr>
<tr>
<td>Other programs</td>
<td>1,498</td>
</tr>
<tr>
<td>Sunnybrook Research Institute</td>
<td>1,324</td>
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<tr>
<td>Women &amp; Babies Program</td>
<td>1,263</td>
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<tr>
<td>Holland Musculoskeletal</td>
<td>401</td>
</tr>
<tr>
<td>Imaging &amp; Surgery</td>
<td>393</td>
</tr>
<tr>
<td>Veterans</td>
<td>213</td>
</tr>
</tbody>
</table>

A $3 million pledge was received from the Gelato Cup Golf Tournament to fund the Hospital’s new rooftop helipad to care for critically ill and injured patients sooner.
We Love Sunnybrook Raises Over $200,000

Sunnybrook staff, along with their friends and families, showed incredible support and commitment to patients by raising over $200,000 for the second annual I Love Sunnybrook Campaign. The campaign was part of the Hospital’s larger Campaign for Sunnybrook, an ambitious $470-million fundraising effort.

Foundation Earns an “A”

For its efficient use of donor funds and strong governance, Sunnybrook Foundation was the only hospital foundation in Ontario to earn an overall “A” grade in MoneySense magazine’s 2011 Charity 100 rankings. To calculate the grades, charities were evaluated in four categories: overall charity efficiency, percentage of charity expenditures that go to program costs; fundraising efficiency, how much money is spent to raise $100; governance and transparency, if the charity has proper governance policies and how openly it shares financial information with the public; and reserve fund size or how much money the organization keeps on hand.
18. Financial Outlook 2012/13

In the past year, Sunnybrook undertook and completed its first multi-year planning process, Fiscal Year (FY) 2013 - 2015. The first year of this plan is the focus of the Hospital Annual Planning Submission for FY 2012/13. That said, the MoHLTC, through the LHIN, had not communicated Government funding to allow for an updated H-SAA by March 31, 2012 and as such Sunnybrook has signed an extension of its existing Hospital Service Accountability Agreement (H-SAA).

Sunnybrook is committed to maintaining a multi-year planning approach and despite the uncertainty in the funding arrangement is already undertaking planning steps for FY 2014 - 2016.

Health System Funding Reform (“HSFR”)

HSFR has three components as announced in 2012. The aim following full implementation is to have three components to hospital funding - global at 30%, HBAM (Health Based Allocation Model) 40%, and quality based procedures (QBP) 30%. As communicated by the MoHLTC, implementation is expected to be over three years whereby QBP will start as 6% of total funding allocation in FY 2012-13 and grow to the full 30% by FY 2014/15. HBAM funding will be 40% and global funding will begin at 54% in FY 2012-13 and shrink to 30% by FY 2014/15. For 2012-13 funding the HBAM and QBP components are being phased-in with a mitigation strategy (2% and 15% respectively) in order to allow organizations to respond and plan for the changes and to maintain stability of the health system.

Sunnybrook has undertaken some early investigation into its draft funding allocation using HSFR and preliminary results confirm, as noted in section 2.0, that Sunnybrook is a very efficient organization and as such will overall benefit from the HSFR model. However, the Government of Ontario is facing long-term financial constraints and an aging population demographic. As such, Sunnybrook anticipates that funding increases will continue to be less than inflation, and as such, despite its overall efficiency, continues to seek ways by which it can continue to maximize patient access to care and maintain quality.