Management Commentary and Analysis

2012/13
TABLE OF CONTENTS

1. Introduction .......................................................................................................................... 2
2. Financial Performance ........................................................................................................... 3
3. Occupancy and the Drive to 95 ............................................................................................. 6
4. Human Resources .................................................................................................................. 9
5. Education ............................................................................................................................. 11
6. Research Institute ................................................................................................................ 14
7. Nursing .................................................................................................................................. 18
8. Health Professions ................................................................................................................ 20
9. Greening Sunnybrook ............................................................................................................ 22
10. Construction ....................................................................................................................... 24
11. Community Engagement ..................................................................................................... 26
12. Improving Service for Patients and Families ...................................................................... 30
13. Safety ................................................................................................................................... 33
14. e-Health ............................................................................................................................... 36
15. Partnerships and System Improvement .................................................................................. 37
16. Fundraising .......................................................................................................................... 40
17. Financial Outlook 2013/14 ................................................................................................. 42
1. INTRODUCTION

Sunnybrook continued its commitment to caring for patients and their families when it matters most, while also ensuring that high demand for inpatient resources was well managed in 2012/13. The Hospital again ended the fiscal year without a deficit, a result of hard work by all staff and leaders across the organization. Several initiatives were implemented to ensure a smooth discharge and transition back to the community for patients, and health care teams worked together to reduce wait times for cancer surgeries and medical imaging.

The voluntary merger of Sunnybrook with St. John’s Rehab Hospital was an important next step in building a comprehensive system of care from acute illness or injury through to rehabilitation and recovery. As an eighth program at Sunnybrook, St. John’s Rehab is bringing its excellent reputation to the Hospital’s seven other internationally recognized programs.

The opening of the Centre for Research in Image-Guided Therapeutics was a milestone for Sunnybrook Research Institute, housing research and clinical teams who are working to treat, cure and eliminate some of our society’s most devastating illnesses. Improving the patient experience was an overarching goal during the past year, with the opening of a new 16-bed stroke unit, the Rapid Diabetes Assessment and Referral Clinic, and the Prostate Rapid Evaluation Multidisciplinary Clinic.

The past year’s numerous successes and commitment to inventing the future of health care were a result of the dedication of Sunnybrook’s 10,000 member health care team. The Hospital again received numerous honors recognizing its ability to attract and retain top employees, including being named one of Canada’s Top 100 Employers and Top Family-Friendly Employers.

2. FINANCIAL PERFORMANCE

Sunnybrook reported a modest surplus of $12 million for 2012/13. This amount represents 1.26 per cent of Total Revenue and is well within the 2-3 per cent recommended by the Ontario Hospital Association as needed for reinvestment in capital equipment, facilities and working capital requirements. Despite the surplus, Fiscal 2012/13 was a very challenging year. In both Fiscal 2010/11 and Fiscal 2011/12 Sunnybrook reported occupancy levels in excess of its target of 95 per cent occupancy on its ward beds. Despite implementing many initiatives to reduce occupancy (as outlined in the section below), and some success in reducing daily occupancy, the result for Fiscal 2012/13 remains in excess of 100 per cent, largely driven by continued growth in emergency room volumes.

In addition to high ward occupancy, Sunnybrook also experienced a growth in demand for and hence increased occupancy levels for critical care beds. These beds are very costly and have resulted in considerable, unplanned cost pressures for the organization. Offsetting these cost pressures and resulting in the modest surplus have been various one-time sources of funds including revenues totalling $15 million, that although primarily earned in prior years, due to timing of confirmation from the Local Health Integration Network / Ministry of Health and Long-term Care and receipt of funds, were recorded in the current year’s results.

Another significant development during the year was a change in the Plexxus business model. Plexxus is a back-office shared service organization that provides supply chain services and a shared business system platform to a number of hospitals in the Greater Toronto Area. Sunnybrook is one of 11 member hospitals and the original business arrangement had been one of sharing supply chain savings with Plexxus in order to fund this important business transformation. Although this approach to funding Plexxus was valuable in the early years of the organization, it was determined that as Plexxus matures this approach has the potential to sub-optimize participation in group purchasing initiatives, and as a result a decision was made to provide members with 100 per cent of savings realized. In order to effect this change it was necessary to invest further in Plexxus and as such a previously refundable loan to Plexxus of $5.5M was converted into a non-refundable contribution and hence expense in the
current year, consistent with similarly proportionate contributions by other members. It is anticipated that this new model will incent further change and optimization of Sunnybrook’s supply change savings. Another significant milestone for Sunnybrook and Plexxus this year was the implementation of SAP (a top tier business system that could not otherwise be afforded by any one individual member). The migration by all Plexxus members to a common business system will enhance the hospital’s management information used for decision-making, and also positions Plexxus to better analyze expenditures with a view to creating further supply chain savings. The primary cost of implementation was borne by Plexxus with costs of approximately $1.3 million being borne this year by Sunnybrook for staff and other resources dedicated to the implementation project.

Below are two charts that reflect how the Hospital has used the resources entrusted to it to provide patient care. These charts indicate that Sunnybrook continues to use the vast majority of funds for direct patient care, and continues to have one of the lowest administrative costs, of 8.4 per cent, in its hospital peer group.

**Fiscal 11/12: What do these expenses buy?**

- Clinical Services: 61.1%
- Lab, Diagnostic Imaging & Pharmacy: 13.3%
- Food & Physical Support: 10.5%
- Corporate Support: 9.2%
- Medical Staff & Clinical Education: 4.5%
- Other (Insurance & Interest): 1.6%
- Total: 100%

**Fiscal 12/13: What do these expenses buy?**

- Clinical Services: 61.1%
- Lab, Diagnostic Imaging & Pharmacy: 13.3%
- Food & Physical Support: 10.5%
- Corporate Support: 9.2%
- Medical Staff & Clinical Education: 4.5%
- Other (Insurance & Interest): 1.6%
- Total: 100%

The proportionate share of expenditures are unchanged from FY 2010/11
3. **Occupancy and the Drive to 95**

Occupancy pressures at Sunnybrook continued in 2012/13, with a very high demand for inpatient resources. The Hospital’s operational decisions to improve care were guided by the ‘Drive to 95%’ occupancy strategy. The ‘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.

**‘Home First’ initiative**

Sunnybrook and the Toronto Central Community Care Access Centre strengthened their relationship by working together to improve the Hospital’s patient and family experience through more seamless planning, with the goal of returning patients home as quickly and safely as possible. All efforts are being made to transition patients back home where they can make decisions about their future care needs. To help facilitate this, a new Transitional Coordinator role was introduced in General Internal Medicine Units. The Transitional Coordinator is a health care professional that helps facilitate a patient’s care from admission to discharge, with the goal of providing a smooth transition back to the community.

**Lower wait times for cancer surgery and medical imaging**

Health care teams in Sunnybrook’s Odette Cancer Centre and the Department of Medical Imaging made great strides in 2012/13 to reduce wait times for cancer surgeries and MRI scans. The Hospital was significantly below the wait times target set out by the Toronto Central Local Health Integration Network (LHIN) for both of these areas. At the Odette Cancer Centre, the work to reduce wait times occurred at every level, including a special nurse navigator who acts as a sort of traffic control centre for cancer care, all the way up to the senior leadership team. Teamwork was also the key to success in the Department of Medical Imaging, where wait times for MRI scans are well below the LHIN target. Every patient visiting the Department of Medical Imaging is reviewed and prioritized according to their urgency to ensure patients receive their diagnosis in an appropriate time frame.

**Discharge planning at the Odette Cancer Centre**

Like most Sunnybrook programs, the Odette Cancer Centre was faced with high occupancy this year. Several initiatives to help streamline the transition of care for patients were implemented, including setting a target for the date of discharge, or ‘estimated day of discharge’. The initial target for compliance for estimated day of discharge was set at 80 per cent and the Odette Cancer Centre exceeded the target. In February 2013, there were a total of 382 discharges of which 349 (91 per cent) discharged had the estimated day of discharge.
Division of General Internal Medicine: Enabling patient flow

Volumes in The Division of General Internal Medicine remained very high, but despite these pressures the division has worked diligently to manage occupancy to enable patient flow through the organization. Initiatives included expansion of the Rapid Referral Clinic to defer admissions through the Emergency Department and expansion of post-discharge clinics in General Internal Medicine to reduce readmission, which have had a noticeable impact on efficiency of care and education. These initiatives fall under a one-year pilot, facilitated by assignment of additional residents from the University of Toronto.

First anniversary of Sunnybrook Transition Enhancement Program

STEP, or the Sunnybrook Transition Enhancement Program, 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 allowed over 450 patients to be cared for in the first year of operation, greatly reducing the number of patients waiting for alternate levels of care at the Bayview campus.

4. Human Resources

Sunnybrook’s 10,000 member health care team invents the future of health care and impacts the lives of the one million people who rely on the Hospital each year to be there for them when it matters most. The Hospital again received numerous honours this past year recognizing Sunnybrook’s ability to attract and retain top employees. In addition to being named as one of Canada’s Top 100 Employers for the fourth straight year, Sunnybrook was also named as the Top Employer for Young People and Top Family-Friendly Employer. The 11th annual Schulich Award for Nursing and Clinical Excellence recognized and honoured the clinical work of ten staff and three medical students who demonstrated the values of Sunnybrook in their daily work with patients, families and colleagues.

One of the best places to work in Canada

Sunnybrook was named one of Canada’s Top 100 Employers for the fourth straight year. The annual competition recognizes organizations leading their industries in attracting and retaining employees. With one of the lowest staff turnover rates in the province and one of the country’s highest levels of employee sense of engagement, Sunnybrook was selected from more than 3,000 employers as one of the 100 best places to work.

Helping staff balance work and family

Sunnybrook was again named one of Canada’s Top Family-Friendly Employers for 2013. The annual competition recognizes employers offering the most progressive and forward-thinking programs for employees with young children, helping staff balance their work and family commitments. Sunnybrook was selected as one of 20 winners based on benefits and initiatives such as maternity leave top-up, employee wellness programs, and the “Life Stages Program” that supports employees through all stages of life, from student life to parenthood to retirement.
A Commitment to customer service

The Bertin Awards for Excellence in Customer Service recognized six exceptional staff known for continually going above and beyond their usual role to exemplify Sunnybrook’s values by demonstrating a commitment to excellent customer service in their daily work with patients, families and colleagues. This past year, staff from across the organization were nominated in the areas of Plant Operations and Maintenance, Environmental Services and Administration, to name just a few.

5. Education

At Sunnybrook, education is key to inventing the future of health care. In 2012/2013, more than 4,000 learners from more than 25 health care disciplines chose Sunnybrook because the Hospital offers some of the best teaching, clinical experiences and advanced technology in Canada. And in turn, staff and patients benefitted from the insights, innovation and enthusiasm of learners, who were welcomed from around the world.

Highlights of the year included the inaugural Education Week, development of a Learning Management System and the production of a documentary-style project following a first-year resident. In addition, the inaugural peer-reviewed education research grant competition resulted in 27 applications totaling over $230,000 in requested funds for $60,000 in funding.

Connecting with the Sunnybrook community

The launch of a learners’ blog, at educationblog.sunnybrook.ca connected health professional students, interns, residents and fellows at Sunnybrook. The blog links students from across all health disciplines, with the goal of sharing career tips from staff, practical information like transit tips, links to interesting videos and articles, and advice on balancing work and life from professionals and fellow students.
A day in the life of a resident

First-year University of Toronto family practice resident Tiffany Florindo is one of 4,000 students who learn the ropes at Sunnybrook each year. Dr. Florindo agreed to let Monica Matys from the Communications and Stakeholder Relations team follow her for a year to create a web video series that provides candid insight into what it is like to be a resident. In the web series, Dr. Florindo shares her thoughts on being called doctor for the first time, how she deals with death on the job and how the busy clinic keeps her on her toes.

Inaugural conference celebrates education

More than 250 members of Toronto’s education community gathered at Sunnybrook for the inaugural Education Expo, a full-day event focused on educator development, research and simulation. Throughout the day, attendees participated in workshops on topics such as e-learning, simulation in surgical training, as well as an afternoon Innovation in Education Panel. The Education Expo was one of the highlights of Sunnybrook’s first Education Week, which saw daily activities celebrating the thousands of students, fellows and educators who come to Sunnybrook each year.

myEducation: The one-stop spot to manage learning

Sunnybrook’s Office of Education Technology established myEducation, a learning management system (LMS) that gives Sunnybrook staff easy access to learning opportunities and comprehensive management of education record-keeping. In June 2012, myEducation was rolled out officially to the Department of Nursing, covering 2,700 users. The flexible, web-based, learn-on-demand system allows staff to complete required and elective learning in a way that suits their individual schedules. Staff can log into the LMS any time of the day, from work or home, to create an online record of all learning.

Expansion of the Canadian Simulation Centre

The Sunnybrook Canadian Simulation Centre began construction on its expanded 800-square-foot surgical skills suite, a result of a $200,000 investment from industry partner Johnson & Johnson and matching funds from the Hospital. With the additional space, Sunnybrook will teach basic and advanced surgical skills to trainees of all levels. The skills suite will contain six state-of-the-art laparoscopic stations, as well as a central station to project the instructor’s laparoscopic trainer onto a large central screen. All residents will participate in technical skills rounds once a week, and will be expected to master simulated skill sets in the skills lab prior to performing these tasks on live patients in the operating room.
6. Research Institute

Sunnybrook Research Institute thrived over the last year following the renewal of its structure that involved organizing SRI’s pursuit of excellence into the three platforms of biological sciences, evaluative clinical sciences and physical sciences. The new structure has enhanced cost savings and ensured the Institute continues to thrive and conduct breakthrough work. SRI has enjoyed remarkable growth over the last 20 years, culminating in 230 scientists conducting $122 million of research in 500,000 square feet. SRI continues to be at the forefront of integrating medical discovery into clinical care, enabled by the excellence of its scientists and state-of-the-art facilities. The Centre for Research in Image-Guided Therapeutics, which opened in 2012/13 is the only one of its kind in Canada, and perhaps the world.

Funding Success

Scientists at SRI had outstanding success in the Canadian Institutes of Health Research operating grant competition. The federal funding agency approved a dozen proposals from SRI faculty in February 2012, earmarking more than $4.3 million over the next five years in support of these projects. Here are just a few of the proposals that were funded:

- Dr. Cari Whyne, director of the Holland Musculoskeletal Research Program, and colleague Dr. Albert Yee, were awarded $720,465 over five years to study the behaviour of spinal metastasis, or cancer that has spread to the bony spine.
- Dr. Andrew Lim, a scientist in the Brain Sciences Research Program, was awarded $446,488 over four years to identify the genes associated with sleep and circadian rhythms.
- Dr. Graham Wright, director of the Schulich Heart Research Program, was awarded $562,215 over five years to develop methods for improved treatment of blocked arteries in the leg using magnetic resonance imaging.

Top marks in Research Intensity

SRI ranked third in “research intensity” among general hospitals in Canada’s Top 40 Research Hospitals List 2012. Research intensity is a new metric recently introduced to measure research income per researcher. At $517,400 generated per researcher, SRI’s research intensity is nearly twice that of the national average, which is $267,200. The list is published each fall by Research Infosource Inc., a firm that analyzes research and development by Canada’s top companies, universities and hospitals.
Centre for Research in Image-Guided Therapeutics

The Centre for Research in Image-Guided Therapeutics at SRI opened on November 2, 2012. The Centre has added 150,000 square feet of world-class facilities to SRI and houses scientists that are developing, testing and refining basic science and medical imaging technologies and therapeutics, including new drugs, biological agents and imaging devices, and translating them into the clinic for the benefit of patients. The Centre includes Canada’s first biomedical device development lab, where science teams are building and testing complex medical devices. The Centre also houses a magnetic resonance imaging-guided focused ultrasound surgery centre, where scientists are working with clinicians to develop and test MRI-guided focused ultrasound to destroy tumours without cutting though skin. The centre was established by a $75 million grant from the Canada Foundation for Innovation, with investment from industry and other funding partners.

Federal government pledges $6.9 million to SRI

The federal government announced a pledge of $6.9 million to SRI to fight cancer and heart disease. The funding will see SRI lead a partnership of 19 industry partners and Western University to accelerate the commercialization of four new image-guided therapy systems. The systems will be redesigned for use in minimally invasive procedures, reducing the need for hospital stays and cutting recovery times. The project will also provide valuable laboratory, commercialization and business support to image-guided therapy companies in southern Ontario, which is expected to stimulate new product research and development and market opportunities.

Technology transfer: Faster, cheaper and better digital mammography

SRI has considerable experience in commercializing research knowledge to improve health care and make new technologies available. Having licensed numerous technologies to both multinational and new start-up companies, the practical impact of SRI’s research has been felt globally. This past year, XLV Diagnostics Inc., a start-up company working to commercialize a faster, cheaper and better digital mammography technology, received a $500,000 investment from FedNor. The company’s technology is being developed through partnership between the Thunder Bay Regional Research Institute, Sunnybrook, the Ontario Institute for Cancer Research and MaRS Innovation. XLV’s solution has the potential to provide image quality that equals or surpasses that which is currently in use, making images easy to analyze, manipulate and transfer much like digital photographs. It will also substantially decrease the cost of digital mammography machines.
**7. Nursing**

Nursing at Sunnybrook again succeeded in best practices advances, international research activity and a host of achievements and awards. Sunnybrook was accepted by the Registered Nurses Association of Ontario as a Best Practice Spotlight Organization, making a difference for patients by boosting the quality of care and improving quality of life in the areas of pain management and falls prevention, just a few areas of focus. The Late Career Nursing initiative promoted staff retention by providing 20 nurses, 55 years of age and older, with the opportunity to engage in varied nursing roles, ensuring that the health care system benefits from their knowledge and experience.

**Safer post-anesthesia care**

Patients scheduled for surgery have more reason to rest easy, as nurses have developed a new assessment and documentation tool for caring for elective surgical patients. The first of its kind in Canada, the Peri-Anesthesia Care Pathway eliminates eight separate overlapping documentation forms and incorporates validated tools, best practices and corporate initiatives. This intuitive tool ensures important patient information and risk factors are readily accessible in one form.

---

**Nurse champions promote effective diabetes care**

Education and support play a key role in helping patients successfully manage diabetes, whether patients are newly diagnosed or have been living with diabetes for years. Sunnybrook has been working to meet the high demand for diabetes drugs, support and education from inpatients through the Diabetes Nurse Champions Program. The Champions work to improve diabetes knowledge, along with the quality of care and education provided for diabetic patients throughout the Community and Brain Sciences Programs. Nurses from a variety of areas within the hospital meet on a monthly basis to ensure inpatients are receiving an appropriate amount of education and support.

**Nursing kudos**

Sunnybrook’s Linda Nusdorfer, a critical care advanced practice nurse, was awarded the Brenda Morgan Leadership Award by the Canadian Association of Critical Care Nurses. The award is presented to a nurse who, on a consistent basis, demonstrates outstanding performance in the area of leadership in critical care. Nusdorfer has empowered nurses at Sunnybrook to significantly increase their performance capability in the field of critical care nursing and demonstrated a commitment to professional self-development and lifelong learning.
Sunnybrook’s health professions enjoyed another successful year, marked in part by celebrating several health weeks including Occupational Therapy Month, Respiratory Therapy Week and Spiritual & Religious Care Week. Sunnybrook is known as a leader in offering Interprofessional Structured Placements, and this past year held the inaugural Teaching for Learning and Collaboration, a joint interprofessional project for faculty development.

Spiritual Care interventions for the management of pain

Sunnybrook’s Spiritual and Religious Care Week team hosted a special session, Spiritual Care Interventions for the Management of Pain, to explore how chaplains understand pain and their patient-focused response. Attendees learned how within spiritual care, an experience of pain can also be a sign of spiritual distress, impacting a patient’s spiritual and emotional well-being. A boost to the Spiritual and Religious Care team included Anke Flohr, Professional/Education Leader, being elected as Professional Practice Chair by the Canadian Association for Spiritual Care to serve as the regional representative for the national Professional Practice Commission.

Advanced Practice Physiotherapy model thrives

Sunnybrook’s Holland Musculoskeletal Program’s award-winning model of care to improve access and quality of care for patients with hip and knee arthritis continues to thrive thanks in part to the Advanced Practice Physiotherapy role. These specially-trained physiotherapists triage and prioritize all referrals to the Holland Centre and are the first point of contact for patients referred with hip, knee, shoulder pain - a role that was traditionally fulfilled by an orthopaedic surgeon. The Holland Centre team presented several times during the year, including Deb Kennedy, Manager of Hip and Knee Program Development, who was invited to speak at the CEO Forum by the Canadian Foundation for Healthcare Improvement. The model of care and role of the Advanced Practice Physiotherapists also received a boost as a result of a profile in CBC Radio’s White Coat, Black Art, with Dr. Brian Goldman calling the Holland Centre “a groundbreaking clinic in Toronto”.

Managing symptoms related to cancer

The Patient Education Program at the Odette Cancer Centre leveraged the expertise of its allied health professions with the launch of a four-part symptom management series. The sessions provided patients and their families with strategies on how to manage symptoms related to cancer such as appetite, fatigue, depression and anxiety. Registered dietitians, for example, provided advice and guidance to patients about when to seek help for appetite and how to connect with clinical nutrition experts at the Odette Cancer Centre.
9. Greening Sunnybrook

Tackling medical waste

The installation of a Hydroclave biomedical waste sterilization system in 2012/13 will allow the Hospital to treat biomedical waste on site. This will reduce environmental and health risks by reducing air pollution caused through transportation and incineration of medical wastes and by preventing public exposure to contaminated materials through reduced handling and transport. The process is energy and water efficient, as well as cost effective.

Greening the OR

Sunnybrook’s Operating Room team won the Booth Centennial Health care Linen Services Green Award for the second year in a row. This award is presented to hospitals that demonstrate a clear commitment to protecting the environment. Sunnybrook was recognized for its long-standing commitment to the environment through the use of reusable textiles in the Operating Room. By using reusable textiles, Sunnybrook avoids a significant amount of waste and prevents possible pollution of ground water and air. Modern laundering techniques also improve the efficiency of the laundering process involved with reusing OR textiles.
10. Construction

The completion of exciting projects like the Centre for Research in Image-Guided Therapeutics, the Louise Temerty Breast Cancer Centre and St. John’s Rehab’s completion of a second phase of renovations to enhance inpatient facilities marked 2012/13.

futureLAB: The Centre for Research in Image-Guided Therapeutics

The Centre for Research in Image-Guided Therapeutics opened officially on November 2, 2012. The 150,000 sq. ft. facility houses more than 300 research and clinical teams who are discovering, developing and commercializing new and innovative devices and methods to treat, cure and eliminate some of our society’s most devastating illnesses. Researchers and clinicians are working in partnership with 30 leading biotechnology and other organizations to bring new devices and treatments to patients across the globe.

Louise Temerty Breast Cancer Centre

Construction continued throughout 2012/13 on the Louise Temerty Breast Cancer Centre to build the largest and most advanced facility of its kind in Canada. The centre’s construction was fully funded by transformational support from the community, including a landmark $10-million gift from Jim and Louise Temerty. The centre was built to house Sunnybrook’s experts, who are at the forefront of breast cancer research, pioneering new treatments, advancing imaging technologies and improving prevention of the disease.

Frederick W. Thompson Anxiety Disorders Centre

Planning took place regarding the $10 million donation received by Sunnybrook from the F.W. Thompson family to establish an anxiety disorders centre at the Hospital. A draft budget was prepared, and construction costs for space to accommodate the initiative in K wing were developed by Facilities Planning.

Enhanced facilities at St. John’s Rehab

St. John’s Rehab completed the final phase of its redevelopment, ensuring that the campus is equipped to meet the rehabilitation needs of the 21st century. The renovation of the Agnew inpatient wing ensures that it has the latest features to care for survivors of burns, traumatic injuries and other complex health conditions. The newly renovated space includes 32 inpatient rehabilitation beds, spacious new treatment gyms, a second model apartment suite for inpatients to practise everyday activities and additional isolation rooms for patients who have, or are susceptible to, infectious diseases.
Patient navigation and outreach to family physicians

The launch of the “Community of Care” integration site was a huge achievement for Sunnybrook. The site gives physicians access to pertinent information on primary care integration, including the ability to look up specialists by specialty and clinical focus. The site includes information on new services including a 24/7 cardiac surgery hotline and an obstetrics phone line for potentially complicated pregnancies. The Manager of Community Engagement and Patient Navigation also participated in formulating the Patient Advisory Council for the North East Toronto Health Link. Health Links are part of the provincial government’s “Action Plan for Health Care” to deliver faster access and a stronger link to family health care.

Sunnybrook Speaker Series and community outreach

The free community Sunnybrook Speaker Series events continue to educate the community on topical health care issues drawn from all eight Hospital programs. Held from May to September, the events provide helpful medical information and an opportunity for the Hospital’s community to hear from and ask questions of Sunnybrook’s experts. This past year, eight events were held which can be viewed at sunnybrook.ca:

- What’s Up Down There? The Latest in Treatment Innovations in Colorectal and GI cancers
- Update in Gynecologic Surgery: Minimal Pain, Maximum Gain
- Getting the Most Out of Your Appointment: Tips and Tools for Every Patient
- The Latest in Diabetes: What’s Current, New and Coming

Sunnybrook’s commitment to community engagement was stronger than ever this past year with several new outreach strategies to ensure stakeholders were informed and had opportunities for input and discussion. A major boost was the work done by Lisa Priest, the new Manager of Community Engagement and Patient Navigation for Sunnybrook. The award-winning former Globe & Mail health journalist worked with teams across the organization to improve how patients and families access the hospital’s programs and services and organized two open houses with 74 doctors and hospital officials in attendance. The Hospital continued its stakeholder engagement following the transition of St. John’s Rehab Hospital and Sunnybrook into a single, comprehensive health care provider.

Sunnybrook’s commitment to community engagement was stronger than ever this past year with several new outreach strategies to ensure stakeholders were informed and had opportunities for input and discussion. A major boost was the work done by Lisa Priest, the new Manager of Community Engagement and Patient Navigation for Sunnybrook. The award-winning former Globe & Mail health journalist worked with teams across the organization to improve how patients and families access the hospital’s programs and services and organized two open houses with 74 doctors and hospital officials in attendance. The Hospital continued its stakeholder engagement following the transition of St. John’s Rehab Hospital and Sunnybrook into a single, comprehensive health care provider.
• A Focus on Eye Health: What You Need to Watch For
• Psychological Treatments for Mood and Anxiety
• Advances in Heart Health
• Finding Balance: How You Can Prevent Falls

Sunnyview: Partnering with the media

Sunnyview segments, produced by former health care journalist Monica Matys, profile Sunnybrook news stories including the latest heart devices like MitraClip, treatments for Obsessive Compulsive Disorder and medication mistakes, to name a few from 2012/13. Sunnyview was rebranded this past year as a media package distributed every month to various media outlets, to be used as-is or re-cut as needed.

Health tips from physicians

A new web-based slideshow was created this past year on sunnybrook.ca, featuring health tips approved by Sunnybrook physicians. Each week, a one-minute clip is posted of an expert answering a health question about an issue that is timely or receiving attention in the news or social media circles.

Social media successes

Increasingly recognized as the leading hospital-based social media team in the country, Sunnybrook’s web communications team has excelled in expanding the Hospital’s Facebook, Twitter and YouTube pages. Sunnybrook now has 875,000 views on YouTube, more than any other Canadian hospital or hospital foundation. The web communications team spoke at an Ontario Hospital Association conference about how Sunnybrook uses social media for patient engagement and risk management. During coverage of reviews of the Veterans Centre, the web communications team recorded timely video responses from Dr. Jocelyn Charles.

The Hospital’s social media statistics are impressive: 12,062 Twitter followers and 6,033 Facebook ‘likes’. A number of Twitter chats were held over the last year, including chats around World Alzheimer’s Day, anxiety and obsessive compulsive disorder, World Diabetes Day, breastfeeding and colorectal cancer. A member of the social media team is always available to follow and respond almost immediately to Twitter comments posted by patients and family members. The Hospital has received very positive feedback, particularly from those who were initially distressed but as a result of quick intervention felt much more satisfied with their experience.
From clinic openings, to reducing wait times, to ensuring that the Hospital is as accommodating as it can be for seniors, Sunnybrook worked hard in 2012/13 to continually improve the patient and family experience. The potential to positively impact the patient experience came from every level, including frontline clinicians, volunteers, as well as the Hospital’s support staff in areas like Food Services and patient transportation.

The Office of the Patient Experience

As a proactive department focused on training and working with frontline clinical and support staff to enhance interpersonal communication and customer service skills, the Office of the Patient Experience embarked on several new initiatives this year. Customer Service Modules were developed, accompanied by short staff sessions to walk through difficult scenarios and help with techniques to deal with challenging individuals or situations. The next phase involves guidance on telephone etiquette and cultural sensitivity. The Volunteer Ambassador Program features visits to designated units (C5, D5, D4, C6 and C2) by a friendly volunteer who brings a bag for patients with various hospital information, pamphlets and a newspaper. The volunteers gather customer satisfaction feedback through comments and questions during these visits.

Enhanced access to stroke care

Sunnybrook’s new 16-bed stroke unit officially opened in June 2012, marking a significant change in how stroke care is delivered at the Hospital. The stroke unit provides specialized care that improves patient outcomes, by providing access seven days a week to an interprofessional team with a focus on earlier integration of rehabilitation into care. Having this enhanced access to care can shorten the length of a hospital stay for persons with stroke, and improves their chances of making a meaningful recovery upon discharge.

Innovation works like a "CHARM"

The Chemotherapy Appointment Reservation Manager (CHARM) is improving scheduling and communication for patients receiving chemotherapy treatments. Each year, approximately 23,000 patients receive chemotherapy at Sunnybrook. Developed by an interprofessional team, the unique, web-based and secure system includes automated approval of chemotherapy between the chemotherapy unit, pharmacy and clinicians, improving communication flow for staff. The system has reduced the average wait time to 31 minutes and reduced the number of calls between chemotherapy and pharmacy by 80 per cent.

‘Sunnybrook Moments’ awards were another exciting initiative recognizing staff for the important work they do for patients or their departments within the Hospital. Following positive feedback from a patient or family member, staff members are recognized by a presentation of a framed certificate.
Sunnybrook leads in innovative care experiences that improve outcomes for the Hospital’s patient populations, as well as leading in safety best practices and leading provincially and nationally in managing the care of critically-ill patients. Over the past year, a range of initiatives took place to ensure that patient safety was a priority.

The right OR instruments for the right patient

Sunnybrook went live with a new system that tracks operating room instruments to the right patients. The system allows scanning of a patient’s ID number, time and date of surgery, OR room number as well as all of the instrument sets, single instruments and hardware for each patient-specific case cart. The cart is prepared for scheduled patients and is delivered to the OR, with all of the information stored in a database and archived. In the event of a recall related to instrument sterility, non-functionality or contamination, only the specific instruments will be recalled and only that specific patient will be informed.

Timely care for prostate cancer patients

The Prostate Rapid Evaluation Multidisciplinary Clinic opened on October 1, 2012, with the goal of improving patient care by increasing the proportion of patients receiving treatment options from both Radiation Oncology and Urology. The clinic provides patients with access to a specialized oncology nurse who facilitates decision-making, links patients with appropriate information about treatment and helps with navigation.

Sunnybrook’s Rapid Diabetes Assessment and Referral Clinic, or RADAR, is helping patients get faster care. Opened over the last year, the clinic has improved the quality of care for patients with poorly-controlled diabetes by offering intensive therapy in a single visit. Patients with diabetes complications are quickly seen by a specialized team, including an endocrinologist, nurse, dietitian and a nurse practitioner, during their first visit.

One-stop shop: Rapid Diabetes Assessment and Referral Clinic
‘Less is Morphine’

With an eye-catching internal campaign that was adopted by ISMP Canada as the pan-Canadian campaign for opioid awareness, the ‘Less is Morphine’ initiative created by Sunnybrook’s Opioid Task Force had a dramatic effect on critical incidents. Hydromorphone is five times more potent than morphine, and a review of Hospital safety reports showed that a number of patient safety incidents involved hydromorphone, including confusion between the naming convention and preparations of both narcotics. The campaign improved awareness of the differences of hydromorphone and morphine and ultimately helped to prevent opioid errors internally.

Lowest transfusion rate for heart bypass in Ontario

Sunnybrook’s Schulich Heart Centre developed a successful multidisciplinary strategy in 2012/13 for greatly reducing the need for blood transfusions in planned heart bypass surgery. By improving communication among the team and developing strict guidelines as to when patients should be transfused, the heart program has seen an incredible improvement in lowering their transfusion rates for heart bypass surgery. Patients are assessed before surgery by the Blood Conservation Clinic to determine their hemoglobin level, after which an individualized plan is developed.

Safe environment for the most vulnerable patients

Sunnybrook’s Neonatal Intensive Care Unit achieved first-place ranking on a composite outcome of major neonatal complications as one of the safest NICUs in Canada. The ranking comes as a result of participation in the Canadian Neonatal Network, which maintains a standardized neonatal intensive care unit database, providing unique opportunities for researchers to participate in collaborative projects on a national and international scale. Compared to 24 other Level III NICUs in Canada, Sunnybrook has the third lowest rate in the country for nosocomial infection.
14. e-Health

MyChart goes mobile

Sunnybrook’s personal health record system, MyChart, went mobile this past year, making it easier for patients and their families to connect with their health information. MyChart allows Sunnybrook patients to set up, manage and access their own personal health records online, with the health information coming directly from the Hospital's electronic patient record system. With mobile functionality, MyChart can be used by patients to monitor care while traveling, set up family records, manage a family member’s health information and care plan, keep care providers up to date, set up emergency information and access care in the community. MyChart mobile is available by visiting www.mychart.ca on any smartphone, iPad or tablet.

Virtual Community of Care: Physician information for seamless care

Sunnybrook’s new physician referral search tool launched in 2012/13, providing for the first time the names, clinical focus and contact information for specialists most commonly referred by family doctors in the community. The tool is part of a new, virtual Community of Care accessible at sunnybrook.ca/integration, offering physicians a one-stop shop for information on primary care integration, including news, tips, a rounds calendar and a place to chat about integration.

Bridging distances using eHealth

Sunnybrook’s Odette Cancer Centre is leading the way in bridging distances using the latest in e-health and information technologies. The Gastrointestinal Cancer Care team launched an e-health referral portal for physicians in 38 community and teaching hospitals across Ontario to support patients with metastatic colorectal cancer. The new system includes a centralized e-contact address and e-imaging system, enabling digital scans from far away to be viewed within seconds at the Odette Cancer Centre. Many patients have been spared the extra trips to Toronto, while still receiving expert care for colorectal cancer.

15. Partnerships and System Improvement

Sunnybrook continues to build relationships to strengthen research, teaching education and patient care offered at the Hospital. A highlight in 2012/13 was the voluntary merger of Sunnybrook and St. John’s Rehab Hospital into a single, comprehensive health care provider. This heralded a new beginning for both organizations, to build a comprehensive system of care to benefit patients from their acute illness or injury through to their rehabilitation and recovery. St. John’s Rehab is now an eighth program of Sunnybrook and brings its excellent reputation to the Hospital’s seven other internationally recognized programs.
Provincial leadership for metastatic colorectal cancer

Organized by a team led by Dr. Calvin Law, surgical oncologist, Cancer Care Ontario launched new guidelines on the management of metastatic colorectal cancer. Regional meetings were held throughout the province to engage all stakeholders in the development of formalized pathways for colorectal cancer patients. The launch was broadcast by video from Sunnybrook to 35 other regional centres in Ontario.

MyChart partnerships improve the patient experience

Sunnybrook’s personal health record, MyChart, partnered with Canada Health Infoway and the Central CCAC to give patients a convenient and easy electronic tool to self-manage their health. The Canada Health Infoway partnership allows the Hospital’s Family Practice patients and physicians to schedule appointments online and complete online consultation questionnaires directly with the clinic. The partnership between Sunnybrook and the Central Community Care Access Centre provides thousands of patients living in the Central region with electronic tools to better manage their health through online access to personal health information.

Sunnybrook sharing knowledge on sound antibiotic use

Sunnybrook is taking a leadership role in educating on appropriate antimicrobial use to reduce infection risk in Hospitals. Sunnybrook’s antimicrobial stewardship program, Day 3 Reflections, is at the leading edge of this work in Canadian hospitals. Antimicrobial stewardship programs help hospitals optimize the use of antibiotic, antiviral and antifungal medications to maximize clinical cure or to prevent infection, while minimizing consequences of antibiotic overuse, including antibiotic-resistant organisms such as MRSA and C. difficile. The team behind Day 3 Reflections shared its expertise by publishing its own best practices in Canadian Journal of Hospital Pharmacy and Infection Control and Hospital Epidemiology.

Partnering to improve stroke outcomes

Sunnybrook’s stroke program implemented the Transition Improvement for Continuity of Care initiative this past year. This program has improved patient experience and outcomes for those living with stroke, and improved communication between acute care, rehab facilities and the community. Several new components were introduced, including the Stroke Passport, which enables patients to keep a record of their care and rehabilitation plans as they move between hospitals and the community.

The best STEMI care

A planning committee from the Schulich Heart Centre organized the first city-wide STEMI (ST segment elevation myocardial infarction) conference, drawing 140 health care providers with the opportunity to share and learn about what can be done to make the system better. Since the launch of Code STEMI, patients presenting with signs and symptoms of this type of serious heart attack in the North York General and Humber River Regional Hospital catchment areas are taken directly to a 24-hour catheterization laboratory at Sunnybrook’s Schulich Heart Centre to receive emergency angioplasty. The coordination of services between the participating hospitals and Toronto Emergency Medical Services dramatically reduces the time it takes for patients to receive this potentially life-saving procedure, regardless of how close they are to a major heart centre.
16. FUNDRAISING

Private donors invested more than $36 million in Sunnybrook to fund the Hospital’s many priorities. Donor support has led to the creation of the Frederick W. Thompson Anxiety Disorders Centre, the opening of the Louise Temerty Breast Cancer Centre and the launch of the state-of-the-art Centre for Research in Image-Guided Therapeutics.

Frederick W. Thompson Anxiety Disorders Centre

Sunnybrook Foundation received $10 million from the F.W. Thompson Family to establish an Anxiety Disorders Centre. The donation will allow Sunnybrook to enhance the Brain Sciences Program through the expansion of interprofessional expertise in anxiety disorders with a focus on obsessive compulsive disorder. The Frederick W. Thompson Anxiety Disorders Centre will enhance existing strengths in mood and anxiety disorders and complement the program’s focus on stroke and neurodegenerative disorders, to offer a truly comprehensive array of services to patients.

$10-million gift from Jim and Louise Temerty

A transformational $10-million gift from Jim and Louise Temerty has created Canada’s largest breast cancer centre. The Louise Temerty Breast Cancer Centre is an example of how greatly patients’ lives can be improved through private support. Sunnybrook’s state-of-the-art care, research and innovation is resource-dependant and helps the Hospital with its goal of inventing the future of health care.

Top marks for Sunnybrook Foundation

For its efficient use of donor funds and its strong governance, Sunnybrook Foundation earned high grades and was awarded an overall “A” grade, the only Ontario hospital foundation to receive the grade, by the 2012 edition of MoneySense magazine’s “Charity 100”. The rankings are based on how much money a charity uses directly for its cause, rather than administration, how much money it costs the charity to raise $100 (cost efficiency), governance and transparency, and reserve fund size.

The magazine noted that just over 75 per cent of Sunnybrook Foundation spending is on transfers to the hospital, an amount that is significantly higher than the average hospital foundation.
17. **FINANCIAL OUTLOOK 2013/14**

Sunnybrook is required to submit a balanced budget to the Toronto Central Local Health Integration Network by the end of April and to enter into a new Hospital Service Accountability Agreement with the Toronto Central Local Health Integration Network by the end of May. A balanced budget plan has been prepared for Fiscal 2013/14 but until the Ministry communicates the funding adjustments for Health Based Allocation Methodology and Quality Based Procedures the plan is subject to change. At this time, Sunnybrook anticipates that funding announcements may be delayed further - perhaps to the end of June. As soon as confirmed funding is made available, Sunnybrook will reassess its plan in order to meet the balanced budget criteria.

The Government of Ontario is facing long-term financial constraints and an aging population demographic. As such, Sunnybrook anticipates that funding increases will remain relatively small, if any, and despite its overall efficiency, continues to seek ways by which it can increase non-Ministry revenue, and further improve efficiency in order to maintain service levels and its commitment to high quality care. Sunnybrook is actively engaged with the Toronto Central Local Health Integration Network on its Health Links strategy, having been awarded the lead role for the North East Toronto Health Link. In addition, independent of the Toronto Central Local Health Integration Network initiative, Sunnybrook is engaged with its community in defining improved integration in order to achieve better care for patients while they remain in their community, hence avoiding costly hospital inpatient stays or emergency visits.