A Message from Sunnybrook’s Board Chair and President & CEO

We are pleased to present you with Sunnybrook Health Sciences Centre’s *Strategic Plan 2011 - 2014*. By setting priorities for future investment and growth, this plan will guide the Hospital’s direction for the next three years.

Through consultation with our community and key stakeholders, the development of *Strategic Plan 2011 – 2014* represents an evolution of the last iteration of our plan from 2008. Consistent with our strategy in 2008, Sunnybrook has identified four Strategic Priority areas: Cancer (breast, colorectal and prostate), Heart and Stroke (imaging), High Risk Maternal and Newborn Health and major Trauma and Burns.

These four areas are of strategic importance to Sunnybrook given their international acclaim in the research they conduct, the educational opportunities they offer and the patient care they provide.

Sunnybrook also plays an important role in the Ontario health care system and in caring for the many communities we serve through our seven program areas: Brain Sciences, Holland Musculoskeletal, Odette Cancer Centre, Schulich Heart Centre, Trauma, Emergency & Critical Care, Women & Babies, and Veterans and Community. In addition to our programs there are a number of essential services that provide support to ensure the entire Hospital is able to achieve its vision of inventing the future of health care.

Through this strategic plan, Sunnybrook is making operational decisions to further improve care through our ‘Drive to 95%’ occupancy strategy as well as ensuring our fiscal health through our multi-year operational planning. The ‘Drive to 95’ initiative has used several unique strategies to ensure the continued high demand for in-patient resources is managed appropriately to reduce wait times in the Emergency Department and ensure people are discharged from hospital in a timely manner.

At the same time, the new strategic plan will assist the organization in allocating resources based on its multi-year operating plan, which provides an outlook for the next three fiscal years. This novel approach in Canadian health care involves a detailed analysis to create realistic projections of funding pressures and revenue for the next few years. *Strategic Plan 2011 – 2014* serves as an overarching guide for making decisions about longer-term operations.

These pages outline a clear roadmap for how the organization will further achieve its mission and vision over the next three years. Sunnybrook will continue to work closely with our partners in the health system to achieve our strategic goals and objectives. We thank you for your interest in Sunnybrook and we look forward to making progress on inventing the future of healthcare.

David Leslie
Chair, Board of Directors

Barry McLellan MD, FRCPC
President and CEO
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Sunnybrook’s Success is a Team Effort

From the moment a patient enters Sunnybrook, our staff, physicians, volunteers and students are working together to care for patients and their families when it matters most. Each member of our 10,000 person team, from across Sunnybrook, works to achieve the organization’s goals and objectives.

Regardless of role, Sunnybrook recognizes the importance everyone on the team has to contributing to excellent outcomes. Every member of the Sunnybrook team has an opportunity to create a positive experience for patients, family members, learners and visitors to the Hospital.

Our team of 10,000 has a lofty expectation to invent the future of health care and the Hospital has a culture that is committed to ensuring people have an opportunity to play an important role in the realization of that vision. Through this strategic plan, the goals are set high, the mission and vision are bold, and the team is focused on creating something that is innovative and dynamic.

This plan sets Sunnybrook on a course to continue its national and international leadership role and evolve as changes come to the Ontario and Canadian health care systems. The Hospital is well positioned for future success through this plan and the organization is keen to work with current and future partners to ensure patient care continues to improve, research opportunities are created, and learning is enhanced.
Our Mission
We care for our patients and their families when it matters most. In partnership with the University of Toronto, Sunnybrook leads by discovery, innovation, teaching and learning.

Our Vision
Sunnybrook invents the future of health care

Our Values
Excellence, Collaboration, Accountability, Respect, Engagement
There are eight new strategic goals as part of the Hospital’s strategy over the next three years. Overarching these goals are three dimensions:

1. Quality of Patient Care
2. Research and Education
3. Sustainability and Accountability

These goals and their objectives are monitored regularly through Sunnybrook’s Senior Leadership Team and Board of Directors. As well, progress is reported publicly online at www.sunnybrook.ca under the “Welcome” menu and “Balanced Scorecard”. This scorecard provides an unprecedented level of transparency and allows us the opportunity to show the communities we serve across the province how we are meeting their needs to deliver excellent care, conduct innovative research and offer rewarding educational experiences.
Sunnybrook’s Strategic Goals are:

Quality of Care
1. Lead in the development, application and promotion of quality and safe practices system-wide that improve the patient experience and outcomes.
2. Focus on the highest levels of specialized care in support of our Academic Health Sciences Centre definition.
3. Work with system partners and government to build an integrated delivery system in support of our communities and our Academic Health Sciences Centre definition.

Research and Education
4. Change health care practice through the creation, translation and application of new knowledge in Strategic Priorities.

5. Lead in the creation and implementation of educational excellence to support the development of experts who will improve health care outcomes.

Sustainability and Accountability
6. Invest in our Strategic Priorities.
7. Achieve operational excellence through leadership in the development and use of performance management and management practices.
8. Create a culture of engagement, respect and inclusiveness that attracts and inspires talent to achieve excellence.
Sunnybrook strives for excellence in all that we do, while at the same recognizing the importance of investing in a select number of clinical and academic activities which are leading the way internationally and are acknowledged to be preeminent leaders. Sunnybrook’s strategic priorities are internationally renowned as delivering highly specialized care and leading in the discoveries and innovations they make, the teaching and learning opportunities they provide, and the unparalleled level of care they deliver.

Sunnybrook’s strategic priorities:

- Deliver Sunnybrook’s brand promise of “innovative care at critical times in the lives of our patients and their families”
- Demonstrate preeminent leadership in the delivery of highly specialized care and are internationally acknowledged to be renowned in the way they improve health outcomes and define the future of complex healthcare
- Lead in the creation of new knowledge across the healthcare system and are acknowledged for research and teaching innovation which changes healthcare practice
- Differentiate Sunnybrook within our academic health sciences centre peer community in both the local and global healthcare marketplace.

Our four strategic priorities are found in the areas of Cancer, Heart and Stroke, High Risk Maternal and Newborn Health, and major Trauma and Burns. These areas differentiate Sunnybrook from others in both the local and global health care landscape. They are the focus of reinvestment strategies and receive targeted support from the Sunnybrook Foundation through fundraising.
Seven Programs: Showcasing Innovations

Strategic Priorities
Our Strategic Priorities - Cancer

Sunnybrook’s Cancer Strategic Priority is renowned for transformational research in the prevention, early detection, development, and delivery of advanced treatments for breast, colorectal, and prostate cancers. Each of the multidisciplinary teams for these areas have pioneered new methods for preventing and detecting disease and have developed innovative approaches to patient care. As a result of our focus, Sunnybrook’s Odette Cancer Centre is a leading cancer centre in North America, with more than 10,000 new patients benefitting from care each year.

People with breast cancer are referred to the Centre from across the province due to the access of specialized expertise in this field. Sunnybrook leads the way in discoveries such as breast brachytherapy, a new technique that enables women to undergo radiation treatment in one day, dramatically reducing the painful side effects and the number of visits to the hospital for treatment.

The Odette Cancer Centre is also home to specialized clinics found nowhere else such as PYNK, a breast cancer program for young women. Sunnybrook’s new Breast Cancer Centre will treat more patients, lead important clinical trials of promising new therapies, and conduct research that will focus on rapid diagnosis, state-of-the-art breast care, innovative research, patient support and education.

Colorectal cancer is the second-leading cause of cancer death in Canada, however, if the cancer is detected early through screening, it may be highly treatable. Sunnybrook’s Odette Cancer Centre provides care for some of the most complex cases of colon cancer in the program and has pioneered new methods of colorectal cancer screening and detection.

Sunnybrook takes a comprehensive, team approach in diagnosing and treating prostate cancer. Sunnybrook offers state-of-the-art surgical approaches and radiation delivery that minimize hospital stay and maintain quality of life. The Odette Cancer Centre also has leading scientists and clinicians dedicated in prostate cancer research excellence who are discovering new ways of predicting the probability that a patient may develop prostate cancer over his lifetime.

Research conducted at Sunnybrook has positioned our cancer program internationally in the area of antiangiogenic therapy (blocking blood flow to the tumour), as well as developmental biology of the immune system, image-guided therapy, development and application of novel imaging approaches, clinical trials and health services research. Our imaging facility at Sunnybrook Research Institute is world-renowned and scientists are developing and refining techniques, such as ultrasound, magnetic resonance, x-ray detection and digital mammography to improve and evaluate methods to detect and treat cancer.

Sunnybrook’s Odette Cancer Centre also provides leadership in the development and implementation of provincial and national guidelines based on best practices.
Seven Programs: Showcasing Innovations

Strategic Priorities
HEART AND STROKE

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

Cardiovascular disease is the leading cause of death in Canada. Patients suffering from the most complex and life-threatening cardiovascular illnesses often find themselves at Sunnybrook’s Schulich Heart Centre.

From beating heart bypass, to replacing faulty aortic valves through tiny incisions, the Schulich Heart Centre’s team of expert cardiologists, cardiac surgeons, vascular surgeons and cardiac anesthetists work together to develop innovative minimally invasive ways to treat the heart and damaged blood vessels. For patients, the minimally invasive procedures mean shorter hospital stays, less pain and an earlier return to normal activities.

Every 10 minutes someone in Canada has a stroke. A stroke can kill part of the brain causing death or disability. Sunnybrook’s clinical and research activities focus on stroke prevention and physical rehabilitation. New treatments designed at Sunnybrook are paving the way to critical improvements in care that save lives. As a strategic priority, Sunnybrook is investing to support new clinician-scientists who will drive discovery while training tomorrow’s leaders in the field.
Sunnybrook’s High Risk Maternal and Newborn Strategic Priority is renowned for high risk maternal and neonatal intensive care which has changed clinical practice worldwide and is recognized for its international leadership in clinical care, education and research in the management of pregnancies and neonates at increased risk for adverse outcomes.

Specializing in high-risk births, multiple births and neonatal intensive care, this Strategic Priority offers cares for one of every five babies born in Ontario who weigh less than three pounds.

The neonatal intensive care unit (NICU) provides highly specialized and integrated family-centred care to infants who are ill or premature and require intensive and advanced neonatal care. Our NICU is well known for its exceptional care of tiny infants, caring for babies born as early as 24 or 25 weeks gestation.

Sunnybrook accepts more emergency maternal transfers than any other hospital in Ontario. For patients expecting more than one baby, Sunnybrook is home to Canada’s first specialized clinic for multiple births. The Centre for Multiple Pregnancy has a highly trained team of internationally renowned experts who care for twice as many twins as any other hospital in Ontario.
Strategic Priorities
Sunnybrook’s Trauma Strategic Priority is renowned for delivering and improving care to critically injured patients including those who have suffered major burns and multiple organ damage as the result of a traumatic event such as a motor vehicle collision.

Critically injured patients are cared for across what’s called a “chain of survival”, spanning from the site of the injury through to pre-hospital care, transport, emergency and intensive care, time in the hospital ward, rehabilitation, follow-up care and prevention. Patients fall into several categories including those with multi-system trauma where the injury is to several parts of the body; critically ill trauma that requires a patient to be admitted to Sunnybrook’s Intensive Care Unit; major burn as well as single system trauma in which patients have a severe isolated injury to the head, spine or pelvis and require specialty trauma care.

As a recognized leader in trauma, emergency and critical care, Sunnybrook’s expertise is in high demand. Over 80 hospitals refer patients to Sunnybrook to receive care for major burns and traumatic injuries. Sunnybrook’s trauma and burn teams address the needs of patients today, while making the scientific breakthroughs that will maximize the chances of survival for patients tomorrow.

Sunnybrook is home to Canada’s first and largest regional trauma centre. Since 1976, the Tory Regional Trauma Centre has been caring for the most seriously injured patients in the province. Complementing the renowned trauma unit is the Ross Tilley Burn Centre. The burn centre is a state-of-the-art facility providing tertiary care for the majority of burn injury patients in the province. It is the only site in Canada to receive the prestigious accreditation of the American Burn Association. The Burn Centre, together with the Ontario Telemedicine Network, has launched Canada’s first ‘Tele-burn’ consult service.
Sunnybrook’s role as an academic health sciences centre forms the foundation for all that we do – from the focus of the quality care we provide for our patients, to our commitment to the students we educate, to our research and innovations.

Through our Strategic Plan 2011-2014, we have refined the definition of what it means to be an academic health sciences centre and how that affects our drive to improve care, discover innovative technologies and models of care, and share knowledge with our partners, communities, and learners.

Together with the University of Toronto, Sunnybrook’s mission as an academic health sciences centre means that we will:

- Enhance our focus on the highest levels of specialized care
- Create new knowledge and new models of health care delivery
- Measure and report evidence-based outcomes and the impact of the application of new knowledge
- Define and disseminate best practices
- Deliver world class education
- Develop an integrated health care approach to meet the needs of our local community and
- Lead and advocate for change in public policy

As an academic health sciences centre, we look forward to the responsibility of supporting the advancement of quality care to ensure successful system-wide outcomes. Sunnybrook’s geographic location presents opportunities for leadership and partnership with other Toronto-area academic health science centres as well as other healthcare providers in both the Greater Toronto Area and northern Ontario.
About the program

As the population ages, the number of Canadians living with brain-related conditions in the community and in residential care settings is increasing. Our Brain Sciences program expands upon our understanding and management of these disorders of the brain and mind. Our program brings together teams within medicine as well as interdisciplinary health professionals in clinical care, research and teaching.

We provide comprehensive care across the continuum, from prevention, acute intervention, long-term management, outreach and linkages to community providers. Our program’s three major themes are among the greatest public health challenges of the coming generation: stroke, dementia and mood and anxiety disorders.
On the trail of ‘mini-strokes’

Sunnybrook’s team of stroke specialists have been leading an aggressive approach to diagnosing and treating ‘mini-strokes’ before they lead to potentially devastating larger strokes that can leave people with paralysis and other permanent disability.

Sunnybrook’s Scotiabank Rapid Investigation and Stroke Prevention Program featuring the Dr. Thomas and Harriet Black High-Risk TIA Unit is one of only a few clinics of its kind in the country specializing in urgent care for high-risk Transient Ischemic Attacks (TIA) or so called ‘mini-strokes’.

Mini-strokes are important to recognize due to their telltale signs of a pending serious stroke that could happen within days or weeks. Treatments applied rapidly after a TIA can reduce the risk of a major stroke by as much as 80 per cent.

By providing fast-track consultation with stroke specialists, state-of-the-art neurovascular diagnostic tests, and initiation of a personalized treatment plan, the Sunnybrook clinic aims to prevent more strokes, avoid hospital admissions, and condense months of patient tests and appointments into a single day.

Psychological tests predict dementia

Sunnybrook has developed two neuropsychological tests that accurately predict dementia of all causes in patients up to 10 years in advance of diagnosis.

To determine probability that someone will develop dementia, two tests are implemented which involve word recall memory after a short delay and one that requires participants to match digits and symbols. These tests require specialized training to properly administer and interpret.

Efforts must be made to identify Alzheimer’s disease and related causes of dementia as early in the disease process so that appropriate care and treatments can be provided as soon as possible. Early identification of dementia risk also allows individuals to be included in clinical trials before disease diagnosis.
About the program

Sunnybrook’s Holland Musculoskeletal Program is one of North America’s finest programs for musculoskeletal care, education and research. As part of the busiest trauma centre in the country, the program focuses on complex injuries that cannot be managed elsewhere, such as major musculoskeletal injury (a range of disorders involving muscles, bones, tendons, blood vessels, nerves and other soft tissues), total joint replacement, and major biological restoration.
Healed by Light

Imagine that your body could be healed by light. That’s what scientists at Sunnybrook Research Institute (SRI) are investigating using therapeutic photosensitizers, or light-sensitive drugs, to treat patients with cancer that has spread to their spine.

Photodynamic therapy, also known as PDT, is a minimally invasive, safe and effective procedure that combines a light sensitive drug that selectively accumulates in cancer cells with locally applied light at a specific wavelength delivered via a laser. Together, the photosensitizer and light produce a reactive form of oxygen that destroy the cancer cells and shrinks the tumour.

About 75 per cent of women with metastatic breast cancer have metastases in the bone, most commonly in the spine. This can lead to severe pain, fracture, structural instability of the spine and even spinal cord injury resulting in paralysis.

In 2010, researchers from the Holland Musculoskeletal Research Program at the Sunnybrook Research Institute published the results of a preclinical study on the use of PDT for spinal metastases. The pre-clinical model, using human breast cancer cells, looked at which drug and light dose would best destroy tumours within the spine while protecting sensitive tissues nearby. The best combination of drug and light dose resulted in cancer cell death and smaller tumours 80 per cent of the time, while protecting the critical elements surrounding the spine.

Small Pill...Big Difference

Though they’re considered “lifestyle” operations, having hips and knees replaced is no small undertaking. In the post-operative period, patients risk developing blood clots in their veins, or even worse, having one of those clots travel from their legs to their lungs, which in extreme situations can result in death.

Those odds are slim, but they were still too high for Dr. John Murnaghan, Associate Scientist at Sunnybrook’s Research Institute.

Until the end of 2008, Dr. Murnaghan and his team were using Coumadin, an oral anticoagulant or blood thinner, which provided protection for the Holland Centre’s joint replacement patients from the risk of clot-related conditions such deep vein thrombosis (DVT) or pulmonary embolisms (PE). This medication took several days to become effective and not all patients achieved a therapeutic level of anticoagulation by the time they were discharged. With hospital stays after surgery becoming shorter and shorter, they needed to find something that worked faster and more effectively.

In collaboration with Dr. W. Geerts and the Thromboembolism Service, they looked into the evidence to support the use of a new anticoagulant, Rivaroxaban (trade name Xarelto), an oral anticoagulant recently approved for marketing by Health Canada in 2008, but still not used widely. Dr. Murnaghan and his group are conducting a prospective observational study with the drug. The team has followed-up seven hundred joint replacement patients for a three-month period since June of 2010. Their goal is 4,000 participants over the next year and a half.
About the program

Sunnybrook’s Odette Cancer Centre is committed to improving the quality of life of patients living with cancer by providing the best opportunity for cure with an evidence-based and tailored treatment plan.

As the second largest Cancer Centre in Canada and the sixth largest in North America, the Odette Cancer Centre is a highly specialized comprehensive cancer program that is research intensive, provides the full spectrum of patient care and engages in education and community outreach. The Centre has care groups dedicated to cancer in the areas of bone, female and male breast, the central nervous system, gastrointestinal, genitourinary, gynaecological, head and neck, hematology, melanoma/skin and thoracic oncology.
No More Waiting: Sunnybrook’s Breast Rapid Diagnostic Unit

Responding to the needs of many who still wait weeks for assessment of a breast concern, Sunnybrook’s Breast Rapid Diagnostic Unit provides next-day breast cancer diagnosis. A family physician refers individuals to the unit if there is an abnormality on a mammogram, breast ultrasound or a clinical finding that is highly suspicious of breast cancer. A dedicated “Nurse Navigator” guides and supports each patient through the assessment during what is often a very anxious time. The new unit is a collaboration between the breast cancer team and other breast-dedicated specialists in the Departments of Anatomic Pathology and Medical Imaging.

In 2012, Sunnybrook will provide a new home for the Rapid Diagnostic Unit, in the Hospital’s new Breast Cancer Centre, which will be the country’s largest and best equipped centre focusing on rapid diagnosis, state-of-the-art breast care, innovative research, patient support and education.

Prostate Risk Calculator Empowers Patients

When it comes to screening for prostate cancer, the standard PSA test is good, but not enough. Enter Dr. Robert Nam, a urologic oncologist at the Odette Cancer Centre and researcher behind the Sunnybrook Prostate Risk Calculator, a new online checklist that provides a better assessment, in minutes, for an individual’s prostate cancer risk for aggressive disease.

The risk-calculation tool helps patients avoid unnecessary prostate biopsies and can also detect prostate cancer at an earlier, more curable stage, and identify high-risk patients. Dr. Nam developed the risk calculator when he realized that the PSA blood tests doctors use to screen for prostate cancer were no longer reliable.

Unlike the standard approach, the new calculator (also called a nomogram) uses all known risk factors including age, ethnicity, family history of prostate cancer, urinary symptoms and more when calculating a man’s prostate cancer risk. Dr. Nam and his colleagues developed and checked the risk calculator with over 3,100 Canadian men, including 408 men with normal PSA levels. It worked better than conventional screening methods. Nearly a quarter of the men with a normal PSA were diagnosed with prostate cancer.
About the program

As one of the largest cardiac care centres in Ontario with over 6,500 surgical, catheterization, angioplasty and pacemaker cases per year, Sunnybrook’s Schulich Heart Centre is improving the quality of life for patients with heart conditions in Canada. From intervention to surgery to advanced clinical research, Schulich Heart Centre’s services include emergency cardiac care, diagnostic and interventional procedures, cardiovascular surgery, cardiac rhythm management and ambulatory cardiology practice.
Human Drano

Until recently, totally blocked cardiac arteries left many patients in chronic, sometimes debilitating pain and without hope. Now, for some patients, an answer has been developed and it works something like Drano.

Dr. Bradley Strauss, Chief of Schulich Heart Centre, has developed a treatment that uses an enzyme called collagenase. Once it’s injected into the clogged artery it can soften the blockage, allowing a catheter to be threaded through the blockage. A stent is then inserted into the artery, allowing blood to flow freely. With further study, it’s expected that Dr. Strauss’s treatment will soon be available to people around the world.

Mohsen Ghatavi is just one success story. After a year of sporadic chest pains – one episode happened while he was on the highway driving to work – Mohsen is pleased to report that he is now pain- and worry-free.

“I feel great and I want to thank Dr. Strauss and his nurses and research team for what they have done,” he says. “I hope they can treat more people.” That’s exactly what Dr. Strauss is hoping for too. Making collagenase available to more people, says Dr. Strauss, would reduce the need for bypass heart surgery and improve the quality of lives of people living with heart disease.

New heart surgery yields speedy recovery

Surgeons at Sunnybrook’s Schulich Heart Centre are performing a highly technical video-assisted procedure called port access surgery to repair a faulty mitral valve.

The minimally invasive surgery is carried out through a few small incisions, or “ports” in the groin, neck and chest, eliminating the need to split the patient’s breastbone. Such an approach enables a faster recovery and provides the patient with a far better cosmetic result.

Patients requiring mitral valve surgery either have a leaking or narrowed valve. Both conditions may cause blood to flow in the wrong direction, straining the heart and lungs and potentially leading to heart failure and/or death if the valve is not repaired or replaced in a timely fashion.

Results to date have been truly remarkable. Patients have enjoyed shorter hospital stays, less pain and an earlier return to normal activities. The cosmetic benefits have been particularly impressive, with many patients having barely noticeable incisions beneath the right breast.
About the program

Sunnybrook’s Trauma, Emergency and Critical Care Program is the first and largest of its kind in Canada. Teams in this program provide life-saving interventions and care. Critical care services focus on treating patients who have a life-threatening disease or injury or those who have had major surgical procedures.

Patients with a severe injury requiring immediate attention or intervention to sustain life or limb are cared for in the Tory Regional Trauma Centre. The Program also provides care for the majority of burn injury patients in the province at the Ross Tilley Burn Centre. The program’s Emergency Department is open 24 hours a day, seven days a week and cares for some of the most acutely ill and injured patients in the GTA.

Teleburn: Remote Control Care

A patient comes into a small town’s emergency room with burns. Can the local hospital help, or does this patient need to be rushed to a burn centre?

Sunnybrook’s prestigious Ross Tilley Burn Centre is offering a new consultation process through a recent initiative called Teleburn. The initiative is part of the Ontario Telemedicine Network. At least 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.
“Our burn centre has an in-house resident, a fellow and an attending, so the resident will take the call and look at the patient, just like going down to the ER here. Instead of going there physically, he goes to the TV, turns it on and looks at the patient.

“It enables us to actually plan acute treatment,” says Dr. Jeschke. “If it’s a severe burn, we say, ‘Come right away. You need to be at a specialized centre as soon as possible.’ Because the earlier they come to us, the better it is.”

On the other hand, if the burn is not serious and the patient can be treated near his or her home, the Teleburn consult can potentially dispense with the need for burn patients and their families to travel, avoiding both stress and expense. The Ross Tilley staff also do follow-up work with patients in rehabilitation and their doctors outside of Toronto.

Gold Standard
Sunnybrook’s Ross Tilley Burn Centre’s 80 medical professionals treat almost 2,000 patients a year, a number that is on the rise. In 2011, their work was recognized as among the best in the world when the American Burn Association and the American College of Surgeons awarded the unit its burn centre verification. The process of going through verification is a lengthy and arduous one, says Dr. Jeschke, and has been awarded to only one other hospital outside the United States.

“It means you do everything according to evidence-based medicine,” he says. “It’s a tremendous honour for Sunnybrook,” he adds, “but it’s also a tremendous potential for Ontario, in that they have a burn centre that is one of the world-recognized burn centres.”

P.A.R.T.Y. program reduces traumatic injury in teens
Students who participate in Sunnybrook’s Prevent Alcohol and Risk-Related Trauma in Youth (P.A.R.T.Y.) Program are less likely to incur traumatic injuries than those who do not. The P.A.R.T.Y. Program is a one-day injury awareness and prevention program for youth ages 15 years and older with the goal of teaching teens to recognize their injury risks and make smart decisions to reduce them.

Data from a 10-year period (1993-2002) suggests that those teens who did not attend the program were at a 21.8 per cent greater risk of a traumatic event than those in the group who did.
Seven Programs: Showcasing Innovations

Veterans & Community Program

About the program

Sunnybrook is proud to be home to the largest care centre for Veterans in Canada. The program provides cognitive support, physical support, and mental health support, stroke care and palliative care to Canada’s war Veterans.

Working in close partnership with Veterans Affairs Canada, teams in the Veterans Centre offer long term and complex hospital care to 500 Veterans from the Second World War and Korean War. Residents live as independently as possible in Kilgour wing, George Hees wing or the Dorothy Macham Home within a supportive environment, when their needs can no longer be met in the community.

The program also connects with the community through a large Family Practice Clinic and other specialty areas that offer a wide range of ambulatory services for families, seniors and adults and children.

Point – Click - Care

Sunnybrook’s Veterans Centre has created and implemented a clinical online documentation system, or online chart, for resident care. Clinical online documentation is now the main tool by which clinical information about resident care is shared among care providers.

The new system, called PointClickCare, is designed to improve work processes for all care providers, offer less duplication and improved communication among interprofessional teams and enhance the quality of care that is provided to resident Veterans. All regulated health professionals, not just nursing staff, have been trained and are using the system.

In order to create an online documentation system that was unique to the Veterans Centre, and one that would have all the essential elements important and easily accessible for the interprofessional care teams, several specialized modifications had to be made.
In total, over two hundred forms were reviewed, consolidated and incorporated into the data elements and thirty-eight new assessment models also were developed. Several physical changes were also made, including the addition of twelve new workstations and seventy-seven new computers throughout the seventeen units in L and K wings.

**Quality of Life: Veterans find serenity at summer camp**

Muskoka sunsets, strolls by the lake, home cooking, singing wartime songs and toasting marshmallows by the fire all make for an idyllic setting for the country’s war heroes. Each summer, Veterans from Sunnybrook gather for a four-day camp experience at the CNIB Lake Joseph Centre on Lake Joseph.

For 16 years, Sunnybrook has provided a therapeutic camp experience for hundreds of Veterans. The camp excursion is a team effort where recreation therapy, nursing, music and art therapy all play a very important role in making the excursion an enjoyable and memorable one for the Veterans.

Research conducted at the Veterans Centre recently confirmed that there are positive benefits for Veterans with dementia who experience the less structured nature of camp. Residents who suffer from Alzheimer’s are calmer and more relaxed at camp. As well, changes in wandering patterns have also been noted among Veterans.
Seven Programs: Showcasing Innovations

**About the program**

Sunnybrook’s Women & Babies Program offers expert, personalized care for women and their families before, during and after pregnancy. Each year teams in the program deliver approximately 4,000 babies, one quarter of which are high-risk deliveries and require specialized care for mother and baby. The Hospital’s Neonatal Intensive Care Unit (NICU) cares for 20 per cent of all infants in the province weighing less than three pounds.

As well as birthing and newborn care, gynaecology services at Sunnybrook are designed to meet the needs of women through all stages of life, including pregnancy, menopause and beyond. The gynaecology team specializes in compassionate care for a range of reproductive health and pelvic problems.
Twin Birth Study: The World is Looking to Us

Sunnybrook’s Centre for Mother, Infant, and Child Research was established to improve the health of women and their infants and children through clinical research and education. One of the Centre’s many studies includes the Twin Birth Study, which has recruited 2,800 pregnant women carrying twins at 100 test centres in 25 countries.

The study began recruitment in 2003, to answer the question: “Which is the better approach for management of twin pregnancies of 32-38 weeks gestation, where the first twin is presenting head down: planned caesarean section or planned vaginal birth?” To date, no study of this size has been conducted to determine the better method of delivery for moms and babies.

Finding that answer has taken the research team around the globe. Participants for the Twin Birth Study come from across North America, and as far away as Serbia, Poland, Uruguay, the Netherlands, the United Kingdom, Egypt, Argentina, and Australia. In total, patients from 25 countries are participating in the study.

The size and scope of this trial reflects the importance of the Centre in the research community. It is dedicated to conducting larger scale, multi-centred, national and international randomized control trials like this one. Studies focus on the medical, physical, as well as the emotional and social outcomes of women and their children.

Parent coordinator

Kate Robson is taking the arduous task of a full-time mom to new levels, sanctioning it with an official job description at Sunnybrook’s Neonatal Intensive Care Unit (NICU). Kate’s job as parent coordinator is an NICU position designed to help relieve some of the stress from anxious families, making her one of the first professional parents in Canada.

Kate and her husband began volunteering at Sunnybrook in 2006, after they were discharged with their first daughter. Maggie, now 5, was born a micro preemie at 25 weeks. Another parent lifted Kate’s spirits after her first few days with Maggie left her “full of question marks.” She says; “To understand that tomorrow might be very different, that it might be wonderful… that was life-saving.”

Kate works as a liaison between Sunnybrook staff, parents, and the 1,200 babies admitted to the NICU every year. She organizes events for parents and advises staff on how to communicate with a family in crisis. She focuses on “recognizing moments of joy,” cherishing the milestones that mark a premature baby’s first weeks and months — reaching a kilo or the first time baby comes off of the ventilator. “We’re not talking or walking or getting teeth yet. But there’s a lot of joy in the NICU. It can be really wonderful.”
Our Strategic Themes

In addition to our Strategic Priorities and our Programs and Services, Sunnybrook has three overarching strategic themes that apply across the Hospital. These themes aim to improve the delivery of patient care to ensure it is responsive to the changing needs of our society and to make certain that the safety of our staff and those we serve remains at the core of everything we do.

Senior Friendly Strategy

Sunnybrook strives to achieve the best health outcome for seniors and has developed an organization-wide Senior Friendly Culture Program to ensure the Hospital is sensitive to the needs of its aging patient population.

With the implementation of this plan, we will focus our efforts on strategies to reduce delirium, falls and functional decline, and we will introduce an organization-wide education program that will promote a senior friendly environment and improve the Hospital’s infrastructure, equipment and policies.

Ambulatory Care Strategy

Given the choice, very few of us would actually want to be admitted to hospital. Recognizing this, and the need to improve delivery of care to ensure it is accessible and meets the needs of your busy life, is the foundation of the Ambulatory Care portion of our strategy.

Ambulatory care refers to consultations and treatment that is provided without an overnight hospital stay. At Sunnybrook, we are inventing new technologies and approaches to care that allow people to avoid admission to hospital. To achieve this, we are developing new pathways of care that ensure patients’ experience with clinics and other areas of the organization are as efficient as possible.

Through this plan we intend to create new approaches to surgery, diagnostic procedures and treatments that will be offered in a manner that meets your need to avoid a hospital stay. Sunnybrook will lead in the development of best practice ambulatory care models to provide specialized services for our patients and to educate the next generation of health care professionals about effective practice in an ambulatory setting.

Patient Safety Strategy

Providing the safest possible care for patients is fundamental for Sunnybrook’s 10,000 staff, physicians and volunteers. With Strategic Plan 2011 – 2014, we will be working with the University of Toronto Centre for Patient Safety, which is located at the Bayview Campus, to research new methods of ensuring the care provided at Sunnybrook and across the health system is as safe as possible for patients and staff.

Since the implementation of the last strategic plan, Sunnybrook has had several leadership opportunities in patient safety such as establishing national guidelines for the preventative use of anticoagulant medications. These recommended guidelines have become the gold standard for avoiding adverse inpatient outcomes as the result of blood clots, which is one of the leading causes of death associated with hospital admission.

Through this plan, Sunnybrook will continue its work with partners throughout the system to ensure issues such as safe medication practices and patient empowerment remain at the forefront of our safety agenda.