



Toronto
Rehab

Strategic Plan

2010-2015

Em



bracing a bold vision



As an academic health sciences centre, we have a responsibility to

drive change... to create the conditions that will propel rehabilitation forward in ways yet to be imagined.

We need to move beyond traditional approaches and boundaries as we search for and develop new and more effective ways to help people recover from and deal with the disabling consequences of injury, illness, and aging.

– Mark Rochon, President and CEO

Created just over 10 years ago, Toronto Rehab* is one of Canada's largest academic health sciences centres dedicated to adult rehabilitation, complex continuing care and long-term care.

Over the past decade, Toronto Rehab has established itself as a leader in rehabilitation, addressing the needs of people who experience the disabling effects of injury, illness and aging. With this, our third strategic plan, we are ready to take a quantum leap forward—to revolutionize rehabilitation.

It's a bold vision. Deliberately so. We want to challenge ourselves and the status quo.

To do this will require us to reach beyond our walls and define rehabilitation more broadly than ever before. It will demand an integrated approach that introduces rehabilitation soon after a patient arrives at the emergency department and that continues in the home long after discharge from hospital. It will require the integration of care and research in new and deliberate ways to create better therapies, better care and better assistive devices. It will mean raising the bar on how we educate the next generation of health care professionals and how we engage our own staff. It will compel us to think about rehabilitation in ways we have yet to imagine.

Finally, it will command the collective energy and talent of everyone within our organization to redefine and reinvent rehabilitation care, research and education. It is a challenge Toronto Rehab staff are uniquely qualified for and one they are eager to take on as reflected in these pages.

Revolutionizing rehabilitation. Maximizing life. Our people will lead the way.

*Toronto Rehab was created in 1998 by the amalgamation of the Rehabilitation Institute of Toronto, Lyndhurst Hospital and the Toronto Rehabilitation Centre.

Excellence Innovation Integration

We believe it is time to revolutionize rehabilitation.

Our new vision and mission speak to this need to think about rehabilitation in new and different ways. To challenge ourselves and the system. To drive the necessary change and innovation that will allow people to live their lives to the fullest, regardless of impairment. To strive for excellence.

At Toronto Rehab, we focus on solutions—on finding and formulating practical ways to help people recover from serious illness and injury. We bring care, research and education together to discover and create new approaches and new answers.

As we pursue our new vision and mission, we will be guided by our core values. These values will inform each member of the Toronto Rehab community's behaviours, actions and decision-making.





CORE VALUES

Caring and client-centred

We are compassionate caregivers committed to excellence as we deliver care. We respect and are responsive to our patients and their families, providing them with the best possible care and advocacy.

Discovery and innovation

We foster an environment of inquiry and learning, welcoming debate and discussion, continuing to be leaders in innovative research and practice.

Teamwork and collaboration

We work in flexible teams, actively engaging with, and learning from and about, each other to continuously improve patient care.

Respect and dignity

We work together to foster a culture of trust, respect and dignity.

Diversity and inclusion

We create a culture that is inclusive and respects and values diversity.

Accountability and integrity

We individually and collectively embrace accountability for our actions and for our effective use of resources. We honour our commitments, deliver on our promises, and acknowledge our mistakes.

Building on our achievements

In just over 10 years, Toronto Rehab has become a leader in adult rehabilitation.

Our last strategic plan (2005-2010) laid the foundation for that leadership by imbedding our academic mandate—patient care, research and education—into every aspect of our organization. It also focused on supporting and developing our people—the staff, physicians, researchers, students and volunteers who are at the heart of our organization.

We are proud of our achievements over the past five years:

Improved patient satisfaction and outcomes

Patient satisfaction and patient outcomes are critical measures of the quality of care we provide. Focused initiatives and ongoing efforts by staff have resulted in significant improvements.

New models of care

Novel approaches to patient care have become a hallmark of Toronto Rehab clinicians and scientists. Our groundbreaking model of care for patients with both fractured hips and cognitive challenges has resulted in shorter hospital stays and improved outcomes. And our home-based cardiac rehab program is allowing us to extend the reach of our highly effective rehabilitation program to individuals living outside large centres or in underserved areas.

Focus on patient safety

Individuals come to our hospital with the expectation that they will be cared for in a safe environment. At Toronto Rehab we recognize that the rehabilitation sector presents some unique patient safety issues. Over the years we have focused on developing, disseminating and implementing new knowledge and best practices to enhance patient safety which is an integral part of our quality framework. In the past five years, more specifically, we have implemented significant and successful initiatives in falls prevention and infection control.

2005-2010

Expanded research enterprise

Research at Toronto Rehab has grown dramatically, thanks to support from our donors and the Ministry of Health and Long-Term Care, and our researchers' success in securing peer-reviewed grants. In 2010, we will open new space to accommodate this growing activity, including our one-of-a-kind iDAPT research facilities.

Leadership in interprofessional education (IPE)

Toronto Rehab has led the way in establishing IPE as the new model for educating health professionals. A resource for other teaching hospitals, we are helping to build capacity in interprofessional care across the province in partnership with our academic affiliate, the University of Toronto.

Staff development

Our efforts to create an environment of continuous learning and growth have been embraced by staff. An impressive number of our nurses, for example, dedicated themselves to upgrading their qualifications to diplomas and baccalaureate degrees and we continue to develop our staff in a variety of other ways to enhance leadership capacity within our organization.

Capital investments

The past five years have seen major capital investments in our physical plant, with significant renovations completed at our Lyndhurst site and the initiation of work at our E.W. Bickle Centre. The multi-million dollar redevelopment and expansion of our University site, to be completed in 2010, will transform it into a state-of-the-art patient care and research facility.

Rising to new challenges 2010-2015

Toronto Rehab's new strategic plan creates a fresh set of expectations for the organization over the next five years and provides a lens through which every decision will be made.

Rooted in our exciting new vision, mission and values, the plan leverages all of our accomplishments to date. It also addresses the challenges that lie ahead: the rising need for rehabilitation fuelled by Canada's aging and growing population; the increasing complexity and acuity of our patients; the increasing expectations for systems of care and support to help individuals maintain or regain their independence; and the need to ensure that we consistently provide the best possible value to Ontario taxpayers.

Integration will be a major goal in everything we do—in how our programs and services interact within our organization, how we work with our partners to better integrate care across the continuum, and how we ensure that our patient care, research and educational activities support, stimulate and enhance each other.

We will build on the tremendous resource we have in our people in order to push the frontier of rehabilitation and maximize life for people living with the consequences of illness, injury and aging. It will be a time of change and challenge, with our vision driving us forward.

Individualized experiences, superior outcomes

At Toronto Rehab, we serve individuals experiencing a wide spectrum of complex, disabling injuries and illnesses. We strongly believe that to deliver superior outcomes, rehabilitation must take into account each individual's unique physical, psychological and social needs and realities. This patient-centred focus will inform the development of new and better care delivery models as we continue to integrate best practices and the latest research to improve the care we provide.

Successful rehabilitation requires patients to take risks and push their own limits—the challenge is to do this safely. Moving forward, Toronto Rehab will lead efforts to define quality and safety within the rehab context using a wide range of measures including patient safety, outcomes and satisfaction, as well as criteria such as access, cost and equity.

We do not work in isolation. In the next five years we will focus on

improving the ways in which our programs interact with each other and with external organizations. We will work with our acute care and community partners to develop shared models in areas such as stroke

that will allow us to initiate rehabilitation even before patients are transferred to us.

At the same time, we will continue to extend our reach into the community. We will build on new approaches we have piloted in our Cardiac Program, such

as working with community partners to deliver rehabilitation beyond our walls and developing online programs to provide access to rehabilitation to individuals in underserved communities.

We are also transforming how we deliver inpatient rehab, challenging current thinking and evaluating current treatment methods. We will continue to explore models for patients who suffer brain injury to intensify their rehabilitation over shorter inpatient stays—a shift that could allow us to treat more patients, increasing access. In the Musculoskeletal Program we will lead the way in developing a new interprofessional model of pain management for the post-acute setting, another step forward in improving patient outcomes. And we will continue to push the boundaries in complex continuing care and long-term care, maximizing function and where possible, allowing individuals to live independently once again.

We're bringing a rehab focus to Long-Term Care. We want to continue to maximize people's function and potential, and even look at whether they could start living independently again. People have always thought that long-term care is the end of the line. We're changing that view.

— Dr. Ray Berry, Medical Director, Long-Term Care

It's time to expand our ideas of where rehab starts and stops. There is evidence to suggest that if rehabilitation starts within hours of your arrival in hospital instead of a week, two weeks or three weeks later, your outcomes will be better. We need to initiate rehabilitation earlier in the acute phase of treatment. Rehabilitation starts in the intensive care unit.

— Dr. Gaetan Tardif, Vice President, Patient Care and Chief Medical Officer

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STRATEGIC DIRECTION 1

*Toronto Rehab will
create exceptional,
individualized
healthcare experiences
and deliver superior
outcomes to our
patients and
families.*

Our goals Over the next five years, we will:

- Ensure that programs and support services meet or exceed defined standards related to safety and quality and, work with our stakeholders to define such standards where they do not currently exist.
- Define, through focused scholarly inquiry, appropriate processes and approaches to patient safety in post-acute settings.
- Leverage our expertise in all of our programs to drive change, including transforming care delivery models and creating new programs to better meet the needs of patients at all stages of the care continuum.
- Extend our reach and mobilize and utilize our expertise and that of our partners in the care of patients at appropriate times throughout the health care continuum, including outreach and follow-up after discharge.

Our impact Over the next five years, we will demonstrate the following outcomes:

- The ability to consistently demonstrate high quality that includes safer, more efficient and effective delivery of services to our patients and families.
- Better outcomes will be achieved through the reduction of currently known and newly developed adverse event indicators. These prevention mechanisms will become widely applied throughout the health system.
- Patients will get the care they need, when and where they need it, with renewed efforts to keep people in their homes, or return them to their home environment as quickly as possible. This will contribute to better quality of life and decrease dependence on institutionalization.
- Patients will have early access to rehabilitation interventions and improved linkages after they graduate from our programs. This will ensure that activities and procedures performed in the continuum of care support long-term positive outcomes for patients.

Innovative interventions, improved lives

The laboratories that we are opening are unequalled anywhere. We are rapidly becoming the largest rehabilitation research group anywhere in the world.

— Dr. Geoff Fernie, Vice President, Research

enterprise. In 2010, we celebrate a significant leap forward as we open our new research facilities and begin to live into the possibilities they create. Bringing together our leading researchers with state-of-the art technology, the new laboratories will facilitate discovery and support a culture of inquiry in which all staff are engaged in asking questions, seeking new knowledge and applying it to improve care and results.

The integration of research with clinical care will be a major focus over the next five years. We have initiated this in our Stroke service with a new partnership between scientists and clinicians that brings the latest research and technology to the clinical assessment of gait and balance. This collaborative model will be replicated throughout the hospital—ensuring that our patients benefit from the newest research as discoveries are made.

Our commitment to bringing new technology to market will also continue as we refine and test new devices to improve infection control in hospitals, enhance function in patients with spinal cord injuries and screen individuals for sleep apnea, a condition that contributes to the risk of heart attack and stroke. And we will continue to explore ways to increase accessibility and help

Toronto Rehab's commitment to innovation and discovery is reflected in the steady growth of our research

We're integrating research with practice on a day-to-day basis. Every person admitted to our stroke unit now has a detailed gait and balance assessment using the latest technology developed by Toronto Rehab researchers. Over the next five years our goal is to test new strategies to improve balance in stroke and brain injured patients and integrate those research protocols into everyday practice.

— Dr. Mark Bayley, Medical Director, Neuro Rehabilitation

hospitals and society as a whole become more sensitive to the needs of seniors.

In the next five years, we will disseminate innovative models of care that have been developed and tested at Toronto Rehab and support their implementation regionally, provincially and nationally. Our highly successful model for providing rehabilitation to patients with both fractured hips and

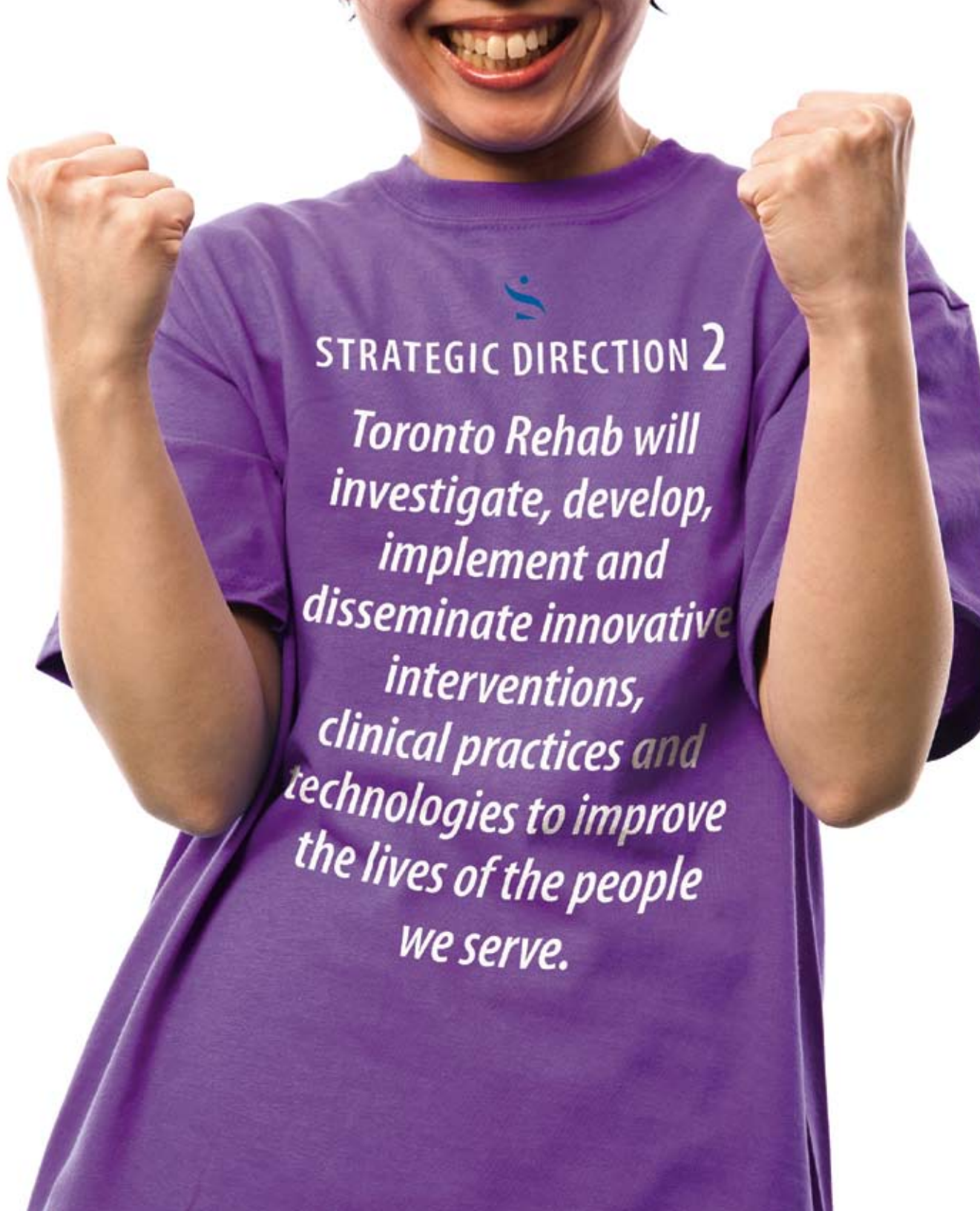
cognitive challenges is already rolling out across Ontario and dramatically improving outcomes for a previously underserved population.

We will also demonstrate leadership in developing new outcome measures that are sensitive and specific to the types of patients we treat and the results we seek. It is not sufficient to measure our patients' progress while they receive inpatient rehabilitation.

We are committed to developing longitudinal measures that will assess how well they are doing post-discharge and the extent to which they can resume their lives and participate in society.

If you participate in cardiac rehab your chance of dying of a subsequent cardiac event is cut in half. But only one third of patients discharged with a heart condition access rehabilitation. We can save more lives by developing a better system in which more people have access to rehabilitation, have it in a coordinated fashion and engage with it over the long term.

— Dr. Paul Oh, Medical Director, Cardiac Rehabilitation and Prevention



STRATEGIC DIRECTION 2

Toronto Rehab will investigate, develop, implement and disseminate innovative interventions, clinical practices and technologies to improve the lives of the people we serve.

Our goals Over the next five years, we will:

- Create and cultivate a culture of inquiry and experimentation that permeates the entire organization to foster new ways of thinking about independence and that leads to applied research across programs and conditions.
- Generate knowledge and translate research into new approaches to care that lead to better outcomes, enhanced patient flow, and improved patient, family and staff engagement and satisfaction.
- Focus on outcomes by developing clear measures and benefits for patients that are objective and sensitive to population needs.

Our impact Over the next five years, we will demonstrate the following outcomes:

- Research will be embedded in all care teams and programs. Researchers will work closely with care providers, educators and other staff to pursue integrated solutions in order to constantly improve the care provided.
- Patients will benefit from the newest interventions and care delivery models that deliver effective leading-edge care in an efficient manner.
- Toronto Rehab will be better positioned to demonstrate results and advocate for changes in care delivery based on outcomes achieved.

Leadership in collaborative learning

As an academic health sciences centre, Toronto Rehab's excellence is rooted in a commitment to excellence and innovation in collaborative learning. In order to provide quality care, clinicians must work collaboratively in an interprofessional team environment. It is imperative that their education and clinical training prepares them for this reality.

Toronto Rehab is a recognized leader in interprofessional education and care and this leadership will continue to grow over the next five years. Together with the University Health Network and the University of Toronto, we will lead the new University of Toronto Centre for Interprofessional Education, a hub for developing curriculum, facilitating interprofessional collaboration and supporting scholarship and research in the field.

At the same time, we will continue to explore other models of education that promote a patient-centred focus. One example is our new student placement model that allows students to follow the delivery of rehabilitation across the continuum of care, from acute care through to the community.

We're changing the culture of health care education to promote collaborative team learning—and better teams mean better patient care. As we've shared our successes and knowledge with others, we've quickly become leaders in this critical field.

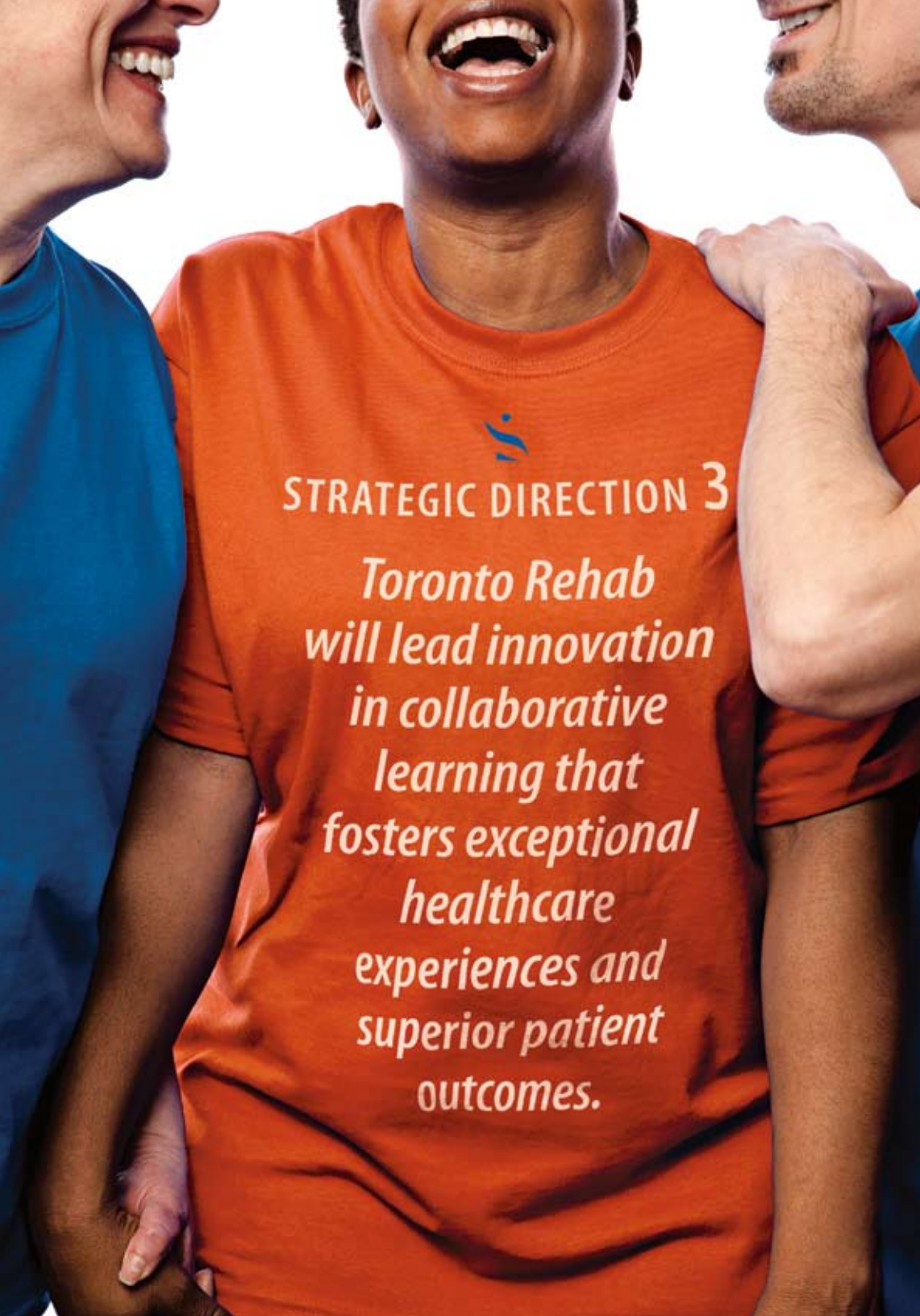
— Lynne Sinclair, Director of Education and Associate Director of the Centre for Interprofessional Education at the University of Toronto

Our commitment to collaboration and patient-centred care also extends to patient, family and public education—a priority in the next five years. Patient care is enhanced when individuals are active participants in decision-making and goal-setting in their care and recovery. We will focus on new ways to empower patients and families by providing them with the knowledge they need, developing resource centres and online resources that provide 24/7 access to information—in hospital and after discharge.

Health care does not stay static: new knowledge and developments in clinical care require staff to regularly upgrade their skills. Toronto Rehab will continue to support staff as they pursue enhanced qualifications or graduate education. We will also seek out innovative models of professional development to support staff and other practising professionals in learning new skills and enhancing their abilities as strong clinicians.

Interprofessional care is critical to us because of the complexity of our patients. We need every bit of help from all members of the team to enhance patient function and help them become strong enough to go home.

— Dr. Ken Uffen, Medical Director, Complex Continuing Care



STRATEGIC DIRECTION 3

*Toronto Rehab
will lead innovation
in collaborative
learning that
fosters exceptional
healthcare
experiences and
superior patient
outcomes.*

Our goals Over the next five years, we will:

- Prepare current and future generations of health care providers who will lead interprofessional, patient-centred care delivery.
- Engage patients, families and other informal caregivers and volunteers as key members of the interprofessional team to promote patient and family education and self-management.
- Develop innovative models and leverage technology for continuing professional development and increased staff engagement in continuing learning.
- Broaden models for education and staff collaboration that cross programs and sectors, including acute care, home and community care, and long-term care.

Our impact Over the next five years, we will demonstrate the following outcomes:

- Interprofessional care teams will provide better, safer health care experiences for patients and families.
- Patients will take greater ownership of their own care experiences and be actively involved in care planning and coordination. Providers will be better positioned to engage families in key care delivery processes.
- Staff will be at the leading edge of professional competencies related to emerging trends and issues in care delivery.
- Toronto Rehab will expand its influence on future care delivery by disseminating what it learns through its own care delivery and innovation processes. Patient care will be improved in multiple sectors and care settings.

Remarkable people, exceptional teams

We're a human services organization. Everything we do for our patients, families, or the community is directly connected to what the people in our institution do. This is an organization where everyone's contribution matters.

— Donna Marafioti, Vice President,
Human Resources and Support Services

Everything we do at Toronto Rehab is dependent on the calibre and commitment of our people. Their unique skills and abilities have allowed us to become a leading force in rehabilitation.

Moving forward, we must commit to helping our employees be the best they can be. In the next five years, we will strive to create a culture where every staff member can find their place within our academic mandate—recognizing their role in advancing their own knowledge, supporting students, participating in research and integrating those learnings and new knowledge into the care they provide.

We will also continue to develop our leaders through coaching and other

learning opportunities. Our goal is to increase the leadership capacity across our organization, a critical factor in allowing us to achieve our vision.

At Toronto Rehab, we recognize that the diversity of our staff is our strength. To that end, we will seek new ways to create an inclusive culture where everyone's rights are respected and their differences honoured. We will renew our efforts to extend our reach so that the hospital truly reflects the diversity of the community we serve.

As we continue to demonstrate leadership in patient safety, we will also enhance our focus on staff safety and wellness. While many supports are already in place, we must improve our ability to measure the success of these programs in order to continuously improve them to meet the needs of our staff.

The remarkable people of Toronto Rehab create the conditions for achievement. It's our collective expertise, energy and contributions that will allow us to move our vision forward.

— Mark Rochon, President and CEO



Our goals Over the next five years, we will:

- Enable an organizational culture that embraces Toronto Rehab's role as an academic health sciences centre and encourages staff to make their greatest possible contribution to becoming a high impact organization.
- Attract and retain outstanding people who share our passion for helping others to achieve greater independence and to participate more fully in society.
- Foster a highly engaged and flexible workforce that sees its performance and contributions as integral to creating stronger communities.
- Promote a diverse and inclusive workplace.
- Foster a culture of organizational health, safety and wellness that enhances the quality of work life and organizational performance.
- Develop leadership capability across the organization.

Our impact Over the next five years, we will demonstrate the following outcomes:

- Staff will feel more integrally connected to the organization's mandate and will report higher satisfaction with the work environment.
- Staff will report better alignment with the organization's goals.
- Human Resource programs and policies will support a diverse workforce and outreach efforts will be targeted to increase representation of under-represented groups.
- Health, safety and wellness indicators will reflect improved performance.
- The calibre of our leaders will enable successful implementation of overall goals.

Advancing our strategic direction

As Toronto Rehab advances its four strategic directions, the following enablers will

Value and sustainability

Prudent fiscal stewardship is a cornerstone of Toronto Rehab operations. In addition to our careful management of public funds, we have a strong record of securing additional funding from government and non-government sources to support care delivery, teaching, research and infrastructure development.

However, unprecedented financial pressures in the health care sector demand new choices and strategies to promote value. Over the next five years, Toronto Rehab will continue to seek out new ways to ensure financial sustainability by redeploying resources where necessary, integrating business processes with partners to reduce costs, and by seeking out new sources of funding. We will also lead the shift from managing and accounting for resources based on patient days to patient cases.

Organizational alignment

Since its inception, Toronto Rehab has used an organizational framework based on collaborative teams centred around patient populations. Moving forward, we will review this programmatic model in order to avoid silos of care and to ensure that our services are permeable to better support patients across settings.

Partnerships

At Toronto Rehab, we believe that rehabilitation must be integrated throughout the care continuum. To that end, we will seek out partnerships with primary, acute and community care to improve care paths and find better ways of meeting the needs of our patients. We will participate in care networks that contribute to collaborative approaches to providing care and contribute to planning processes that advance the role of rehabilitation.

We will continue to extend our partnerships in the area of interprofessional education to enhance collaborative models. And we will identify research partners locally, provincially, nationally and internationally whose goals are aligned with our research priorities. All of these partnerships will be chosen deliberately and strategically, with clear objectives to ensure effectiveness.

Information management and technology

To be effective in integration and collaboration requires the ability to easily share information internally and with external partners. Technology is critical to streamlining this flow of information. Toronto Rehab will prioritize the implementation of an electronic medical record and continue to leverage technology solutions to support clinical and business systems, e-learning and communication.

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People at Toronto Rehab are passionate about rehabilitation. We need to go beyond our walls, translate that out into the community and make the case for investment in rehabilitation.

— Sheila Hicks, President, Toronto Rehab Foundation

play a critical supporting role.

Community and philanthropic support

Revolutionizing rehabilitation across the continuum will require substantial and sustained growth in philanthropic giving. Toronto Rehab must engage the wider community. Patients, families, employees, students, volunteers, individual and corporate donors, foundations and granting agencies—all must understand who we are, what we do, how we improve the lives of individuals and our critical role in the health system.

In the next five years, we will find fresh and compelling ways to tell our story and strengthen our community of support through an integrated approach to marketing, communications and fundraising. We will leverage that awareness to increase our fundraising revenues and continue to enhance our donor relations.

It isn't just a matter of managing relationships at the point of discharge from one organization to another. Health care providers need to engage in each other's operation so that we can help patients from an early stage in their recovery right through to their going home.

— Mark Rochon, President and CEO



Revolutionizing rehabilitation

More and more of us face the prospect of disability in our lifetime.

The reasons are many. The incidence and prevalence of chronic and sometimes disabling conditions such as diabetes and osteoarthritis continues to rise. As our population ages, the number of individuals with Alzheimer's is increasing. And, as a result of other medical advances, more individuals are surviving heart disease, stroke and traumatic injury than ever before.

But at Toronto Rehab, we believe there is more to life than simply surviving.

We help people regain their abilities and independence following a serious, often life-threatening, health event such as a stroke or brain injury. We help people who have had joint replacement surgery or who are living with osteoporosis, osteoarthritis or cancer to manage their pain, increase their strength and maximize their independence.

We empower people who have sustained a spinal cord injury or disease to maximize their independence. We work with people who have, or who are at risk of having,

heart disease, diabetes or stroke, to enable them to lead healthier lives. We assist people with age-related illnesses to live as safely and independently as possible. And we improve the quality of life for people living with complex medical conditions such as dementia, multiple sclerosis, Parkinson's and kidney disease.

And we don't stop there. Building on our strong track record of excellence and innovation we are constantly generating new knowledge, integrating this knowledge into practice and sharing our discoveries with students and other rehabilitation providers across the country and around the world.

We ask questions, solve problems and strive for breakthroughs that will afford our patients, and individuals who are treated elsewhere, the best possible recovery. Guided by our new strategic plan, we will go still further.

We will revolutionize rehabilitation to maximize life. We're already on our way.

Maximizing life



*Nobody my age
expects to have
a stroke. I didn't.
Luckily Toronto
Rehab was there
for me. The team
did a great job.*



Toronto Rehabilitation Institute
A teaching and research hospital
fully affiliated with the University of Toronto

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