

Innovative Teams – Transforming Lives



**Toronto Rehab's
Strategic Plan**

2016 - 2021



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Message from Susan and Gaetan:

Welcome to our 2016-2021 Toronto Rehab Strategic Plan: *Innovative Teams—Transforming Lives*.

Our 2016-2021 plan builds on the exceptional clinical, research and education achievements from the 2010-2015 strategy and reflects our integration with University Health Network (UHN), as one of its four hospitals.

Building on our strengths, we will embark on the journey toward our new vision: *Innovative Teams—Transforming Lives* by focusing our work on three new strategic directions.

The first strategic direction is to optimize our patients' safe integration back into the community. Complex Continuing Care patient Stella Pawrozniak, for example, came to us with limited muscle mass, unable to get herself out of bed, walk, feed herself or perform activities of daily living. Today, she's back at home and enjoying her new condo with her husband.

The second strategic direction is to integrate education and research into each patient care experience. Lara Kaufman, a stroke survivor, has been receiving treatment from one of Toronto Rehab's research clinics, the Rocket Family Upper Extremity Clinic. Central to her treatment is Toronto Rehab's invention, MyndMove. With the use of functional electrical stimulation on her paralyzed arm, Lara now has regained movement.

The third strategic direction is to build and expand areas of excellence to safely care for highly complex patients. In the Spinal Cord Rehab Program, for example, Robert MacDonald suffered a 31-foot fall that left him paralyzed from the waist down, with a five per cent chance of walking again. Since then, Robert has beat the odds and is not only walking, but has competed in a half-marathon.

We anticipate that this new plan will translate into Toronto Rehab creating the best solutions to address the greatest societal needs in our areas of rehabilitation excellence – including brain and spinal cord dysfunction, heart disease and complex trauma – and lay the foundation for expansion into innovative areas of care for the benefit of our population.

Our teams will use this new strategic plan as a blueprint as we set operating priorities over the next five years. We will ensure each of our teams have the support and resources they need to execute these initiatives.

Susan Jewell

Dr. Gaetan Tardif

Strategic Plan At A Glance

Our Vision:

Innovative Teams— Transforming Lives.

Our Mission:

To develop solutions for people living with the consequences of illness, injury and aging through excellence, innovation and the integration of discovery, education and care.

Our Success Story in Five Years:

Toronto Rehab's programs will be recognized internationally for producing world-leading research and patient care outcomes. Our staff will be the most knowledgeable and skilled inter-professional teams tackling the most complex challenges with our valued partners across the continuum of care.

Our Key Strategic Directions:

- 1) Optimize our patients' safe integration back into the community
- 2) Integrate education and research into each patient care experience
- 3) Build on areas of excellence to safely care for highly complex patients



Helen Hatton, outpatient and three-time breast cancer survivor, works with Occupational Therapist Patrice de Peiza to help release her scar tissue caused by cancer treatment.



Toronto Rehab's Musculoskeletal and Multi-system Rehab team.

Strategic Direction:

Optimize our patients' safe integration back into the community

Why we are doing this

At Toronto Rehab, our success is measured by each patient's transition back home. It is determined by the patients' outcomes post-rehab, by their quality of life and their ability to participate in their communities after they leave our care.

How we will do this

- We will measure our performance based on successful return and maximize re-engagement back into the home environment.
- We will work closely with our partners in order to help identify and address the needs and gaps to enhance transitions.
- Our clinical teams will invest more time with home and community care partners, to determine new processes to enhance transitions back into the community.



Stella Pawroznik (C), Complex Continuing Care patient, relearns kitchen skills with Occupational Therapist Pooja Kumar and Arnold Lindsay, Occupational Therapy Assistant.

When Stella Pawroznik went into liver failure and suffered a seizure, she was cared for in an acute care hospital for two months.

She doesn't remember her first few weeks of her stay at Bickle Centre in the Complex Continuing Care (CCC) Program. Stella was underweight and lost almost all of her muscle mass. She needed a lift to get out of bed, and she required the team to feed her, and manage her daily hygiene. She had no mobility and couldn't use her right hand.

Over the past year, the CCC team worked with her to increase her strength, become independent with her bathroom needs and kitchen skills. She is also now writing with her right hand, feeding herself, and she graduated from a wheelchair to walking with the assistance of a walker.

She and her husband have purchased a condo to best accommodate her needs. She has been discharged from the Bickle Centre and is enjoying being back at home and in her community.

Stella Pawroznik, Complex Continuing Care patient with Occupational Therapist Pooja Kumar.



Strategic Direction:

Integrate education and research into each patient care experience

Why we are doing this

Toronto Rehab is the world-leading rehabilitation research centre. It is our commitment to continue leading in ground-breaking solutions that enhance the lives of people living with the impact of illness, injury and aging.

We are also a learning organization invested in inter-professional education for our clinicians of today and tomorrow to ensure our patients receive evidence-based care at all times, now and for years to come.

How we will do this

- Each of our clinician/scientist teams will be responsible for creating and validating innovative solutions that benefit patients.
- We will invest in our team members' continuous learning and ensure currency with evidence-informed practice.
- Every patient and their family will be offered the opportunity to participate in a world-class Toronto Rehab research study taking place during their stay, or at a later time.



Lara Kaufman receiving MyndMove therapy post-stroke.

On a ski trip with her husband and three children, Lara Kaufman's ski pole had lodged itself under her right ski. She firmly tugged to dislodge it and the pole struck her neck with enough force to dissect her carotid artery. She suffered a massive stroke on the way to the hospital that left her unable to move the left side of her body.

Approximately five years after her stroke, Lara began therapy at the Rocket Family Upper Extremity Clinic – a novel Toronto Rehab research clinic.

Lara has regularly visited the Clinic for MyndMove therapy—a technology created at Toronto Rehab that delivers electrical stimulation to paralyzed muscles reproducing movement in arms and hands. She has noticed changes in her muscle tone and can now move her arm.

Thanks to MyndMove therapy in the Rocket Family Upper Extremity Clinic, Lara Kaufman can move her arm again, enabling her to enjoy a cup of tea with her family.



Strategic Direction:

Build on areas of excellence to safely care for highly complex patients

Why we are doing this

Canadians are living longer than ever, often with multiple illnesses that can be controlled due to advances in medical science. When patients with complex illnesses receive the specialized rehabilitation care required, they can continue to participate in their communities and enjoy the highest quality of life possible.

Toronto Rehab has exceptional programs and we are positioned to meet the challenge of creating the best solutions for highly complex patients.

How we will do this

- Build on our current strengths in high complexity care; and focus on the critical areas that impact the most complex patients.
- Support advancing knowledge for our clinical teams in order to provide safe, exceptional care to patients with the most challenging needs.
- Further strengthen our collaboration with our acute care, community and patient partners to address system gaps for our patients.



Robert MacDonald, in a wheelchair after the accident, visits with long-time friend Marcus Monteiro.

While on holiday in 2013, Robert MacDonald fell 31 feet. He was 26 at the time. His injuries: 11 broken ribs, 10 cracked and two dislocated vertebrae, a punctured lung, a lacerated kidney and a broken scapula.

Miraculously, Robert escaped the fall without any brain damage, but the impact did leave him paralyzed from the waist down. His diagnosis was ASIA B – meaning a five per cent chance of walking again.

After spending time in critical care, Robert began inpatient treatment at Toronto Rehab's Lyndhurst Centre for Spinal Cord Rehabilitation. Robert credits his Lyndhurst rehabilitation care team for helping him redefine his future, driving his progress, celebrating milestones, and ultimately beating the odds of his diagnosis.

At the end of his inpatient treatment, Robert was able to walk out of Lyndhurst unassisted, on his own two feet. Since then, Robert's strength and resilience has persevered. In 2015, he ran in the Scotiabank Toronto Waterfront Half-Marathon.

After falling 31 feet, Robert MacDonald didn't know if he'd walk again. Following intensive rehabilitation therapy at Lyndhurst, he's able to walk, run and enjoy an active lifestyle.



Key Enablers:

Patient and Staff Safety

Safety is of utmost importance in everything we do at Toronto Rehab. Year over year, we have demonstrated continuous improvement in our safety culture. As we implement each strategic direction, the safety of our patients and staff will remain our priority.

Collaborations

We will partner with our patients and community to create exceptional patient experiences and outcomes. We will collaborate closely to share knowledge leading to impactful changes in transition back to the community.

Value and Sustainability

We will strive for optimal efficiency as we implement initiatives in support of the strategic plan. Our program teams will continue to be crucial partners in making optimal business decisions as we execute the new plan.

Employee Engagement

The commitment of our staff is integral to the delivery of safe, quality, excellent and innovative care to our patients. Since joining UHN, our engagement scores have increased year after year and we will continue to make staff engagement a high priority.

Information Management and Technology

Communication and information sharing within UHN and among our external partners is critical to our success. Information management technology enhancements will facilitate clinical and research teams working together in creating innovative solutions. It will also be integral to moving Toronto Rehab forward as a learning organization.

Philanthropic Support

Toronto Rehab Foundation's continued support and sustained growth in fundraising will help ensure we have the means to achieve many initiatives that will support the new strategic plan.



(L to R) Dr. Gaetan Tardif, Program Medical Director, Toronto Rehab, Susan Jewell, Senior Vice President, Toronto Rehab, Dr. Geoff Fernie, Director, Toronto Rehab Research, and Cindy Yelle, President and CEO, Toronto Rehab Foundation.



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