



celebrating our **successes** -  
**embracing** the possibilities

annual report **2010 / 11**



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**Cindy Yelle**

President, Toronto Rehab Foundation



report from the Chair and President and CEO:

**Redefining rehabilitation science** and the way we interact with our patients and partners within an **integrated health system.**

This time last year, we announced the launch of our bold, new vision to revolutionize rehabilitation and maximize life. Through the dedication and talents of our staff and physicians and our close working relationships with scientists, academic institutions and acute care and community partners, we took our first steps toward achieving this vision.

**Namely we:**

- *introduced new models of care and admission processes that allowed us to reduce lengths of stay, optimize patient flow, admit even more patients and enhance quality and safety;*
- *advanced rehabilitation science in new and exciting ways, leading not just to new knowledge that can be applied to enhance patient care and advance clinical practice, but to the development of new products and technologies that will help improve the lives of people living with disabling injury or illness.*
- *moved forward with continued improvements to our facilities, in particular our redeveloped University Centre, to create more suitable patient care and education spaces and leading-edge research environments;*

- *continued to evolve our information technology, streamlining and updating our systems and introducing an electronic patient record across all programs; and*
- *became a top employer in the Greater Toronto Area and have succeeded in building an engaged team of staff and physicians.*

These are exceptional accomplishments – driven by exceptional people – for an organization that has for the past 12 years helped to establish rehabilitation science as one of the most important sectors in health care today. During this time, the collective efforts of staff, physicians, scientists, students and volunteers have yielded tremendous results, from the development of leading practices and approaches that have been adopted across the province, to new discoveries and knowledge gleaned

from our research that have informed clinical innovation and novel assistive technologies, to the continued leadership in interprofessional education.

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Indeed, these revolutionary moments represent some of the most significant at Toronto Rehab. They are the outcomes of our drive to meet the evolving needs of our patient populations and communities, advance health system priorities, create better patient experiences, and support the development of a more knowledgeable and effective health care workforce.

And in every organization's experience, there are often significant moments that serve to redefine its future.

## **embracing a larger health sciences vision**

In April 2011, Toronto Rehab and the University Health Network (UHN) jointly proposed an integration to further enhance patient care experiences, advance rehabilitation research and nurture the ongoing growth of interprofessional education and practice. On June 15, 2011, the Boards of Directors of Toronto Rehab and University Health Network approved the integration, welcoming Toronto Rehab as the newest member of the UHN family alongside Princess Margaret, Toronto General and Toronto Western hospitals.

This integration, approved by the Ministry of Health and Long-Term Care, Toronto Central Local Health Integration Network and supported by health system and academic stakeholders, presents benefits to both organizations and sets the stage for what will be a truly exciting future for Toronto Rehab.

Introducing specialized rehabilitation expertise earlier in the acute care phase of treatment will help ensure timelier access to rehabilitation services and help us provide even better care experiences for patients and their families. The opportunity to influence and develop new care models

and leading practices will build on the already positive clinical relationships shared between both organizations.

Bringing together the exceptional talents of rehabilitation scientists with the renowned researchers and established infrastructure at UHN opens up entirely new avenues for rehabilitation research. As a partner with UHN's world-class research, we will have the opportunity to work more closely with a broader network of scientists and clinicians to expand the potential of rehabilitation research to enhance knowledge and restore lives.

The integration will also provide an opportunity to more actively and fully share our collective expertise and knowledge in interprofessional education and care with as we believe that our experience in establishing Canada's first centre for IPE last year in partnership with the University of Toronto and UHN is a valuable asset to a broader academic health sciences environment.

## looking ahead

The integration with UHN is the next logical step in Toronto Rehab's journey as a world leader in rehabilitation science. We've made tremendous strides and celebrated many revolutionary moments in our 12-year history; the

future for rehabilitation science now looks brighter than ever.

Our accomplishments as an organization are attributable to the drive, dedication and contributions of our people. They help patients reach their therapy goals every day and help make sure our facilities are comfortable, clean and safe. They develop and test new technologies and interventions. They advance education and the growth of current and future healthcare leaders and caregivers. They govern and guide our efforts and nurture innovation and collaborative health system delivery.

As part of UHN under the continued guidance and leadership of Susan Jewell, Dr. Gaetan Tardif and Dr. Geoff Fernie, and with the ongoing support from Toronto Rehab Foundation, our people will continue to revolutionize rehabilitation and influence a truly integrated and effective health system -- one made significantly stronger thanks to the leadership of our Board of Directors, the generosity of donors, and the fine work of staff, physicians, volunteers, scientists and students at Toronto Rehab.

*David Bragg, Chair, Board of Directors*  
*Mark Rochon, President and CEO*





# revolutionary moments

Since its founding, Toronto Rehab has come a long way in making a meaningful, lasting difference in the lives of Canadians recovering from disabling injury and illness through some truly revolutionary moments in rehabilitation science.

**We have enhanced and expanded our clinical programs, adding new and specialized services to meet the evolving needs of the citizens of Ontario.**

**For example, we:**

- *Developed multiple trauma and oncology rehab services which are helping to meet the complex needs of those recovering from major injury and cancer.*
- *Launched the Fractured Hip Rapid Assessment and Treatment (FHRAT) service, a first for Ontario and provincial leading practice.*
- *Introduced specialty clinics in our Spinal Cord Rehabilitation Program to help improve independence and quality of life of those living with spinal cord injury and disease.*
- *Launched a unique haemodialysis service – the first of its kind in Ontario – in Geriatric Rehabilitation in partnership with UHN.*
- *Created a diabetes service and other specialized services in our renowned Cardiac Rehabilitation and Secondary Prevention Program.*

- Added long-term care to our program mix, through a partnership with Extendicare Canada.
- Revitalized our palliative care service.
- Developed specialty expertise in wound care management in our Complex Continuing Care Program.
- Evolved our acquired brain injury services into two specialized streams within our Neuro Rehabilitation Program.
- Launched LIFEspan, a unique partnership with Holland Bloorview, to meet unique needs among adolescents with complex medical conditions.
- Completed our first capital campaign aimed at supporting redevelopment of our facilities and welcomed our first \$5 million donation to name the E.W. Bickle Centre.
- Introduced a complex injury outpatient rehabilitation service.
- Opened a new 13-storey patient care and research wing at our University Centre
- Established Toronto Rehab as a leader in post-acute care and rehabilitation science with our groundbreaking, and award winning, public awareness campaigns.

- In partnership with Healing Hands Haiti, provided expert humanitarian care for Haitians following a devastating earthquake, leading to the establishment of that country's first spinal cord rehabilitation program.
- Earned recognition as a national leader in stroke care as our stroke rehab program earned the first ever stroke services distinction award for a rehab program in Canada.

## **Our research program has established Toronto Rehab as a leading rehabilitation research centre.**

### **For example:**

- Scientists discovered a link between sleep apnea and cardiovascular disease and identified treatment for sleep apnea as being beneficial for those recovering from stroke.
- Reviews by the International Scientific Advisory Committee have placed Toronto Rehab's research program among the best in the world.
- Five fully funded research chairs have been established to accelerate discovery in several areas, with two more on the way focusing sleep and cardiac rehab research.

- *iDAPT, the world's most advanced rehabilitation research facilities at our University Centre, will introduce technology never before seen or used in rehabilitation science.*
- *Together with March of Dimes, we hosted scientists from around the world with our two Festivals of International Conferences on Caregiving, Disability, Aging and Technology.*
- *Innovations in sleep apnea detection, such as a unique at-home diagnostic tool, will help improve access to sleep apnea treatment.*
- *In a groundbreaking study, functional electrical stimulation showed tremendous promise for people with incomplete spinal cord injury to regain function in their arms and hands.*
- *Researchers connected participation in cardiac rehabilitation with a significant reduction in mortality associated with secondary heart events.*
- *New hand hygiene technologies have been developed that monitor compliance levels accurately, prompt*

*healthcare workers to wash their hands and provide an easy, efficient way to dispense hand sanitizer for busy health care workers.*

- *Scientists developed SoleSensor, a product designed to help improve balance and prevent falls, now commercially available.*
- *A first of its kind clinic was developed to test balance and mobility among those recovering from stroke to help inform treatment and future research innovations.*
- *Thanks to TD Bank Financial Group, we introduced the first scholarship of its kind for graduate students with physical disabilities wishing to pursue rehabilitation research.*
- *New home-based artificial intelligence technologies have been developed that will automatically detect if someone has fallen and requires emergency assistance.*
- *Protocols have been developed and shared throughout the province to help physicians identify risks associated with osteoporosis and prevent serious injury due to falls.*
- *Through the generosity of Toronto Rehab Foundation and in partnership with University of Toronto, we established four research chairs focusing on rehabilitation, technology, acquired brain injury and spinal cord injury, with two more on the horizon to focus on sleep and cardiac rehabilitation.*





**We helped establish interprofessional education and collaborative practice and advanced patient and family education in unique ways.**

**For example, we:**

- *Established our leadership in - as well as co-founding - the Centre for Interprofessional Education at the University of Toronto in partnership with UHN.*
- *Introduced a new peer support service for complex continuing care patients, produced several interactive patient education resource materials and launched a new, unique online resource for people living with spinal cord injury, [spinalcordconnections.ca](http://spinalcordconnections.ca).*
- *Provided continuing professional development for more than 40,000 rehabilitation specialists over the years through conference activities.*
- *Participated in the placement experience of thousands of students, earning a consistently high satisfaction rating year after year.*





**patient care:**

A rapidly aging society, increased rates of chronic disease and **breakthroughs in medicine necessitate innovation** -- new ideas and practices that ensure quality, efficiency and a **better patient experience.**

Driven by a vision to revolutionize rehabilitation and maximize life, our focus this past year has been on creating exceptional, individualized health care experiences and delivering superior outcomes for patients and their families.

## **a long-standing focus on quality, performance and outcomes**

Since 1998, Toronto Rehab has completed three highly successful reviews by Accreditation Canada. Our most recent review, completed last year, was most significant as we were recognized for several leading practices in patient safety, quality and our work to integrate patient care with research and education. In their final report, the surveyor's noted: *"Toronto Rehab is a high performing, dynamic and engaged organization which is focused on providing exemplary quality care to meet the needs of the patients and families it serves."*

Our participation in regular accreditation reviews has been a vital part of our overall quality framework, which includes the development of annual quality improvement plans and ongoing monitoring of quality, safety and outcome indicators.

## **patient satisfaction - a marker of good outcomes**

One of the more important indicators of quality is patient satisfaction. Each year we conduct surveys of rehabilitation patients and families to measure their overall satisfaction with the experience they have in one of our five inpatient programs. Our most recent survey conducted last year revealed consistently high levels of satisfaction among our patients.. Considering this consistent strong performance, we feel that we are on the right track when it comes to ensuring positive patient experiences within our rehabilitation programs and are committed to building on these successes to make patient care experiences truly exceptional.

Over the past several years, we've also made it a significant focus to enhance the experience and satisfaction of patients and families in our complex continuing care program. Our efforts are paying off as



we've seen improvements in patient satisfaction and hope to continue that trend going forward.

## redevelopment of patient care facilities

We realize that in health care, particularly in rehabilitation and complex continuing care settings, a patient's experience, satisfaction and outcomes can be influenced by their surroundings. In fact, one of the principal reasons that we have invested so much in our facilities has been to help provide a more positive environment conducive to recovery and quality of life, as well as to the pursuit of leading-edge rehabilitation research and education.



**Bickle Centre**  
130 Dunn Avenue,  
Toronto

Fall 2010 marked the completion of the Low Tolerance Long Duration Rehabilitation unit renovations.

Renovations have improved the patient experience by creating a better overall living environment for patients.



**University Centre**  
550 University Avenue,  
Toronto

In early 2011, we welcomed our first patients to the newly constructed patient care wing at the University Centre. The successful move of inpatients from our geriatric and neuro rehab programs into the new wing has already begun to enhance the patient and family experience. Hillcrest Centre's musculoskeletal rehab services will begin to transition to the University Centre by the fall of 2011.



**Lyndhurst Centre**  
520 Sutherland Drive,  
Toronto

The Lyndhurst Centre redevelopment was completed in summer 2010. The renovation included revitalized therapy and exercise facilities, improved research space, a new, more functional main entrance and drop-off area, an outdoor therapeutic recreation horticultural garden and updated outpatient area.

## refined admission process and reduced wait times

We know that one in two Ontarians will be touched by disability at some point in their lives, a statistic made very real when we consider our rapidly aging population. Ensuring timely access to care is something we take seriously and it is our responsibility to prepare for increased demand for rehabilitation services, both in volume and in acuity. And we recognize that improving patient flow means patients gain more timely access to the care they need from the most appropriate care provider – a key factor in reducing alternate level of care (ALC) days and freeing up capacity in the health system.

Last year we reduced length of stay in nearly all of our inpatient programs. This is significant as it means that patients are able to meet their goals sooner and are able to return to their communities quicker, often thanks to new, more effective models of care and improved collaboration between programs and with other organizations. These efforts build capacity to be able to accommodate even higher patient volumes.

We also reduced wait times for access to care in nearly every program last year, a testament to creativity of our

staff and revised processes to help speed up admissions and reduce length of stay. Of notable mention is the Spinal Cord Rehabilitation program's success in reducing their outpatient wait list for physiotherapy from eight months to four weeks. This is a remarkable achievement and holds significant learnings for other services throughout our organization.

The future of rehabilitation looks incredibly bright as Toronto Rehab joins the University Health Network (UHN).

These two key accomplishments – and the many more that each and every program has achieved this past year – have enabled us to generate a more seamless experience for patients, optimize patient flow, maximize health care resources, and deliver exceptional patient care that results in the best possible outcomes.

## electronic patient record milestone

Last year, we continued to evolve information technology infrastructure to ensure a more streamlined experience for caregivers and easier access to clinical tools that support timely decision making at the point of care.



Phase one of the Electronic Patient Record (EPR) project was successfully implemented on all sites. This initial phase included the addition of more than 300 new workstations and 30 workstations-on-

wheels which allow clinicians to bring computers directly to the bedside. The introduction of an EPR also means health care workers have timely access to lab orders and results and introduces new tools that support our drive to provide safe care more effectively.



### overcoming mountains

Dr. Arthur Helman discovered he had a blockage in his heart that required immediate surgery. But that didn't stop him from his dream of a trip to the Patagonia Mountains in Argentina. Thanks to cardiac rehab, the family physician made the journey of his life.

Find out more online: [torontorehab.com](http://torontorehab.com)



### **a distinction in stroke care**

With last year's accreditation survey, we participated in a review by Accreditation Canada and the Canadian Stroke Network. This review evaluated our stroke rehabilitation service for consideration for an Award of Distinction, a mark of leadership and innovation in stroke care. We are pleased to report that our stroke rehabilitation service is the first rehab program in Canada to receive this distinction.

Find out more online: [torontorehab.com](http://torontorehab.com)

## **looking ahead**

Over the past 12 years we've influenced better patient outcomes, enhanced the quality and performance of our clinical programs, developed new models of care and established leading practices that have been shared with others across the province. These accomplishments are testament to the compassionate, skilled and hard-working efforts of the clinical, medical and support staff who interact with and care for patients on a daily basis.

The future for rehabilitation looks incredibly bright as Toronto Rehab joins Princess Margaret, Toronto General and Toronto Western as the newest hospital of the University Health Network (UHN). This integration means we will be able to initiate rehabilitation much sooner in the treatment process and ensure greater continuity of care through the different stages of recovery. In this way, we will improve not only the quality of care patients receive but the nature of their experiences, thus building on the already exceptional work of our collective teams.











**The expansion of our University Centre is providing better spaces for patient care, scientific discovery and innovation. And we're not done yet.**

The redevelopment of our University Centre – which includes the construction of a new wing, renovations to existing facilities and the development of new state-of-the-art research environments – reached a major milestone as the first patients to move into the newly constructed wing were welcomed in February 2011. The new wing is nearly fully occupied, with plans to welcome inpatient and outpatient programs from our Hillcrest Centre later this year. Scientists have also moved into several new research

labs and team environments, with more to come by the fall of 2011.

The building of the new wing commenced in the summer of 2007 with the demolition of the former three-story south wing. Within a year, construction for the new 13-storey tower had begun and excitement mounted among our staff, scientists, students and volunteers. Four years later, what was once a vision for improved spaces more conducive to quality care, education and research innovation is now a reality.

The project is part of a major capital initiative funded by Toronto Rehab, the Toronto Rehab Foundation and the province's ReNew Ontario plan, as well as through federal and provincial infrastructure research grants.





research:

**Toronto Rehab's research program** has grown to become one of the largest and **fastest growing enterprises of its kind** in the world. And it's poised to become even more.

This past year, our scientists and clinicians continued to advance rehabilitation science in new and exciting ways. These efforts have led not just to new knowledge and insights applicable to clinical practice and health policy, but to the development of new products and technologies that will help improve the lives of people living with disabling injury or illness or age-related health conditions at home and in the community.

## **an increased emphasis on outcomes and impact**

Toronto Rehab research is about impact -- improving patient outcomes and the performance of the health care system. We believe in demonstrating value of our research efforts and the investments made in this work.

Our goal-oriented research planning exercise that we do annually for the Ministry of Health and Long-Term Care forms our "accountability framework" that allows us to monitor and refine how our research is influencing clinical practice and health care decision-making. Knowledge translation is a major thrust of our research program. Through a partnership with scientists and clinicians we introduced Ontario's first balance, falls and mobility

clinic designed to test a patient's ability to recover from perturbations, generate knowledge around the results of these testing and help influence stroke rehabilitation practice. Today, all patients in our stroke rehab service are assessed at the clinic to inform therapeutic interventions and further expand our understanding of the impact of

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stroke and brain injury on balance and mobility. This model has now been adapted for use in several rehabilitation centres and long-term care homes in Ontario.

Today, all patients in our stroke rehab service are assessed at the clinic to inform therapeutic interventions...

In the first randomized clinical trial in people with incomplete spinal cord injury, functional electrical stimulation (FES) therapy – the use of a machine that provides short bursts of electricity to paralyzed muscles – worked better than conventional occupational therapy alone to increase a patient's ability to pick up and hold objects. Ongoing development of this unique application of FES technology holds tremendous future promise for people with spinal cord injuries as well as brain injury and stroke.



### **new research chair announced**

Last year, Alex Mihailidis was formally named the Barbara Stymiest Chair in Rehabilitation Research Technology, the newest of four research chairs now in place at Toronto Rehab. This work will focus on the ongoing development of AI technologies and robotics for use in the home, in the care setting and in the community.

Find out more online: [torontorehab.com](https://torontorehab.com)



### **Toronto Rehab co-hosts international conferences on aging and disability**

One thousand one hundred and ten delegates, 97 exhibitors and representatives from 39 different countries came together at the 2011 Festival of International Conferences on Caregiving, Disability, Aging and Technology (FICCDAT). Held every four years, the 2011 FICCDAT brought together six unique conferences all focused on enhancing the lives of seniors, persons with disabilities and their caregivers.

Find out more online: [torontorehab.com](http://torontorehab.com)

## **innovation in the right hands**

We continue our focus on accelerating innovation and the commercialization of research to ensure that new tools, technologies and devices can reach the market – including health care professionals and consumers – as quickly as possible. There are currently a dozen products that are either licensed or in advanced stages of commercialization at Toronto Rehab.

One example is HandyAudit. Hand hygiene is one of the most important factors in the prevention and management of infectious illnesses, particularly in hospital environments. Currently, health care worker hand hygiene compliance is part of the provincially mandated public reporting program; however, a consistent and reliable mechanism was required to monitor hand hygiene compliance and, in turn, help organizations ensure compliance data is not only accurate but are the best they can be to help protect patients and health care workers.

Scientists at Toronto Rehab developed and implemented HandyAudit, a hand-held system that accurately tracks hand hygiene compliance data in a health care setting. Last year, this new system was adopted by 20 CAHO hospitals across the province and four other organizations. Results so far have been encouraging.

...in Ontario almost a third of families provide constant care for someone at home...

## **alignment with health system priorities**

When we consider the Aging at Home Strategy and the issues surrounding Alternate Level of Care in the province, research aimed at helping people remain at home or their home environment longer is one important way to contribute to supporting these initiatives.

Statistics show that in Ontario almost a third of families provide constant care for someone at home, and that almost half of family caregivers report a high level of physical and mental stress. A grant received last spring from the Ministry of Research and Innovation's Ontario Research Fund -Research Excellence Program will fund the development of innovative products and technologies. The use of artificial intelligence (AI) technology that

detects when someone has fallen in the home and can communicate with emergency personnel is one example of our research to support people who want to stay in their own homes.

Research is also aimed at helping to inform clinical practice and improve timelier and more efficient access to prevention and treatment. An example of this is our at-home sleep apnea detection system, where use of this novel system may help detect problems earlier, potentially leading to increased diagnosis and earlier treatment. When we consider the findings of a study released last year showing the benefits of sleep apnea therapy in stroke care, and the link between sleep apnea and stroke risk, the implications of such new technology become apparent.

Our research is also informing system planning. Scientists are currently working with the Ministry of Health and Long-Term Care to collect wait times information for home and community support services for people with physical disabilities. And we're currently developing an evaluation methodology to determine how best to measure and report on research investments in health technologies and clinical innovations across the province.

## opening the doors to a new research world

This past spring, we hosted our 2nd Festival of International Conferences on Caregiving, Disability, Aging and Technology (FICCDAT) with the March of Dimes. This festival of six conferences is held every four years and represents a coming together of scientists from around the world to learn about and share the latest information and research in this exciting and emerging field.

We have also made tremendous progress on the development and commissioning of our new state-of-the-art research environments called iDAPT, which will be home to some of the most advanced rehabilitation research labs in the world.

As we set our sights on a Fall 2011 launch, we hope to attract significant interest in these labs and workshops leading up to and following our exciting unveiling. These labs will provide new ways to test innovations, mobility devices, home-based technologies and new clinical practices in real-world environments.

In all, 14 new labs and workshops will make up the iDAPT research environment once complete.

## recognition of a one-of-a-kind program

Of great significance to the evolution of our research program is the regular review by the International Scientific Advisory Committee (ISAC). Our third and most recent ISAC review was conducted in April of this year and featured formal discussions with our research teams and interactive presentations by scientists over two days.

The survey team acknowledged the positive atmosphere, sense of belonging, pride in accomplishments and the evolution of the research program since the group's last

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review three years ago. A particular strength noted by ISAC reviewers was the positive feedback received by students and our scholarship for graduate students with disabilities, which is now in its sixth year thanks to the generosity of TD Bank Financial Group. In fact, the very first recipient of this scholarship received her PhD in 2010. They also remarked on our iDAPT research environments. They believe, as do we, that these state-of-the-art environments will foster development and collaboration with researchers from all over the world. These facilities which feature cutting edge technology that is, for the most part, unavailable or only partially available to researchers in rehabilitation science in other centres worldwide.

In their formal report, the ISAC team was highly complementary: *“The overall excellence and productivity of the research teams, the new research space and equipment and the potential of iDAPT bode well for an organization that has already become one of the best in the world in the field of rehabilitation.”*

*“The ISAC review was a tremendous success,”* says Geoff Fernie, Vice President, Research. *“It reinforces how proud I am of the efforts and excellence of our researchers, staff and students.”*

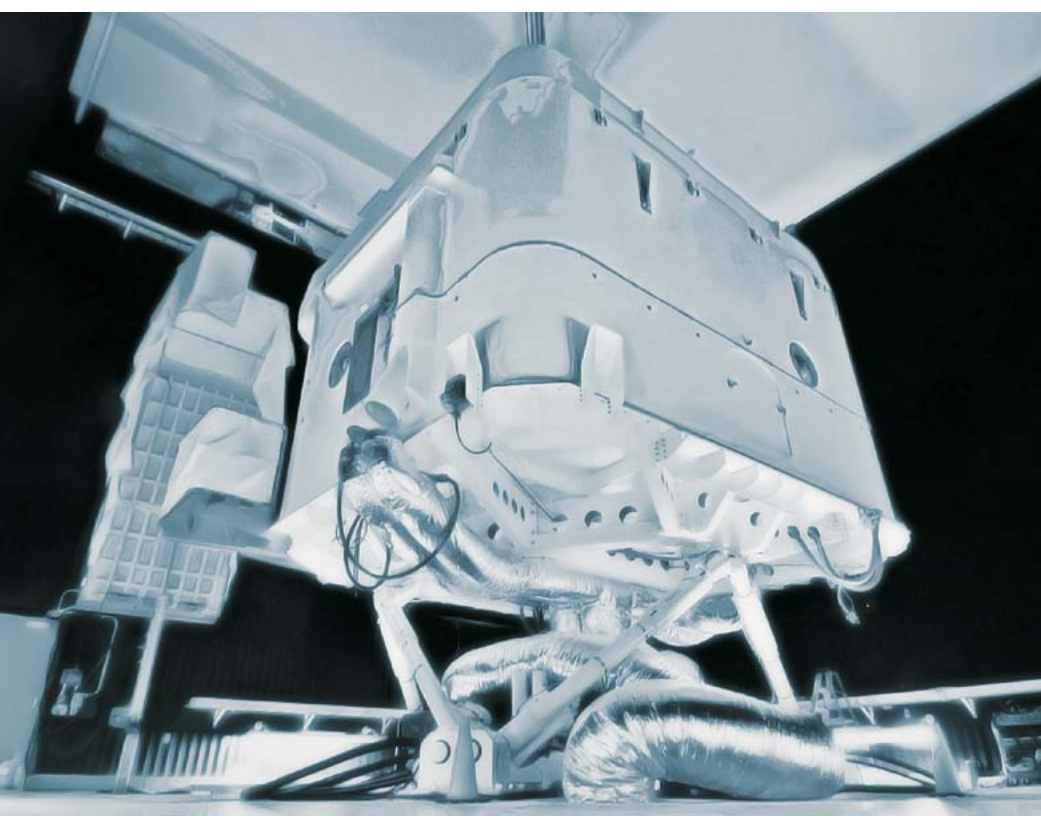
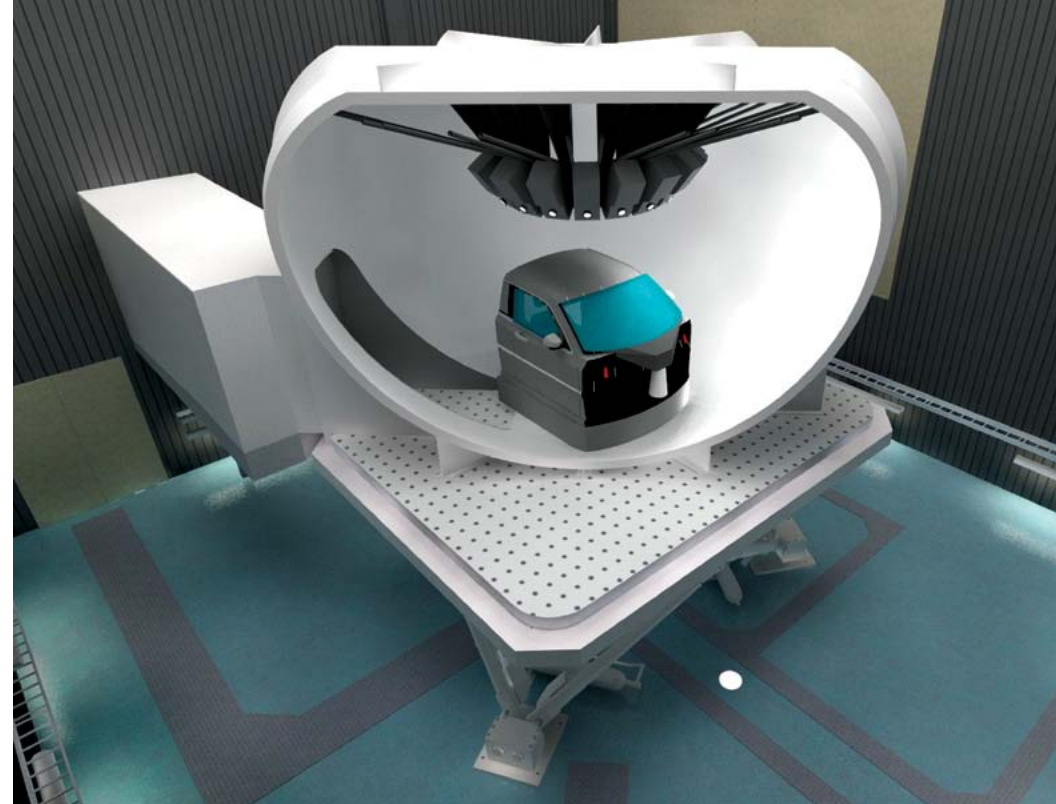
## looking ahead

As we shared in our most recent research program report, Plus 10, this next year for the Toronto Rehab research program will be pivotal as we continue to expand the influence of rehabilitation research nationally and internationally and introduce new, leading-edge research facilities that will help accelerate research innovation.

Just as important will be the coming together of Toronto Rehab and University Health Network, which will undoubtedly create a critical mass of ingenuity – a hotbed of ideas, experiences, skills and expertise that will propel rehabilitation research forward and influence patient outcomes in new and exciting ways across the entire health care continuum.

Scientists, students and clinical researchers look forward to the possibilities that await rehabilitation science as a result of this integration -- possibilities that will revolutionize rehabilitation and maximize life for patients, their families and others affected by disabling injury or illness in the province, the country and beyond.







# Our research is advancing rehabilitation. New state-of-the-art labs and environments are set to revolutionize it.

Motion tracking systems. 3D streetscapes. Snow and ice. Tilting floors. These are just some of the extraordinary features of Toronto Rehab's new research and development facilities, opening in 2011. With over 65,000 square feet of new and renovated labs, workshops and other research spaces, the \$36-million facilities take rehab research to a whole new level.

A central feature is the huge hydraulic motion simulator, located deep below the hospital's University Centre. One of the most advanced simulators in the world, it rolls, tilts and even has a moveable ice floor. *"We've brought*

*the real world into the lab,"* says Dr. Geoff Fernie, Vice President, Research, *"so that researchers can safely and accurately study how older adults and people with disabilities interact with their environment."*

The goal: to develop practical solutions that will help people live as fully and independently as possible. Using a large crane, several labs can be lifted on and off the simulator base, providing different 'settings' in which to carry out studies—such as busy streetscapes, stairs and snowy surfaces.

*"This is revolutionary because, until now, scientists have been limited by a lack of research facilities where ideas can be cultivated, tested and applied in the real world,"* says Dr. Fernie.

There are also newly created or renovated spaces to study sleep, stroke, mobility and biomechanics, to name but a few other areas of investigation. A cutting-edge design studio and workshops provide a unique environment where products, such as assistive devices and rehabilitation robots, can be designed, prototyped, studied and tested with patients.

Built in collaboration with U of T, the new spaces were funded through the support of the Canada Foundation for Innovation, the Ontario Innovation Trust, Ontario Ministry of Research and Innovation, Toronto Rehab Foundation and our corporate partners.



**education:**

**The quality of education determines one's perspective and understanding.** The growing value of interprofessional education is that it can influence the development of new insights and collaborative practice.

As we prepare for an exciting future with our largest academic health science partner, the University Health Network, we will build on the achievements of another successful year within our education portfolio.

## growing the influence of interprofessional education

Our focus this past year was on further advancing interprofessional education (IPE) and collaborative practice, providing exceptional clinical placement experiences and helping enhance education for healthcare providers, patients and their families. As a founding partner of the Centre for IPE at the University of Toronto, alongside the University Health Network, we have continued to play an influential role in interprofessional education not just in Ontario but throughout Canada.

As of this past year, all 13 TAHSN (Toronto Academic Health Sciences Network) hospitals now have established a structured IPE placement program that was first developed at Toronto Rehab in 2004.

And the influence of IPE is being felt not just here in Ontario, but in other jurisdictions. Staff from Toronto

Rehab have shared learning about IPE and provide input on the development of formal IPE programs at organizations from as far away as St John's, Newfoundland and Halifax, Nova Scotia.

...we play an influential role in interprofessional education...

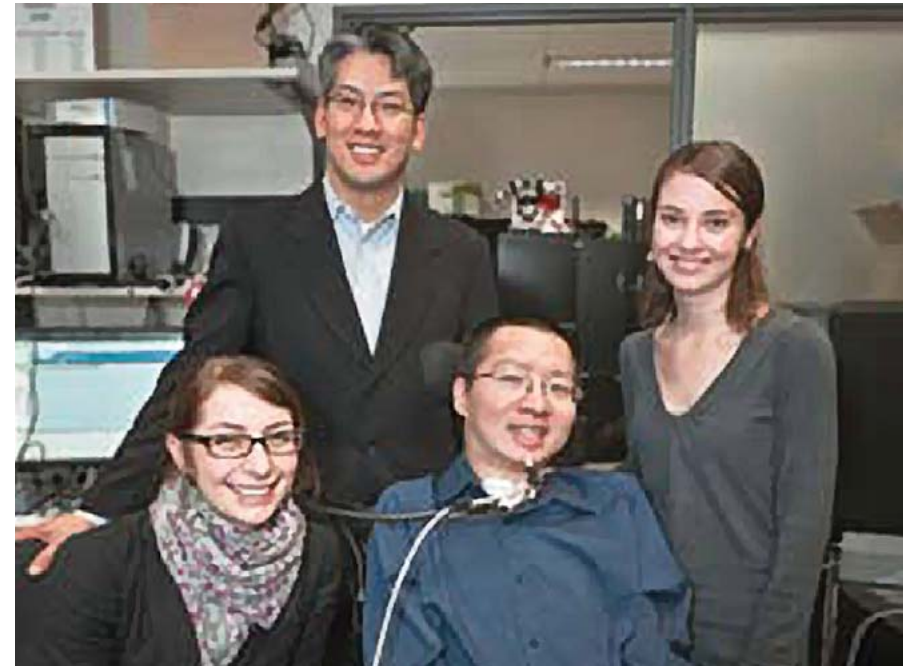
Efforts are now increasingly focused on equipping staff and students with tools to apply what they have learned in their IPE experiences to everyday collaborative practice. To support the application of IPE at work, last year we developed a unique Interprofessional Collaboration Toolkit and made it available to all professionals.

## providing exceptional student experiences

As an academic health sciences centre affiliated with the University of Toronto, we make quality student experiences a top priority. Last year, we supported the placement of 558 students from 39 post-secondary institutions.

But we don't judge quality by quantity: we focus also on the value of these experiences. Satisfaction with the student placement experience remains quite high. Nearly 97% of students who were placed at Toronto Rehab last year reported high satisfaction with our program, with the vast majority likely to recommend Toronto Rehab for placement. University of Toronto also recognized our exceptional contributions to education with several awards for Toronto rehab staff this past year.

Of particular note regarding our placement program and the growth of IPE is our partnership with George Brown College to create an IPE clinical placement experience for internationally trained nurses. This pilot program, the first ever of its kind in Canada, was exceptionally well received by students and by the project partners.



### realizing his dreams

Eric Wan knows the profound impact that technology can have on helping people with disabilities lead more fulfilling and productive lives. The graduate student has helped children with disabilities gain some independence through the use of rehabilitation engineering technology. And he's the latest recipient of a unique scholarship at Toronto Rehab for graduate students with disabilities wishing to pursue a career in rehab research.

Find out more online: [torontorehab.com](http://torontorehab.com)

## conferences draw thousands to best practice learnings

Toronto Rehab provides continuing education events through its Conferences Services program as a way to facilitate knowledge transfer and information exchange with health professionals from all over the world as well as support the learning and development of our own people. We also continued our focus on providing exceptional learning opportunities for our staff internally via formal workshops and every day at the point of care.

Last year, we hosted a record 26 continuing professional education events which attracted close to 2,000 practicing professionals. In itself, this is a significant accomplishment; however, like our educational placement experiences, we measure value also through satisfaction of those who participate in our conferences. In this case, the satisfaction score of 90% has proven, as it has in each year we have offered this program, that participants find great value in these learning opportunities.



Participants have demonstrated significant improvements in the ability to direct one's own care.

## patient and family education

For health care consumers, information is powerful. We know that improving health literacy can have a major impact on satisfaction and outcomes, one's ability to make informed care decisions.



This past spring, we launched a new website, [spinalcordconnections.ca](http://spinalcordconnections.ca), which in partnership with the Canadian Paraplegic Association (Ontario) provides a comprehensive and up to date online source for information about spinal cord injury and disease.

Last year, we piloted a facilitated peer support program in our Complex Continuing Care Program at the E.W. Bickle

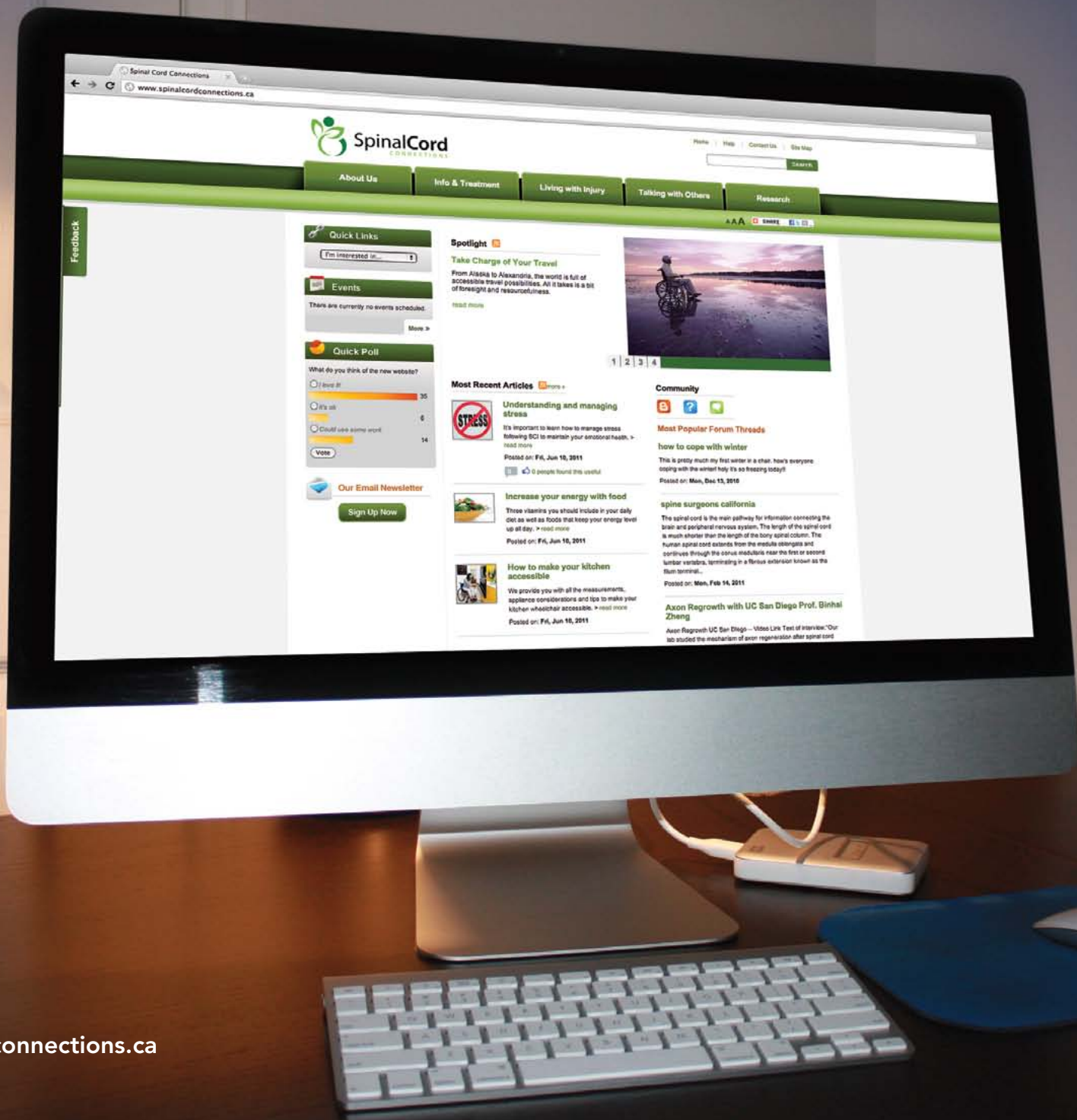
Centre. The program was designed to help patients around common issues such as adaption, acceptance and well being through self-management skills development and support. Results have shown that participants have demonstrated significant improvements, particularly in communication and ability to understand and direct one's

own care. We are now focused on sustaining the program based on our learnings at the E.W. Bickle Centre as well as another pilot project that introduced a new peer navigator role, in partnership with UHN, for musculoskeletal rehabilitation patients.

## looking ahead

Toronto Rehab's integration with University Health Network (UHN) is a milestone in our collective leadership in interprofessional education, clinical education and in the partnership we share with the University of Toronto. The leadership that we've shared and the efforts we've invested in IPE since its inception in the province will likely only grow in its ability to influence the development of a truly province-wide approach to IPE and collaborative practice.





website:  
spinalcordconnections.ca



**It's easy to find health information online, hard to find information that can be trusted.**

**A new website is making it a whole lot easier for people with spinal cord injuries to find quality information they can use for a healthier, more independent life.**

The first of its kind, Spinal Cord Connections is a new and innovative online resource and community geared to people living with spinal cord injury or disease, their families, and community-based health and service providers. From leading-edge research and interactive e-learning courses, to community resource links, Spinal Cord Connections gives people access to the best available information to live healthier, independent lives.

Toronto Rehab and CPA Ontario jointly developed the SCC website with both organizations contributing clinical, research, patient care and community-service expertise and content. Other organizations, including Alberta Health Services, also are valued content partners. Future site growth is made possible thanks to Toronto Rehab Foundation.



people:

**Our focus on people is by design.** We believe that we can't provide leading health services, education and research without first supporting the growth, development and wellness of our greatest assets.

Since the creation of Toronto Rehab, our people – staff, physicians, volunteers – have figured prominently in each strategic and operating plan in the past 12 years. We believe that our success as a leading rehabilitation sciences centre is defined not just by the experiences of patients and families, but also by the experiences of those who care for and support them each and every day.

## **building healthy work environments**

Creating a place for staff, physicians, volunteers and students feel a part of a team is an important part of what we do. It reflects our interprofessional teamwork philosophy and fosters a positive work culture in which people are engaged, informed and involved.

The results from last year's staff and physician satisfaction surveys revealed major improvements over the previous surveys and established Toronto Rehab as a leading performer in the areas of communication, teamwork, respect, employee commitment and safety. This is due in part to our focus on health and wellness and our commitment to open and timely communication and professional growth and development.

We encourage participation in health and wellness activities for staff, physicians and volunteers throughout the year. We even encourage healthy competition, such as through the annual Inter Hospital Health Challenge, to help employees embrace healthy lifestyles and have fun doing it. And embrace it they have, as the Toronto Rehab team has won this wellness challenge for two consecutive years.

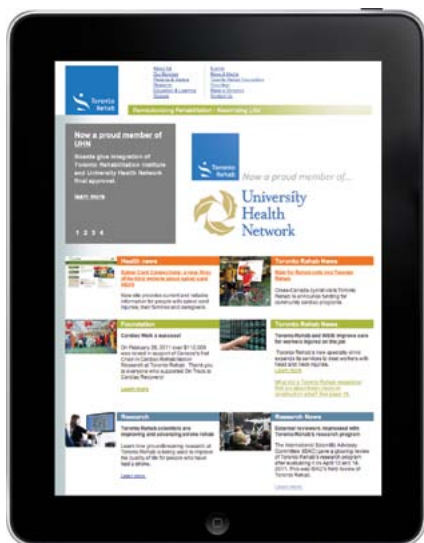
We also introduced our Take 5 safety program aimed at providing monthly updates, information and education on safety tips for work and play. The program has been tremendously successful at helping to draw attention to safe practices and to developing an engaged and healthy workforce.



## improving access to education and options via technology

Technology is an enabler. It removes barriers to participation by improving access to information in multiple formats. In an increasingly fast-paced health services environment, using technology to make it easier to serve staff better is a priority.

Last year, we expanded our e-learning system that has shown tremendous benefits in improving access to timely and important education modules for employees and physicians. This system now features more than 30 modules (and growing) focusing on such topics as clinical best practices, emergency preparedness, safety and infection control. Since its deployment, staff and physicians have completed more than 5,000 courses, reporting an astounding 98% satisfaction rate with the new e-learning centre.



### Toronto Rehab inter-hospital health challenge champions second year in a row

Toronto Rehab brought home the trophy for the second year in a row as the winner of the Inter-Hospital Health Challenge. During the month of May, the fun competition challenged teams of employees, students, and volunteers from 10 participating hospitals in the Toronto area.

Find out more online: [torontorehab.com](http://torontorehab.com)



### **a top employer**

In recognition of our efforts in supporting work-life balance, providing supports for staff and building a healthy work environments, last fall Toronto Rehab was selected as one of the GTA's top employers for 2011 in an annual review by the Globe and Mail and Eluta.ca, a popular job search engine.

Find out more online: [torontorehab.com](http://torontorehab.com)

## **fostering professional growth and development**

As an academic health sciences organization we fully believe in providing opportunities to support our people to enhance their skills, knowledge and expertise. And we do this because we know that by supporting the growth of our people, our patients and families will be the beneficiaries of an engaged and skilled health care team.

Last year, we supported nearly 100 employees through our tuition bursary fund and to offer educational opportunities to support future and current leaders at Toronto Rehab. Satisfaction levels in these programs remains very high, indicative of both the quality of the educational opportunities we are able to provide as well as the ongoing appetite among our people to grow and learn.

Also last year, for the first time, we introduced a physician development program, creating educational opportunities specifically relevant to our medical staff. The results were encouraging, with a satisfaction rating of 90% among those who attended these programs.

## engaging people through social media

The use of social media within Ontario health care settings became more than just a new way to communicate. Social media is an increasingly vital tool with which to engage our communities in different ways.

Our people have driven innovation, quality and exceptional patient care...

In 2010, we formally launched our Facebook, Twitter and YouTube social media and networking channels, which all played major roles in our Rehabilitation Saves Life public awareness campaign to draw attention to the work of Toronto Rehab. In just under a year, we welcomed nearly 150 Facebook 'friends', nearly 1,000 Twitter 'followers' and generated more than 22,000 YouTube video views.

## looking head

Our people have driven innovation, quality and exceptional patient care and they've won prestigious awards and commendations - too numerous to mention here - for their work in research, patient care and education. Members of the senior team and Board of Directors are extremely proud of their efforts and accomplishments.

The year ahead for Toronto Rehab's people is one filled with excitement and tremendous potential as we begin the process of integration with the University Health Network (UHN), an organization that shares our core people values and dedication to patient-centred care. As both organizations will formalize what it means to be truly integrated over the coming months, the newest addition to the UHN family is well positioned to firmly establish rehabilitation as an integral part within an integrated health system.







**Haiti was rocked by an earthquake that injured thousands and devastated the island's infrastructure. But it didn't take away the power of the human spirit.**

Marie Gerome is learning to walk. Jean Wesley is finishing the last few months of his degree in economics. Esterlin is happy at home with her family. Nadia is now a rehab support worker. And Erlouse is walking again.

All of them are stories of triumph and of the power of the human spirit in overcoming adversity — made possible through the efforts of Toronto Rehab staff who travelled to Haiti last year to aid those affected by an earthquake that devastated the island nation in January 2010'. Toronto Rehab wrapped up its efforts in Haiti last June. Yet the outcome of the contributions made by the staff and physicians who provided expert and compassionate care are lasting.

Following these efforts in Cap Haitien, Toronto Rehab recently sponsored the attendance of Dr. Fritzgerald Moise to the National SCI Conference in Niagara. He is one of a handful of rehabilitation specialists working in Haiti who is now helping to spearhead the development of spinal cord injury medicine in the country.

*"Toronto Rehab's role was vital in helping individuals survive the initial vulnerable period,"* says Dr. Anthony (Tony) Burns, Medical Director, Spinal Cord Rehabilitation Program.

While construction has now begun for a new rehabilitation centre, another building has also been remodeled for inpatient and outpatient rehabilitation services.

*"Our efforts were the start of a process that has led to the first SCI unit in northern Haiti. This was nonexistent before."*



**report from the Foundation President and Chair:**

Over the past 12 years our donors have helped to revolutionize rehabilitation and maximize life.  
**And the future is brighter than ever.**

At the Toronto Rehab Foundation, we are proud and privileged to be a member of a dedicated community of patients, caregivers, family, friends, volunteers, donors and researchers. Together we are all working passionately to make Toronto Rehab a place where people overcome some of life's greatest challenges, where scientists discover new ways to improve mobility and independence and where students learn to be the best they can be.

## **advancements in patient care**

Each year, the Foundation makes grants to support advancements in patient care, research and education. Last year, the Foundation made grants of \$8.4 million for capital projects and \$3.9 million for research and other programs, totalling \$12.3 million – the largest annual grant total in Toronto Rehab's history.

Toronto Rehab Foundation has provided more than \$51 million to Toronto Rehab since 1998. These funds have enabled major capital projects and research initiatives that have contributed to Toronto Rehab's reputation as a leader in rehabilitation science.

## **redevelopment**

The most significant capital project ever undertaken at Toronto Rehab is the redevelopment of the University Centre, located in the heart of the discovery district in downtown Toronto. Made possible through government support and major contributions from Toronto Rehab Foundation donors, the redevelopment of the University Centre is in its final stage. The official opening of the building is expected to be held later in 2011.

We also welcomed the completion of renovation projects at our Lyndhurst Centre and E.W. Bickle Centre. These projects, funded through government support and private donations, are designed to help provide a better environment for patients and their families within the



spinal cord rehab and complex continuing care programs.

The support of individual and corporate donors has been instrumental in these activities and will continue to play an important role as we look to further enhance the patient care and research environments at each of our sites.

## advancing rehabilitation science

Our fall 2010 Chair's Council reception was held in the new research environment located belowground in our newly constructed University Centre wing. It was very exciting for the Board and a number of special guests who were among the first to see the state-of-the-art research laboratories that will represent the world's most advanced rehabilitation research environments. These labs – part of the iDAPT research program – will be officially opened later in 2011 and will propel Toronto Rehab's research program onto the world stage.

We have also continued to provide annual operating grants to the growing research program, supported the work of research chairs and established a new research chair. Thanks to our donors, the research conducted at Toronto Rehab is world leading and has only just begun to influence better patient outcomes and quality of life.



### annual staff soccer tournament scores a fundraising goal to improve patient care

What do you get when you put together a spirited group of Toronto Rehab employees, a soccer ball and a friendly wager? The birth of an annual recreational, co-ed soccer tourney to raise money for the hospital. Now in its fourth official year, more than 300 players have participated in the G-O-O-O-O-A-L! Soccer Championship, raising funds for Toronto Rehab's programs.

Find out more online: [torontorehab.com](http://torontorehab.com)



### **on track to cardiac recovery fundraising walk**

Our popular On Track to Cardiac Recovery fundraising walk raised \$117,000 last year in support of the development of Toronto Rehab's first Chair in Cardiac Rehabilitation Research. Event participants enjoyed a one hour fun-filled walk, followed by a heart healthy lunch. Registrants also visited our Passport to Health exhibition that offered quick tips on Cardiac Health and self-diagnostic stations.

Find out more online: [torontorehab.com](http://torontorehab.com)

## **our volunteers lead the way**

As we reflect on what we have accomplished at Toronto Rehab Foundation, we recognize that our ability to build a strong and growing donor community would not have been possible without the dedication, commitment and hard work of our volunteers. From those who lead or assist at special events to those who help provide important governance and leadership through our Board and committees, volunteers are very much a part of Toronto Rehab's family.

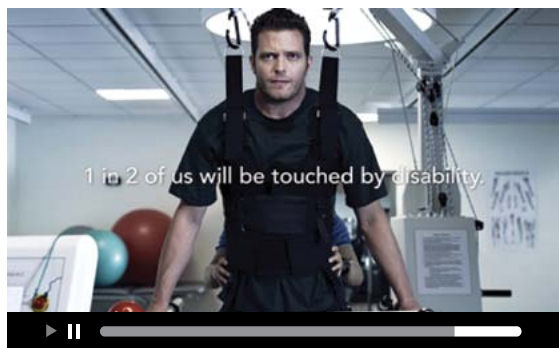
This past year, we welcomed five new directors to our Foundation Board: Carrie Cook, Managing Director, Investment Banking, RBC; Michael A. Eizenga, Partner, Litigation at Bennett Jones LLP; Joni Fernandes, lawyer and legal consultant; Terrence J. O'Sullivan, Partner at Lax O'Sullivan Scott Lisus LLP and Mitchell J. Sanders, Partner, Goldman, Spring, Kichler & Sanders LLP.

We also bid farewell and best wishes to David Taylor, who is stepping down as director and treasurer. We thank David for his efforts and thank all of our directors for their belief in the importance of our work and the profound impact we have on patients and their families.

## drawing attention to Toronto Rehab's rehabilitation, clinical and research innovations

Toronto Rehab has earned a reputation as a leader in rehabilitation. Our challenge is to promote understanding in how truly amazing and inspiring this work is in helping people get their lives back after a major health event.

Last year we launched a major awareness campaign aimed at improving public understanding of the patient care and research innovations at Toronto Rehab and demonstrating how rehabilitation truly saves life. Results have shown that the campaign has been effective, raising the profile of the



efforts of our scientists and clinical care experts and the importance of rehabilitation on people's lives.

Watch our TV commercial and listen to our radio commercials at: [torontorehab.com](http://torontorehab.com)

## looking ahead

Over the coming months as Toronto Rehab and the University Health Network – a family of academic health sciences hospitals comprised of Toronto General, Toronto Western and Princess Margaret – come together as a new organization, the Toronto Rehab Foundation remains steadfastly committed to advancing rehabilitation science. We focus our efforts on providing donor opportunities that make a true difference in one's life.

We wish to acknowledge the bold efforts of Sheila Hicks, who served as Foundation President from 2002 before retiring in 2010. Sheila's leadership laid the groundwork for our current and future success. We also wish to recognize the exceptional leadership of Mark Rochon, president and CEO of Toronto Rehab, whose vision for an integrated health system in which rehabilitation science plays an increasingly important and vital role is fast becoming a reality.

This vision, we believe, will continue to inspire our donors and help us fulfill our commitment to rehabilitation care, research and education.

*Tim Casgrain, Chair, Board of Directors*

*Cindy Yelle, President*







**about Toronto Rehab:**

Just as advancements in medicine help save lives, **rehabilitation saves life** by helping people living with disabling injury or illness regain abilities, hope, dignity, independence and quality of life.

For many people, a health crisis such as stroke, brain injury, heart attack, spinal cord injury, cancer or Alzheimer's disease is a life-changing experience. An aging and growing population, medical advances that save and prolong lives, and a rise in the prevalence of chronic disease all mean that the demand for rehabilitation services will only increase.

One of North America's leading rehabilitation sciences centres, Toronto Rehab is revolutionizing rehabilitation by helping people overcome the challenges of disabling injury, illness or age related health conditions to live active, healthier, more independent lives. We integrate innovative patient care, groundbreaking research and diverse education to build healthier communities and advance the role of rehabilitation in the health system.

**We do this by:**

- *Delivering quality education to health care professionals, patients, families and the public;*
- *Engaging in robust and leading-edge research in the fastest growing and most advanced rehabilitation research program of its kind in the world;*

- *Extending the influence of rehabilitation in our healthcare system and sharing our knowledge and discoveries with others to help meet the demands of a growing, aging and diverse community;*
- *Caring for our patients and families through best practices and innovative programs that focus on maximizing a patient's full potential toward recovery;*
- *Inspiring teamwork and empowering our people in a collaborative environment that supports growth and development*

Toronto Rehab, along with Toronto Western, Toronto General and Princess Margaret Hospitals, is a member of the University Health Network and affiliated with the University of Toronto.

## our programs

**Cardiac Rehabilitation and Secondary Prevention** helps people who have had, or are at risk of, heart disease, diabetes or stroke lead healthier lives. This program is the largest of its kind in Canada. Location: Rumsey Centre

**Geriatric Rehabilitation** supports older people recovering from complex injuries or living with dementia and other age-related conditions to be able to live safely and as independently as possible. Location: University Centre

**Musculoskeletal Rehabilitation** helps people who had joint replacement surgery, sustained multiple injuries or who have osteoporosis or cancer. Location: Hillcrest Centre



**Neuro Rehabilitation** helps people regain ability and independence following a stroke or brain injury, multiple sclerosis or concussion. The stroke service is a recognized leader in stroke rehabilitation. Location: University and Rumsey Centre

**Complex Continuing Care** improves the quality of life for those affected by chronic and complex injuries or illnesses. Location: E.W. Bickle Centre

**Spinal Cord Rehabilitation** empowers people who live with a spinal cord injury or illness to live as healthy and independently as possible in the community. This program is the largest of its kind in Canada. Location: Lyndhurst Centre

**Long-Term Care** provides care and support within a residential setting for the frail as well as younger and older adults no longer able to live on their own. Location: Lakeside Centre

# 2010/11 financial performance

## programs and services activity

As of March 31, 2011, Toronto Rehab operated 545 beds. Of these, 208 are dedicated to complex continuing care, 209 beds are for rehabilitation and 128 are for long-term care. The beds, occupancy rates and number of discharges by program in 2010/11 (fiscal 2011) are highlighted below.

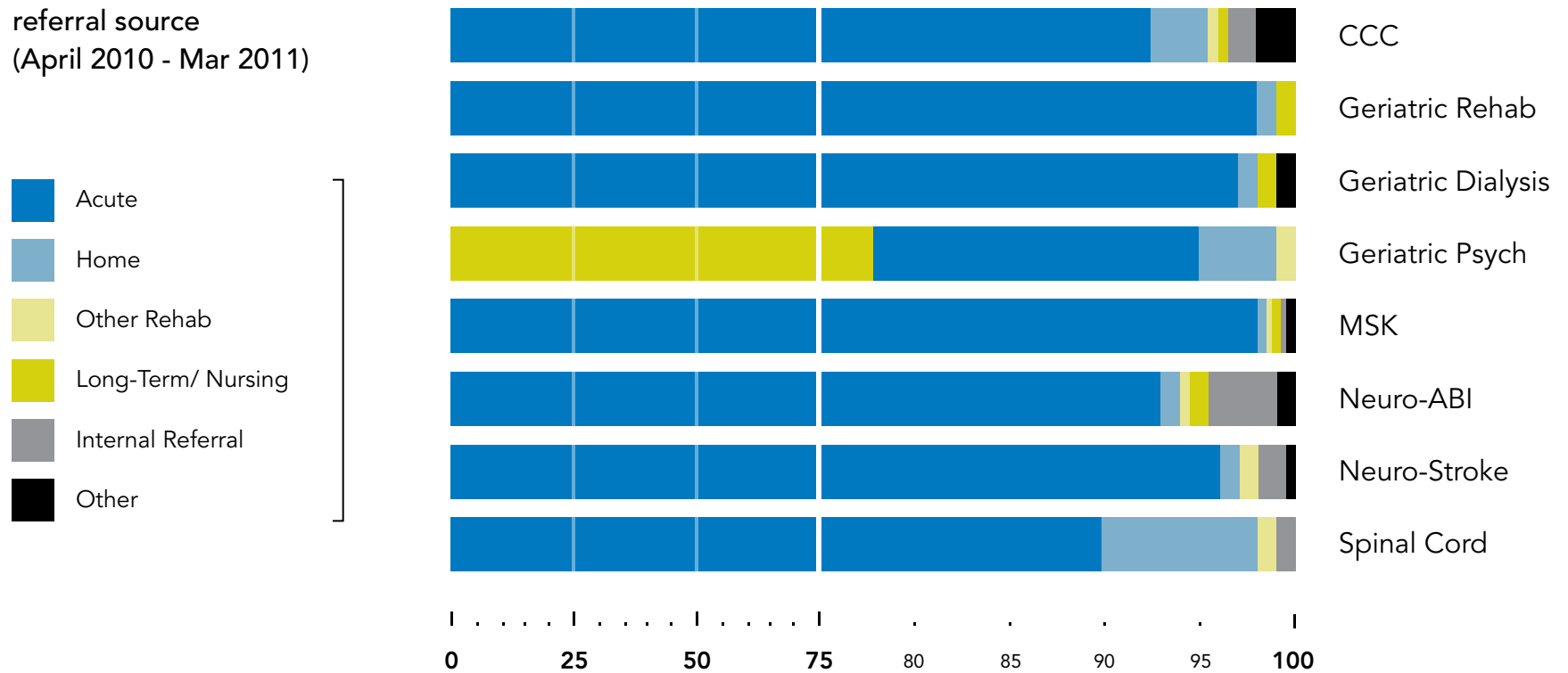
beds and discharges  
by program

	Cardiac Rehab	Complex Cont. Care	Geriatric Rehab	Musculo-skeletal Rehab	Neuro Rehab	Spinal Cord Rehab	Long Term Care	Total
Number of beds as of Mar 31 '11	out-patients only	208	45	60	47	57	128	545
Occupancy rate for '11 fiscal yr. (%)	N/A	88.1	85.6	86.9	91.7	83.6	99.0	90.2
Patients discharged in '11 fiscal yr.	N/A	426	329	1,075	397	274	18	2,519

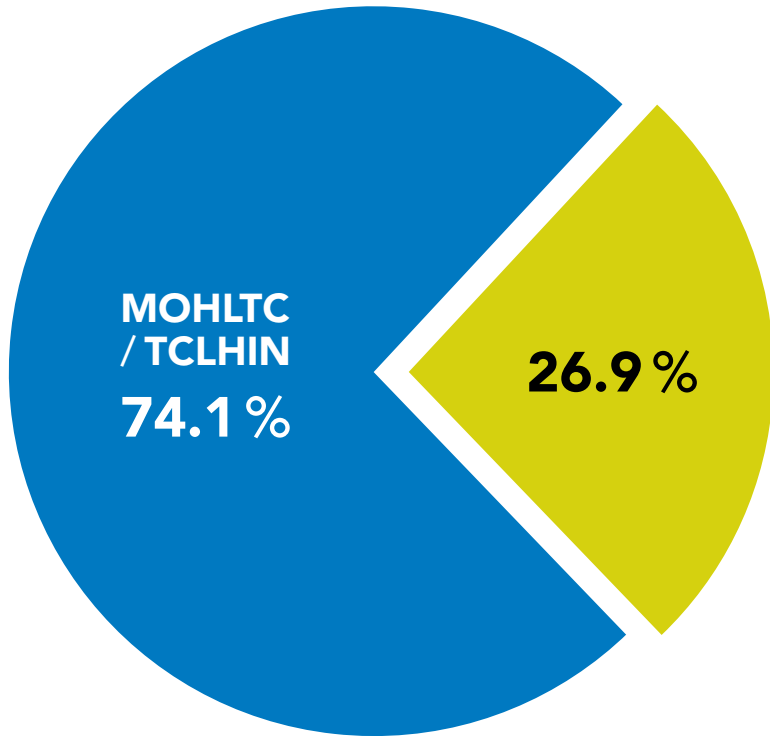


## referral sources

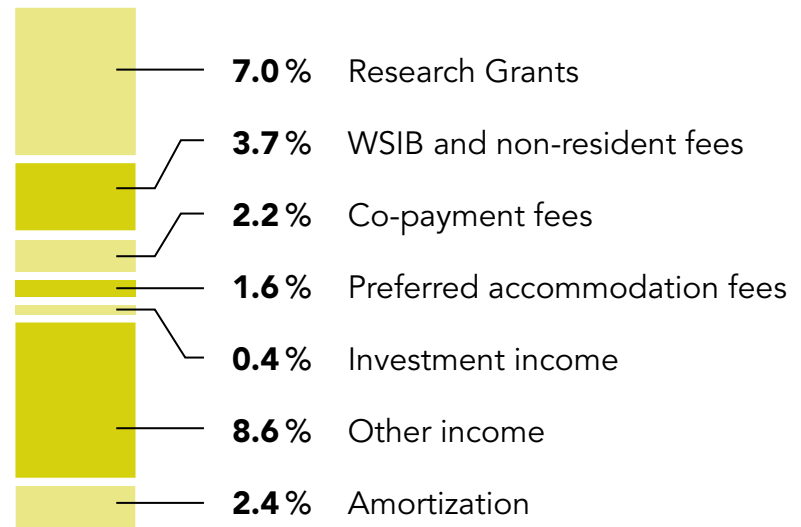
This chart indicates the referral sources for our complex continuing care and rehabilitation patients. For all services other than Geriatric Psychiatry, the majority of referrals (approximately 92.6% of all admissions) are from acute care hospitals.



## analysis of financial operations



26.9% breakdown:



The Hospital also benefits from a close relationship with the Toronto Rehabilitation Institute Foundation (Foundation). The Foundation's ongoing support of Toronto Rehab is focused on support for research programs and capital expenditures. During the reporting

year, the Foundation contributed approximately \$12.4 million in support of research chairs, research operations, the Hospital's share of major renovation and redevelopment projects, and other education and operating priorities.

## hospital service accountability agreement

The Hospital has a Hospital Services Accountability Agreement (H-SAA) with the Toronto Central Local Health Integration Network. The table below charts performance against set targets for the 2010/11 fiscal year.

Toronto Rehab also has a Long-Term Care Home Service Accountability Agreement (L-SAA) agreement in place with the TCLHIN related to the operation of the Lakeside Long-Term Care Centre (Lakeside), covering the July 1, 2010 – March 31, 2013 period. The L-SAA outlines a number of performance obligations

related to resident care and financial management that must be achieved by Lakeside. During the 2010/11 fiscal year, Lakeside complied with all aspects of its L-SAA. Toronto Rehab has contracted with Extendicare (Canada) Inc. to operate, manage and employ the staff in the Lakeside facility. Toronto Rehab owns the building, holds the license and is ultimately responsible for all aspects of the operation.

	TCLHIN Targets	TCLHIN Performance Corridor	Mar 31/11 Actual Results
Total Margin	0.00%	Cannot be below zero	0.51%
Current Ratio	1.06	0.8 - 2.00	1.10
Inpatient Rehab Days	67,389	> 63,581	66,223
CCC Weighted Days	73,268	> 72,593	73,487
Ambulatory Care Activity (Visits)	80,000	> 64,000	85,335

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For complete audited  
financial statements and  
management discussion  
and analysis, please  
download them from  
our website above.



University Health Network

Toronto General Hospital Toronto Western Hospital Princess Margaret Hospital



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