



Council of  
Academic Hospitals  
of Ontario



Leadership and Discovery for Tomorrow

2008-09  
Annual Report



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## Council of Academic Hospitals of Ontario

Council of Academic Hospitals of Ontario (CAHO) is the association of Ontario's 25 academic hospitals and their research institutions. CAHO provides a forum for collaboration and development of strategic initiatives, and communicates the contributions and issues of academic hospitals.

CAHO member hospitals are fully affiliated with a university medical or health sciences faculty. They provide the most complex and urgent care, teach the next generation of healthcare providers, and foster innovation through research and discovery.



## Message from the Chair

2008-09 marks the 20th anniversary of the Council of Academic Hospitals of Ontario. As an organization, CAHO has much to be proud of, having established itself over the years as a change agent and leader within the Ontario healthcare system.

This year, we maintained our focus on enhancing the unique value of academic hospitals. Ontario's academic hospitals are known as the providers of highly specialized tertiary and quaternary clinical services, serving the needs of patients from across the province and beyond. We train more than 90 percent of medical residents and 99 percent of clinical fellows, and conduct over 80 percent of Ontario's health research. This year, we continued to use our collective role to partner and strive for excellence.

Today, our province is the fourth largest biomedical research jurisdiction in North America. Our own base of 10,000 researchers in academic hospitals generates an enormous spin-off economy of new jobs and commercial opportunities. And these knowledge jobs are what Ontario needs to create a new future for our province. CAHO has engaged the Ontario Government and other partners in discussions about building self-sustaining momentum in the area of health innovation. We continue to keep the dialogue alive, with the aspiration of making Ontario the premier health research enterprise in the world.

I congratulate Mary Catherine Lindberg, Executive Director, and her team for another successful year. 2008-09 is CAHO's seventh and final year under the unparalleled leadership of Mary Catherine. Mary Catherine has been instrumental in producing many highly regarded and widely cited works, including several reports on the value of academic health sciences centres, a series on the future of health research, and numerous pieces of policy advice to the Ontario Government and our hospitals. I wish Mary Catherine the very best in her future endeavours and thank her for her tireless leadership.

A handwritten signature in black ink, appearing to read "J. Mapa". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

**Joseph Mapa**

Chair, CAHO Council  
President and CEO, Mount Sinai Hospital

## Message from the Executive Director



Under the leadership of Joseph Mapa, CAHO continued to champion meaningful change within the provincial healthcare arena in 2008-09, with a focus on building partnerships, advocating for health research, and demonstrating the value of academic health sciences centres.

CAHO led several initiatives which contributed to policy and program improvements within and beyond our hospitals. Notably, CAHO released Supporting Health Researchers to Come to Ontario, to Stay, and to Succeed, a report developed by the Council of Ontario Research Directors (CORD) which provides an in-depth view of Ontario's current researcher base, our competitiveness in the global market, and mechanisms to sustain our health research enterprise.

The CAHO community continues to provide rich leadership. This past year, executives from our hospitals were called upon by federal and provincial governments to lend their expertise to a variety of projects and taskforces on research and commercialization, clinical care planning, and hospital sector productivity.

I am grateful to the staff at CAHO for their commitment to our mission and values. On a personal note, I thank members of the CAHO Council for their enduring support during my tenure as the Executive Director of CAHO. I am privileged to have been part of Ontario's dynamic academic health sciences enterprise, and wish CAHO continued success and growth in the years to come.

A handwritten signature in black ink that reads "Mary Catherine Lindberg". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

**Mary Catherine Lindberg**

Executive Director

Council of Academic Hospitals of Ontario

# Leadership



Collectively Ontario's 25 academic hospitals employ over half of all hospital staff in the province, train over 20,000 students from a variety of health disciplines every year, and represent the fourth largest biomedical research centre in North America. The combination of our intertwined research, teaching and clinical care mandates places us as leaders and innovators within the healthcare system.



### **Supporting the Evolution of Provincial Program Delivery**

Academic hospitals are the primary providers of the majority of designated provincial and priority programs, such as cardiac surgery, transplantation, and trauma care. Fifty-eight percent of resource-intensity weighted tertiary care cases and 65 percent of quaternary care cases in Ontario are treated at academic hospitals.

In 2008-09, CAHO worked closely with the Ministry of Health and Long-Term Care and Local Health Integration Networks to review the current state of provincial programs and identify strategies to stabilize these programs. The final report of the Provincial Program Review Task Group includes recommendations to support future quality, accessibility and sustainability of these programs, and is available on CAHO's website.

### **PAIRO and CAHO Agreement Ratification**

In December 2008, the Professional Association of Internes and Residents of Ontario (PAIRO) and CAHO reached a collective agreement, covering a term of July 1, 2008 to June 30, 2011. This renewed partnership between our province's academic hospitals and postgraduate medical trainees will ensure that Ontario's next generation of doctors continue to be trained in world-class teaching environments, translating into the highest quality of care for Ontarians.

# Innovation



Academic hospitals are innovators in clinical care and operations, often involved in the development of new knowledge and tools. We are the first to employ breakthrough therapies and other medical advances.

## **Transforming Hospitals' Approach to Capital Equipment Purchasing**

With increased emphasis on integrating back-office operations at our hospitals, CAHO has taken a leadership role to create collaborative structures. Supported by the Ontario government and member hospitals, the CAHO Capital Equipment Group Purchasing Initiative (GPI) brings hospitals together to leverage their collective purchasing power and expertise. The GPI connects clinical, purchasing and equipment specialists across hospitals, facilitating evidence-based decision-making.

Moreover, for the first time, CAHO systematically assessed the financial benefits of group purchasing capital equipment. In its first year, the GPI yielded in excess of \$3 million in savings.





### **Achieving Operational Efficiency through Standardized Procurement**

This year, CAHO brought together legal and procurement experts from across the province to develop standard request for proposal (RFP) and agreement templates for hospital equipment purchases. Applauded by the Ontario government, these templates now serve as the foundation for developing standard procurement documents for use across the broader public sector.

### **Understanding Nurse Practitioner and Physician Assistant Roles in Hospital Settings**

With government-led pilot projects underway to introduce physician assistants to Ontario and increased reliance on nurse practitioners in our healthcare system, it is important to understand the advantages and capacities of these providers and the differences between them. In 2008-09, CAHO's Chief Nursing Executives collaborated with the Canadian Association of Physician Assistants, Nurse Practitioner Association of Ontario, and Faculty of Nursing at the University of Toronto to begin developing a paper entitled "The Similarities and Differences in Nurse Practitioners and Physician Assistants in Hospital Settings in Ontario". This paper provides an objective overview of the two roles in order to support decision making at our hospitals.

# Partnership



In 2008-09, CAHO maintained its focus on partnerships – nurturing existing ties and cultivating new ones. Experts from our hospitals and research institutions were engaged by the Ministry of Health and Long-Term Care and the Ministry of Research and Innovation on a range of working groups and expert panels, including but not limited to the Ontario Commercialization Network Review Steering Committee, Academic Medicine Steering Committee, and Provincial Program Review Task Group.

This year has marked the establishment of a ongoing forum for dialogue between CAHO hospital CEOs and the Local Health Integration Networks.



### **Ontario-China Health Research Partnership**

With support from the Ministry of Research and Innovation, CAHO is fostering research partnerships with leading universities and academic hospitals in Beijing, Shanghai, and Hong Kong. Building on CAHO's participation in the Premier's 2005 Trade and Investment Mission and follow-up meetings in 2006, CAHO hosted a delegation from Beijing's Capital Medical University in November 2008 and organized a mission to China in March 2009. These visits have established the foundation for joint research agreements and projects, student exchanges, and the matching of researchers with common interests.

### **Complementing Our Strengths**

CAHO continues to work closely with the Ontario Hospital Association (OHA) and the Association of Canadian Academic Healthcare Organizations (ACAHO) on a variety of common initiatives. We consult regularly with the Council of Ontario Faculties of Medicine (COFM), College of Physicians and Surgeons of Ontario (CPSO), and many other professional associations.

### **Strategic and Operational Collaboration**

CAHO has continued its partnership with the Toronto Academic Health Science Network (TAHSN), providing administrative support and accounting services. TAHSN is the network of Toronto-area healthcare organizations with full-affiliation with the University of Toronto.

In addition, this year CAHO has established a new alliance with the Council of Ontario Health Services Researcher Directors (COHSRD), a group funded by the Ministry of Health and Long-Term Care and member organizations to increase awareness of and advocate for health services research.

# Research



Research and innovation are fundamental to strong knowledge-based economies and high performance of health systems. Ontario has an internationally renowned health research enterprise, with some of the world's most cited health researchers located in our hospitals and universities. From research in the lab to real-life experience at the bedside, our academic hospitals focus on continual improvement in delivering care and practicing medicine. According to a recent survey, over 50 new and successful companies have been created as spin-offs from academic hospital research.



### **Developing New Research Infrastructure**

Ontario's leadership is evident in our recent success in the Canada Foundation for Innovation's Research Hospital Fund competition, in which CAHO hospitals captured 75% of the money available – \$315 million – through the most rigorous review ever done by a funding agency. Six of the eight awards went to academic hospitals in this province, to build much needed research space. This infusion of infrastructure funding provides welcome stimulation for continued excellence.

### **Advocating for Health Researchers**

In January 2009, CAHO released "Supporting Health Researchers to Come to Ontario, to Stay, and to Succeed", a report that reviews the current state of Ontario's researcher base, our competitiveness in the global market, and current and future mechanisms to sustain our health research enterprise.

While Ontario's world class reputation has aided in attracting top scientists to our research hospitals, we run the risk of losing them to other provinces and countries such as the United States. Our hospitals have collectively identified a shortfall in salary support that is currently met through fundraising. We continue to advocate for a provincial approach to supporting health researchers, and presented our perspective to the Standing Committee on Finance and Economic Affairs in January 2009.

## CAHO Committee Membership 2008-09

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Today, 80% of health research across Ontario takes place in our hospitals and research institutes. We train over 90% of medical residents and fellows. Our institutions collectively employ over half of all hospital staff in the province.

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Visit our website:  
[www.caho-hospitals.com](http://www.caho-hospitals.com)

## Members – Council of Academic Hospitals of Ontario

	<b>Baycrest Centre for Geriatric Care</b> Toronto, ON		<b>The Ottawa Hospital</b> Ottawa, ON
	<b>Bloorview Kids Rehab</b> Toronto, ON		<b>Providence Care</b> Kingston, ON
	<b>Bruyère Continuing Care</b> Ottawa, ON		<b>Royal Ottawa Health Care Group</b> Ottawa, ON
	<b>Centre for Addiction &amp; Mental Health</b> Toronto, ON		<b>St. Joseph's Healthcare Hamilton</b> Hamilton, ON
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	<b>Hamilton Health Sciences</b> Hamilton, ON		<b>St. Michael's Hospital</b> Toronto, ON
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	<b>Hospital for Sick Children</b> Toronto, ON		<b>Sunnybrook Health Sciences Centre</b> Toronto, ON
	<b>Kingston General Hospital</b> Kingston, ON		<b>Thunder Bay Regional Health Sciences Centre</b> Thunder Bay, ON
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