



Council of
Academic Hospitals
of Ontario



Leadership and Discovery for Tomorrow

lead

partner

discover

innovate

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The Council of Academic Hospitals of Ontario is the association of Ontario's 25 academic hospitals and their research institutes. CAHO provides a focal point for strategic initiatives on behalf of our member hospitals.

As research intensive hospitals, CAHO members are fully affiliated with a university medical or health sciences faculty. Our hospitals provide the most complex and urgent care, teach the next generation of health care providers and foster health care innovation derived from discovery research.

THE CAHO COMMUNITY

Clinical Care Mission:

The primary mission of CAHO members is to deliver world-class patient care to their communities. Our community spans the entire province and indeed includes patients from outside Ontario as well. We provide approximately two-thirds of quaternary care in Ontario, the most complex and resource intensive care, including 100% of organ transplants and 83% of neurosurgeries.

Teaching Mission:

CAHO members train future health care providers in every discipline, including doctors, nurses, pharmacists, administrators and others. Every year, over 20,000 trainees immerse themselves in hands-on training at our hospitals. Academic Health Sciences Centres train over 90% of doctors, and are almost exclusively responsible for preparing medical specialists and sub-specialists such as surgical oncologists and paediatric cardiology.

Research Mission:

The majority of health research in Ontario takes place in Academic Health Sciences Centres; the balance occurs at universities. As the fourth largest biomedical research centre in North America, Ontario employs 10,000 researchers in a variety of disciplines across its Academic Health Sciences Centres. Moreover, CAHO members train 80% of Ph.D. researchers and almost 100% of clinician scientists.

Message from the Chair



2009-10 has been a year of transformation for the Council of Academic Hospitals of Ontario. In addition to continuing our important work in areas such as collaborative purchasing of capital equipment, CAHO has embarked on a profound new mission of working collectively to bring health research and innovation to our patients.

We are delighted to be working with Karen Michell as CAHO's new Executive Director. Through her passion and leadership, Karen has engaged CAHO in a transformational strategic journey, resulting in a renewed mission for our organization. As key partners in the health care system, the CAHO community will harness our collective research and innovation strengths to advance world-leading patient care and a sustainable health care system. The reason for this new mission is clear: each and every day our patients inspire us to bring health research to the bedside so we can improve care for our patients.

The significant investment by CAHO hospitals in health research is having a real impact. Our hospitals generate important discoveries that are recognized around the world. CAHO hospitals are looked to as leaders in areas such as cancer, AIDS, and stem cell research. We conduct large clinical trials, helping to develop new therapies that help give patients a new lease on life. Developing innovative treatments from inside the womb to end of life, CAHO hospitals are inventing the future of health care.

As academic hospitals, members of CAHO are looked to as provincial leaders in care delivery, teaching, and research. The CAHO community continues to be called upon for this respected leadership, and our member hospitals play integral roles in many provincial initiatives. CAHO is committed to working collaboratively to move research evidence into practice, and to create a sustainable platform so that we may do this more broadly across the Ontario health care system.

We also look forward to continued collaboration with our partners in the Ontario Government, supporting the Government's current focus on the need to drive world-class health care by using evidence to guide health policy decisions. CAHO members have been at the forefront of quality improvement achieved through evidence-based care, and our new mission strengthens our ability to do that as a community.

I want to take this opportunity to thank Mary Catherine Lindberg as our past Executive Director for her years of service with CAHO. Through her leadership, she has created a foundation within CAHO that will position our organization for success in this exciting new mission we have set for ourselves.

I want to congratulate Karen and her team on a successful year – indeed an exciting time for CAHO that will shape our work as a community for many years to come. Energized by our new mission and mandate as we move into CAHO's 22nd year, we look forward to the journey ahead.

A handwritten signature in black ink that reads "Mary Jo Haddad". The signature is fluid and cursive.

Mary Jo Haddad
Chair, CAHO Council
President and CEO, The Hospital for Sick Children

Message from the Executive Director



Under the leadership of Mary Jo Haddad as CAHO Council Chair, our community has seen a dramatic change of focus over the past year; one that promises to leverage our collective research strengths in a way that not only benefits patients, but contributes to the sustainability of the health care system overall.

I have been extremely inspired by the leadership that the CAHO hospital CEOs have demonstrated in my time as CAHO Executive Director. When faced with pressures such as rising health care costs and an aging population, our CEOs have decided to collaborate to address these issues. The result is a mission that I feel will make important contributions to a health care system I know we are all very proud to have.

By combining our collective strengths in research and knowledge translation, the CAHO community can make an impact felt around the province, and in fact around the world. I am privileged to represent an association of hospitals that are passionate about the excellent care they provide to their patients and that produce such an impressive and significant amount of research leading to innovations that not only benefits our patients here at home, but around the world.

Working within CAHO, I am encouraged to see the breadth of expertise that our community possesses and I look forward to partnering with our leaders to help make our new mission a reality. I also look forward to working with our partners in the Ontario Government, where we are encouraged by their renewed focus on quality improvement and accountability – something that has been entrenched in our academic hospitals for some time.

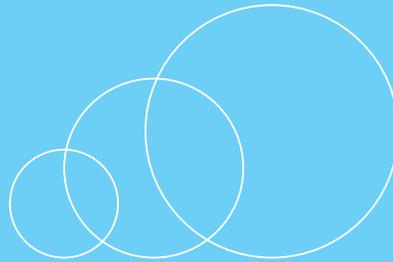
On a personal note, I would like to thank Mary Catherine Lindberg for the strong foundation she built here at CAHO. I would also like to thank the staff at CAHO for their warm welcome and their dedication to the important work that we do. I look forward to working with the CAHO team and the dynamic leaders within our CAHO hospitals in order to achieve our goal of advancing world-leading patient care and a sustainable health care system.

A handwritten signature in black ink that reads "Michell".

Karen Michell
Executive Director
Council of Academic Hospital of Ontario

We

lead



CAHO'S STRATEGIC RENEWAL

Ontarians are privileged to have access to one of the most innovative health care systems in the world. Our health care system employs world-class researchers and innovative leaders. We are cared for by leading health care professionals who are continuously improving the quality of care we receive. Our health care system is robust and accessible – funded by the public for the public. However, there are a variety of pressures currently facing our health care system.

“Finding solutions to the pressures facing health care in Ontario will require the leaders in our system to think about working together in new and innovative ways.”

MURRAY GLENDINING, Executive Vice President, Hamilton Health Sciences



Royal Ottawa Health Care Group



Kingston General Hospital



Sunnybrook Health Sciences Centre, Toronto

The cost of health care is rising. In 2010, the Government of Ontario will spend over 40% of its budget on health. This number is projected to rise to nearly 70% within the next decade. Further, the population of Ontario is aging, leading to an increase in chronic diseases that require additional health care resources. This situation is not sustainable. Change is needed to ensure future generations of Ontarians receive the high standard of health care we cherish.

Who will take up this challenge? How can we make our system more sustainable? How will we ensure that we provide the best patient care? Collectively, we all have a responsibility to work together to find solutions.

It is in this context that CAHO has undergone a significant strategic renewal process over the past few months. We have challenged ourselves to answer the question of what we can do as leaders in the health care community to contribute to the future of health care in Ontario and beyond. Our commitment to collaborating on the integration of research and innovation within the context of the provision of world-leading specialized care is outlined in our Strategic Plan.

The development of this new Strategic Plan has energized and mobilized our community to new levels of collaboration. Our new mission promises to contribute to the transformation of the health care system by taking successful, evidence-based research and innovations and enabling their implementation in our

CAHO member hospitals. Ultimately, we will work to create sustainable platforms for doing this more broadly across the Ontario health care system.

As we harness our collective innovation strengths, we will also demonstrate the value that Academic Health Sciences Centres bring to the system as a whole. Academic Health Sciences Centres advance and apply knowledge in a synergistic fashion by building the knowledge economy through education and research, and by delivering high-quality patient care. Academic Health Sciences Centres also contribute to Ontario's greater economy by providing and creating jobs, and by returning those who are sick or injured to productive lives in the workforce.



CAHO'S STRATEGIC PLAN

Our Vision: Ontario's Academic Health Sciences Centres leading the transformation of health care through the integration of research, education and specialized patient care, driving quality improvement.

Our Mission: As key partners in the health care system, the CAHO community will harness our collective research and innovation strengths to advance world-leading patient care and a sustainable health care system.

Our Values:

- Leadership
- Collaboration
- Discovery
- Driving Quality Improvement

Our Strategic Foci:

- Enable the rapid movement of research evidence into practice to improve quality.
- Advance the stability of and investment in the health research and innovation enterprise in CAHO hospitals.

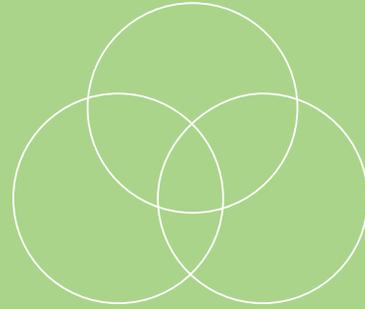
“Ontario is poised to take a global leadership role in health research and discovery, and CAHO will help seize this opportunity by facilitating collaboration and ensuring that this important research is brought as rapidly as possible to our patients.”

CLIFF NORDAL, President and Chief Executive Officer,
London Health Sciences Centre and St. Joseph's Health Care, London

Academic Health Sciences Centres are recognized around the world as powerful contributors who invent the future of health care, drive quality improvement, generate better outcomes for patients, contribute to more sustainable ways of managing the health care system, and generate economic value while doing so. Other countries such as the United Kingdom have recently taken action to create Academic Health Sciences Centres in order to maximize this value. Ontario is fortunate to already have 25 such centres who not only provide this value as individual institutions, but who are committed to collaborating as a community through CAHO to optimize the contributions we can make to the system.

We will learn by doing. We will start with collaborative demonstration projects within our own community. But we will not stop there. Collectively, we will work together with our partners to address the rising costs of health care in Ontario. We will care for our aging population. We do not intend to build walls around our community, but rather to harness our collective innovation strengths for the benefit of the system as a whole. Through that collective strength and in collaboration with our partners, CAHO will be an enabler of health system transformation in Ontario.

We partner



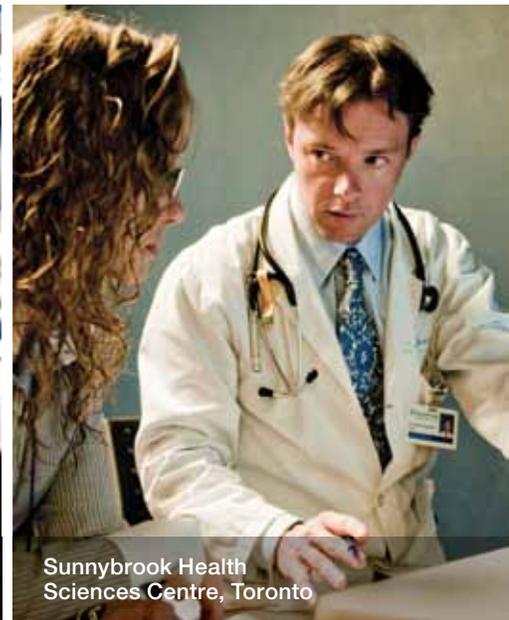
THE CAHO COMMUNITY

Harnessing our collective research and innovation strengths to advance world-leading patient care requires collaboration. CAHO is building communities both internally as well as externally with our numerous partners, and it is this power of community and collaboration that is making our new vision and mission a reality.

“The richness of our multi-disciplinary approach to health care management encourages common accountability and helps facilitate the identification and rollout of health research evidence and innovations across our institutions. This multi-disciplinary approach enables all practice leaders to form a collaborative community in the management and delivery of world-class health care.” WINNIE DOYLE, Vice President and Chief Nursing Executive, St. Joseph’s Healthcare Hamilton



Hotel Dieu Hospital, Kingston



Sunnybrook Health Sciences Centre, Toronto

With that in mind, CAHO has created a new internal governance model that facilitates a multidisciplinary approach to leadership. Traditionally, collaboration within the CAHO community has largely taken place within various disciplines. CAHO’s new governance model will allow for greater collaboration across our communities of experts within the CAHO hospitals. It is specifically designed to facilitate the identification, assessment, and rollout of health research evidence and innovations across our member institutions.

CAHO’s new governance model will renew the way we work together and encourage common accountability. Furthermore, this new model will empower CAHO to lead by example, setting the gold standard for models of interprofessional collaboration. This renewed spirit of collaboration will be extended beyond our CAHO hospitals to our external partners as well.

CAHO will continue to work with our many partners in the health system to achieve our mutual goals, including provincial and federal Governments, Local Health Integration Networks, universities, health care practitioners, patients, health care associations, health care industries, and the public. Through this collaboration CAHO will continue to build on its existing relationships and establish new and exciting partnerships, in order to contribute towards achieving our common goal of a sustainable health system.

We discover



INNOVATION AND RESEARCH LEADS TO DISCOVERY

From research in the lab to real-life experience at the bedside, CAHO members focus on improving the delivery of care and developing new and better ways to treat and cure disease. A 2008 national report attributed 77% of Canadian medical breakthroughs to Ontario hospitals.

“Hospital-based researchers are uniquely positioned to invent tomorrow’s health care today. Discovery research—illuminating the underlying and multifold causes of disease—is at the heart of what we do. As research-intensive hospitals, however, we do not stop there. We take those discoveries and use them to create better ways to diagnose, treat and even prevent disease, for the benefit of patients everywhere. And we’re doing it right now.”

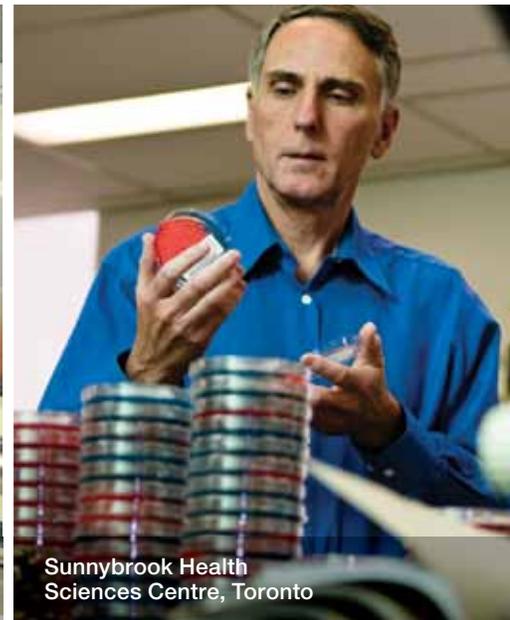
DR. MICHAEL JULIUS, Vice President of Research, Sunnybrook Health Sciences Centre



Thunder Bay Regional Health Sciences Centre



University Health Network, Toronto



Sunnybrook Health Sciences Centre, Toronto

These discoveries include the development of the first artificial kidney machine, identification of a critical gene that causes colon cancer, and the development of digital mammography and MRI screening for early detection of breast cancer in young women. Such discoveries have led to widespread improvements in mortality and morbidity.

Ensuring that all Ontarians continue to benefit from the discoveries of our CAHO hospitals, we need to make certain that Ontario remains a leader in harvesting health research and innovation. This pursuance of the goal is the cornerstone of CAHO’s Strategic Plan. CAHO will vigorously pursue the aspiration of making Ontario the premier health enterprise in the world. We will collaborate with our partners to advance the stability of and investment in the health research and innovation in CAHO hospitals.

By supporting an environment that produces world-leading health research and innovation, patients will continue to benefit from the discoveries of CAHO hospitals. This will in turn drive quality improvement for both patients as well as the health care system.

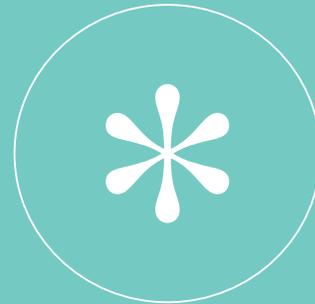
Value of Discovery

Ontario’s hospital-based health innovation engine has made globally significant discoveries such as stem cells, the gene that causes cystic fibrosis and the first electronic screening test for SARS. CAHO members are currently leading the charge against diseases such as cancer and AIDS, defining the future of individualized medicine, and finding new ways to diagnose and treat mental health issues through brain imaging and drugs therapies.

What makes CAHO members truly innovative is the interplay between our three distinct missions of research, teaching and specialized care. We are the creators and early adopters of many groundbreaking medical therapies and technologies such as the globally used Ottawa Ankle Rules which have cut down the need for unnecessary ankle x-rays by 35%. In our hospitals, clinicians inform the research agenda, and researchers bring their discoveries from the lab bench to the patient’s bedside. Last year, CAHO hospitals launched over 670 clinical trials to test the efficacy of new drugs and medical interventions. Once tested safely, these new forms of treatment are introduced into other health care settings.

Discovery is the key to not only conquering disease, but also helping those living with various conditions to live happier, fuller lives.

We innovate



LEVERAGING DISCOVERY FOR POSITIVE OUTCOMES

It is the impact of health research for patients that drives our mission. CAHO will harness our collective research strengths, and we will do this with one goal in mind: to drive quality improvement both for patients as well as the health system. Our hospitals are significant generators of health research and innovation, and are also home to large and complex patient populations. This integration provides a unique opportunity to take those innovations and bring them directly to the patient.

“Moving evidence-based innovations across our CAHO hospitals represents a new era in health knowledge translation in Ontario.”

DR. GORDON PORTER, Vice President of Medical and Academic Affairs, Sudbury Regional Hospital



Thunder Bay Regional Health Sciences Centre



St. Joseph's Healthcare Hamilton

In order to accomplish this collectively, and to do it on a systematic and sustainable basis, the first stage of CAHO's Strategic Plan is to identify a set of demonstration projects to be rolled out across our member hospitals. These demonstration projects will be evidence-based innovations originating from CAHO hospitals that are prime candidates to be implemented across our member organizations. The potential benefits of this work are two-fold: bringing innovations to patients will not only improve patient outcomes, it will also help contribute to cost-effectiveness across the greater health system.

As CAHO hospitals have been at the forefront of efforts to use evidence to drive quality improvement in health care, we are encouraged by and support the

Ontario Government's current focus on the need to drive quality improvement by using evidence to guide health policy decisions and care. We support the concepts outlined in the Government's proposed legislation, *Excellent Health Care for All Act, 2010*. CAHO members have been leading quality improvement through evidence-based care, and we look forward to working with the government to leverage our expertise for the benefit of the health care system as a whole.

**HEALTH RESEARCH
ADVANCING PATIENT CARE
St. Joseph's Healthcare Hamilton**

An electronic decision-support system for personal diabetes management developed at St. Joseph's Healthcare Hamilton has led to improved health

for patients. This system gives diabetic patients and physicians access to a shared, web-based program where they provide information for a diabetic tracker. This diabetic tracker program monitors 13 diabetes risk factors and gives patients advice on how to manage their condition on any given day, based on their input, and with oversight from their physician. Of the 511 patients who were followed in early phases of the project, those who had access to the technology (versus a control group) had overall better management of their condition. Other benefits included a decrease in blood pressure and blood sugar levels. Patients with access to the technology also reported greater satisfaction with their health care and their quality of life.



Kingston General Hospital



St. Joseph's Health Care, London

Kingston General Hospital

A revolutionary new surgical tool developed by Kingston General Hospital researchers increases the accuracy and accessibility of hip replacement operations, as well as saving time and money. This innovative drill template uses three-dimensional computer models from a patient's CT scan to create a plastic drilling template that exactly fits the patient's bone structure. These templates enable surgeons to more accurately align and place the metallic implants used in hip resurfacing and other related surgeries. The virtual representation in this form of computer-assist surgery allows for better reproducibility and a reduction in errors.

London Health Sciences Centre

A group at the Lawson Health Research Institute and the Robarts Research Institute in London is considered one of Canada's leaders in the development and commercial application of 3D ultrasound imaging for human diagnostic and surgical applications. Recognizing the opportunity for ultrasound to serve a pivotal role in enabling inexpensive and early diagnosis for a rapidly expanding patient base of age-related disorders, the team has been focused on getting their innovative 3-D ultrasound imaging technologies conceived, built, tested, and to market – and thus, to patients – as quickly as possible. Their most recent 2009 license is a multi-million dollar agreement poised to position their robotic platform as the system of choice for patient imaging, biopsy, and therapy. With improved

imaging capability and specific biopsy coverage, more Canadians are poised to receive early diagnosis for such conditions as prostate cancer – when the disease is at its most treatable.

University Health Network (Toronto)

A recent CAHO world-first occurred at Toronto General Hospital in the University Health Network where transplant surgeons used a new technique to repair an injured donor lung that was unsuitable for transplant, and then successfully transplanted it into a patient. The use of this technique has significantly expanded the lung donor organ pool and has improved outcomes after transplantation. Since the first successful use of the technique in December of 2008, Toronto General Hospital has completed over 15 lung transplants with previously

Our Mission: As key partners in the health care system, the CAHO community *will harness our collective research and innovation strengths* to advance world-leading patient care and a sustainable health care system.

unusable lungs and the technique is being adopted throughout the world to increase the lungs available for transplantation.

The Ottawa Hospital and St. Michael's (Toronto)

CAHO hospitals are working to improve access to care, and one way they are improving access is by reducing hospital readmissions. A research team led by the Ottawa Hospital Research Institute and including St. Michael's developed a tool to help doctors assess if a patient is at a high risk of being readmitted to hospital. The goal of the tool is to cut down return hospital visits – and premature death – by getting physicians to measure four factors that would improve follow-up care after discharge. Researchers found that the index tool gave doctors a 70% accuracy rating for predicting high-risk patients who need extra monitoring with phone

calls, prescription medication, and family doctor follow-ups. The study's principle investigator is aiming for a 95% accuracy rate in upcoming studies that will add more criteria to the doctors' checklist.

Thunder Bay Regional Health Sciences Centre

CAHO hospitals are working to make surgeries easier on patients. At the Thunder Bay Regional Research Institute, researchers collaborating with the Sunnybrook Research Institute are hard at work pioneering a new generation of Imaging Guided Interventions such as High Intensity Focused Ultrasound (HIFU), which can be used to improve imaging guided surgical procedures that result in better surgical results and faster recovery times for patients. By using a technology known as ultrasound transducers, a sonic beam can be

created which can remove unwanted or cancerous tissue without harming normal tissues. Specially modified MRIs help direct the beam focus and monitor the temperature of the thermal lesion, resulting in incision-less surgery.

It is examples like these that have driven the CAHO community to harness our collective research and innovation strengths in order to advance world-leading patient care and a sustainable health care system.

2009-10

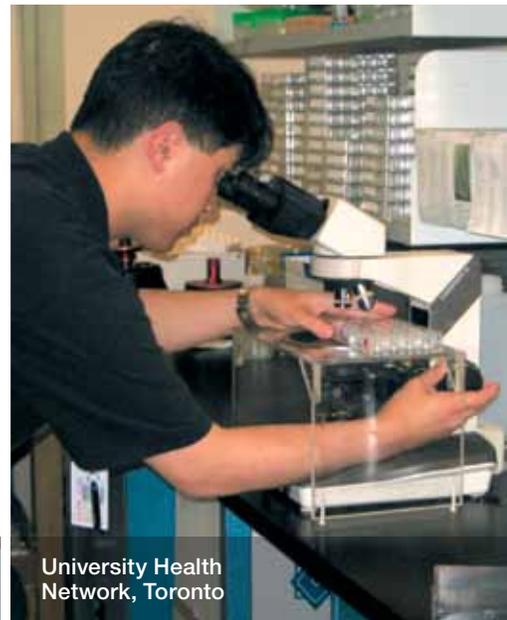
GROUP PURCHASING INITIATIVE

The Capital Equipment Group Purchasing Initiative epitomizes the value of collaboration across Ontario hospitals. Launched by CAHO in January 2008, the pilot sought to assess the feasibility, costs and benefits associated with group purchasing of capital equipment. Over 28 months, CAHO member hospitals, along with 14 non-CAHO community hospitals, participated in the pilot and purchased 14 categories of capital equipment collectively.

In addition to the strategic renewal of the organization, CAHO led several initiatives in 2009-10 which contributed to policy and program improvements within and beyond our hospitals.



Hotel Dieu Hospital, Kingston



University Health Network, Toronto

As of November 2009, CAHO hospitals realized over \$4 million in capital equipment savings; \$10 million in capital savings is projected by June 2010. Participants further benefited from savings negotiated for operating costs, increased administrative efficiencies and the sharing of knowledge and building of expertise.

Through consultations, CAHO received tremendous support for the pilot and direction to facilitate the development of a provincial program for capital equipment group purchasing. In turn, CAHO led a consensus building process to develop a plan to transition from the pilot to a permanent program. In light of the significant potential for savings to all hospitals in Ontario, CAHO has partnered with the OHA, who will lead this program in the future. CAHO

intends to fully support this transition, leveraging the lessons learned for the benefit of hospitals across the province.

CAHO CAFÉ SCIENTIFIQUE SERIES

CAHO hospitals are home to world class researchers that significantly contribute to the global health care community through the creation and dissemination of new knowledge. To help the public gain exposure to the diversity of research that is conducted within our hospitals and affiliated institutions, CAHO received funding from the Canadian Institute of Health Research (CIHR) to co-host a series of Café Scientifiques. The CIHR Café Scientifique program is an outreach program that supports informal gatherings between researchers and the general public to discuss interesting health care topics of the day.

The CAHO Café Scientifique series, which included *Genes and Nutrition – Are Personalized Diets the Key to Better Health?*, *New Ways of Looking Inside Our Bodies*, and *Reproductive Technologies – Where do we Draw the Line?*, allowed CAHO to highlight notable research conducted within our community. At the same time, researchers were given an opportunity to connect with the general public and share their knowledge, and members of the public were given an opportunity to discuss provocative health care issues with experts in casual settings. Overall, the series was well received by our community and our public audiences, and served to further advance our goal of increasing awareness of the important work of academic health science centres.



Kingston General Hospital



Baycrest Centre
for Geriatric Care, Toronto

CLINICAL STUDIES AGREEMENTS

Collaboration of academic institutions with pharmaceutical and medical device companies is important as a means of facilitating co-operative research and advancing science. A key aspect of any such collaboration is the contract between the parties, which defines the relevant ethical, financial and academic issues. Engaging in the negotiations to develop a contract can be challenging since each institution and each company often appear to have unique needs; however, on closer inspection, there are common principles that underlie all such contracts.

Recognizing the potential benefits that would accrue from harmonization across multiple institutions, the CAHO Clinical Studies Agreement Steering Committee developed the *CAHO Statement of Principles to be Considered When Negotiating a Clinical Studies Agreement* in 2006 to support negotiations between hospitals and industry. This guide has since been used as a reference tool by health care organizations across the country. In 2009, following consultation with both internal and external stakeholders, the Steering Committee returned to the document in order to ensure its currency and to incorporate feedback from those using it. The guide was updated resulting in Version 2.0 of the *CAHO Statement of Principles to be Considered When Negotiating a Clinical Studies Agreement*.

Our Values:

- Leadership
- Collaboration
- Discovery
- Driving Quality Improvement

ACADEMIC HEALTH SCIENCES CENTRE LHIN ROAD SHOW

Last year, the CAHO hospital CEOs held a series of information and exchange sessions with the Boards of the Local Health Integration Networks (LHINs) across the province focused on partnerships and the contributions of Ontario's academic health science centres to Ontario's health care systems. These sessions were presented to the Board of Directors of 10 of the LHINs in Ontario and highlighted the role of academic health science centres in patient care, teaching, and research.

One result of these sessions was increased dialogue between Ontario's academic health science centres and the LHINs on the subject of health research

and its important contribution to the health of people not only in Ontario, but worldwide. Communicating with stakeholders on the value of academic health science centres and health research continues to be a significant focus for CAHO, and we continue to engage in dialogue with our partners in the health care system.

CAHO-OHA PAIRO TRANSITION

In December 2008, the Professional Association of Internes and Residents of Ontario (PAIRO) and CAHO reached their most recent collective agreement. In a health care system with increasingly distributed medical education, CAHO recognizes that this agreement with our province's postgraduate medical trainees should evolve to encompass all hospitals

providing medical education in the province. With this in mind, CAHO has partnered with the Ontario Hospital Association (OHA) in order to transition the relationship with PAIRO to the OHA, an organization that represents all hospitals engaged in medical training.

While CAHO hospitals still conduct the majority of medical training within our organizations, we are pleased to transition the PAIRO agreement to the OHA as distributed medical education continues to evolve in Ontario.

Harnessing Our Collective Strengths

2009-10 has been a year of significant transformation for CAHO. Faced with a health care system that has unprecedented demand on its resources, CAHO seized the opportunity to answer the question of what we can do as leaders in the health care community to contribute to the future of health care in Ontario and beyond.

CAHO has established a new bold direction that will lead the transformation of health care through the integration of research, education and specialized patient care, in order to drive quality improvement. As key partners in the health care system, the CAHO community will harness our collective research and innovation strengths to advance world-leading patient care and a sustainable health care system.

Driven by the values of Leadership, Collaboration, Discovery and Driving Quality Improvement, CAHO's new Strategic Plan strives to enable the rapid movement of evidence into practice to improve the quality of our health care system, and to advance the stability of, and investment in, the health research enterprise in CAHO hospitals.

We aspire to achieve this collectively – as members of CAHO and alongside our partners in the health care community. The success of our efforts will be in the knowledge that Ontarians continue to have access to one of the most innovative health care systems in the world.



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Members – Council of Academic Hospitals of Ontario



Baycrest Centre for Geriatric Care
 Toronto, ON



The Ottawa Hospital
 Ottawa, ON



Bloorview Kids Rehab
 Toronto, ON



Providence Care
 Kingston, ON



Bruyère Continuing Care
 Ottawa, ON



Royal Ottawa Health Care Group
 Ottawa, ON



Centre for Addiction & Mental Health
 Toronto, ON



St. Joseph's Healthcare Hamilton
 Hamilton, ON



Children's Hospital of Eastern Ontario
 Ottawa, ON



St. Joseph's Health Care, London
 London, ON



Hamilton Health Sciences
 Hamilton, ON



St. Michael's
 Toronto, ON



Hotel Dieu Hospital Kingston
 Kingston, ON



Sudbury Regional Hospital
 Sudbury, ON



Hospital for Sick Children
 Toronto, ON



Sunnybrook Health Sciences Centre
 Toronto, ON



Kingston General Hospital
 Kingston, ON



Thunder Bay Regional Health Sciences Centre
 Thunder Bay, ON



London Health Sciences Centre
 London, ON



Toronto Rehabilitation Institute
 Toronto, ON



Hôpital Montfort
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University Health Network
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Mount Sinai Hospital
 Toronto, ON



Women's College Hospital
 Toronto, ON



North York General Hospital
 Toronto, ON

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