



Council of
Academic Hospitals
of Ontario

Leadership and Discovery for Tomorrow



2007-08 Annual Report

Council of Academic Hospitals of Ontario

Ontario's twenty five academic hospitals are the province's leaders in advanced health services, research and discovery that improve patient care and save lives.

The Council of Academic Hospitals of Ontario supports the collective leadership of this group of hospitals. CAHO coordinates strategic and collaborative initiatives with and on behalf of its members. CAHO is led by a Council comprised of the Chief Executive Officers of its member hospitals and is actively supported by over 100 senior clinical and non-clinical staff brought together through CAHO's committee structure.

CAHO member hospitals are academic hospitals that are fully affiliated with a university, medical or health sciences faculty. They are leaders in health care innovation and research. They provide Ontarians with the most complex and urgent care. And they teach new generations of care providers in an exciting environment of integrated patient care and vital health research.

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.

A Message from the Chair



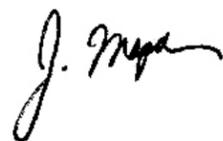
Health care in Ontario is in the midst of an exciting transformation. The introduction of Local Health Integration Networks brings new and vital meaning to the importance of local accountability and collaboration. The Ministry of Health and Long-Term Care continues to define a more strategic role for itself and the growing impact of the Ministry of Research and Innovation on Ontario as an international leader in innovation has sparked positive change and energy throughout the system.

As academic hospitals, members of CAHO are expected to be both local and provincial leaders in care delivery, teaching, and research. We take this responsibility seriously.

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.

We are challenged – and resolved – to use our collective role to partner in system change, to advance innovative interdisciplinary approaches to care, to ensure our research activity links directly to the needs of Ontarians and to produce health care professionals who will provide communities across the province with excellent and compassionate care. Over the past year, CAHO has focussed on enhancing the unique value of academic hospitals and collaborating with other associations, providers, government and industry. This year's Annual Report showcases some of our proud achievements in driving innovation and advancing Ontario's health research agenda. We continue to build new partnerships while maintaining valuable ones, such as our strong linkage with the Ontario Hospital Association in its role of representing all of Ontario's hospitals.

I want to congratulate Mary Catherine Lindberg, Executive Director, and her team on a transformational year. As CAHO enters its 20th year, we continue to strive for excellence and look forward to the journey ahead.



Joseph Mapa
Chair, CAHO Council
President and CEO, Mount Sinai Hospital

We are looking forward with anticipation. As CAHO moves into its 20th year, we will build on our accomplishments, our reputation and our strong and collegial membership to champion meaningful change within the provincial health care arena.

A Message from the Executive Director



Under the enthusiastic leadership of Joseph Mapa as Chair over this past year, CAHO's accomplishments place us in an excellent position for an equally successful 2008/2009.

We are looking forward with anticipation. As CAHO moves into its 20th year, we will build on our accomplishments, our reputation and our strong and collegial membership to champion meaningful change within the provincial health care arena.

The Council has adopted a strategic policy promotion and advocacy agenda to support the leadership role of academic hospitals in today's and tomorrow's environment. With this renewed focus CAHO will support Ontario as an energetic and promising centre of research, innovation and better health care every day for Ontarians.

Driving Innovation: Foundations for an Ontario Health Research Council, a project of CAHO's Council of Ontario Research Directors (CORD), outlines the rationale and process for establishing a centralized strategic body for health research within the province. This paper provides the Ontario government with the roadmap to capitalize on the strong health research assets that we have in the province and to ensure we remain a key international player providing world-class health care to Ontarians.

Our other committees have also been busy and productive. This Annual Report outlines just some of their leadership success contributing to policy and program outcomes – from the local hospital level to provincial networks to government policies and programs.

We are grateful for our small but talented and dedicated secretariat: my thanks to Vanessa Currie, Rose Davidson, Kelly Hill, Sanobar Motiwala, and Tricia Staples for their continued commitment to CAHO's mission and values.

In this changing health care landscape CAHO is proud of its role. We bring leaders together; we support constructive dialogue; we are a policy resource; and we want health care and health research to succeed in the best possible ways for our members and their patient populations. I am personally privileged to be part of such a challenging and rewarding enterprise. I look forward to working with our dedicated and knowledgeable members as CAHO moves into its 20th year.



Mary Catherine Lindberg
Executive Director
Council of Academic Hospitals of Ontario



Research

We applaud the Government of Ontario's focus on driving the research and innovation agenda. Ontario is at the forefront of some of the most exciting and promising health research going on worldwide today. We are poised to translate this research into new health-related commercialization ventures and into measurable improvements in the health care system and health outcomes. To realize this incredible opportunity we must continue to be competitive in attracting and retaining the best and the brightest scientists and clinicians to Ontario and supporting them in translating discovery to practice. – *Dr. Janet Rossant, Chief of Research, The Hospital for Sick Children*

The health research enterprise in Ontario's academic hospitals and universities is internationally renowned, with some of the world's most highly cited health researchers located in our research community. In this post-genome era, we are developing unprecedented insights into how the human body works and making significant progress on how to intervene to prevent, treat and cure disease. And with chronic disease on the rise and an aging population, this new knowledge will be needed more than ever. The future is here, right here in this province.

ONTARIO'S INNOVATION AGENDA

Recently, the Ministry of Research and Innovation released Ontario's Innovation Agenda which lays out the Government's strategic vision for research in the province. The articulation of a provincial strategy marks a step forward in identifying our goals and laying out a roadmap for achieving them. CAHO applauds the Ontario Government's efforts and will partner with the Ministry of Research and Innovation to ensure the success of the Innovation Agenda.

DRIVING INNOVATION: FOUNDATIONS FOR AN ONTARIO HEALTH RESEARCH COUNCIL

In February 2008, the Council of Ontario Research Directors released a seminal report calling for the creation of an arms-length government agency to drive the health research agenda in Ontario. Our bold vision is that such an agency will make Ontario the pre-eminent research capital of the world, delivering better health and unprecedented economic growth by attracting the best researchers to Ontario, fostering new discoveries, and translating them into practice.

INVESTING IN HEALTH RESEARCHERS

As the fourth largest biomedical research centre in North America, Ontario employs 10,000 health researchers in a variety of disciplines across the province's 25 academic hospitals. It is no surprise that in recent years we have experienced a net gain of leading health researchers into the province. However, Ontario is not unique in its quest to attract the finest health researchers to its research enterprise. The global research market is aggressively competitive and other provinces and jurisdictions have recognized the importance of investing in a researcher base.

Attracting the best is the first step in securing our standing. Keeping the best is as important: that means stable and competitive salary support and reducing our reliance on fundraising to pay our researchers. CAHO continues to monitor the gap in Ontario's support structure for health researchers compared to other jurisdictions. We look forward to collaborating with the Ontario Government in the year ahead to address this critical aspect of Ontario's research agenda.



In 2008, six out of the eight institutions awarded Canada Foundation for Innovation large scale infrastructure grants were CAHO hospitals, collectively securing a new investment of over \$315 million in federal funding: Centre for Addiction and Mental Health, Hamilton Health Sciences, Sunnybrook Health Sciences Centre, The Hospital for Sick Children, and The Ottawa Hospital.



Innovation

By creating a culture of innovation, we can unlock the potential of Ontarians. This ensures our future success by keeping us on the cutting edge of research and innovation. – Premier Dalton McGuinty

Innovation is a core part of the academic hospital mandate. CAHO provides the forum to bring senior leadership from these hospitals together to collaborate on new approaches to improve our health care system.

360-DEGREE REVIEW TOOLKIT

In an environment of increased accountability, CAHO's Chief Medical Leaders recognized the need for a meaningful tool to support physician development and improved quality of care. The 360-degree review toolkit was developed as a voluntary evaluation approach to support physician professional development. This toolkit includes a review process, a summary of best practices, a comparison of existing physician review tools, and core recommendations to support results. It is now a robust and validated toolkit that we look forward to offering our and other hospitals and health care settings to support a culture of excellence and quality of patient care.

ONTARIO-CHINA HEALTH RESEARCH PARTNERSHIP

Researchers across Ontario are increasingly seeking to partner internationally. China in particular is a strong collaborator, offering expertise and shared interest in a variety of disciplines such as the study of infectious diseases, genomics and stem cell research. With support from the Ministry of Research and Innovation, CAHO is spearheading the development of a partnership with leading universities and academic hospitals in Beijing, Shanghai and Hong Kong. The partnership is aimed to support joint health research investigations, exchange of research trainees, and building of collaborative research hubs across the province. Building on CAHO's participation in the Premier's 2005 Trade and Investment Mission and follow-up meetings in 2006, CAHO has organized a mission to China in the fall of 2008.

CLINICAL STUDIES AGREEMENT

In the spring of 2006, CAHO embarked upon an important initiative to improve the speed and quality of clinical trials negotiations. A working group of lawyers, researchers and contract negotiators compiled a living document of key principles as a guide to both hospitals and industry. The result has been widespread adoption, not only by CAHO hospitals, but across health care organizations within the province and across the country.

“By minimizing the time and variation in negotiating clinical trials agreements, we are strengthening Ontario's reputation as a leader and preferred location for national and international clinical research.”

– Dr. Arthur Slutsky, Vice President, Research, St. Michael's Hospital



We're investing in better care for the future by supporting the physicians of tomorrow. By opening a medical school in the North and expanding undergraduate and postgraduate training spots, we're providing Ontarians with the quality of care they need. Working closely with Ontario's Academic Hospitals we are, together, showing leadership in innovation and commitment to positive change for the patients of Ontario. – David Caplan, Minister of Health and Long-Term Care





Partnership

Drug costs are only increasing, and are thus becoming a more significant expense for hospitals. In an era of budget reductions, the data we get from this partnership will help participating hospitals plan and use their pharmacy resources more efficiently. – *Richard Jones, Director of Pharmacy Services, London Health Sciences Centre*

Not only is CAHO's work with and between its member hospitals important for driving our collective effort as academic hospitals, our work with other parts of the system is equally crucial.

On an on-going basis, we maintain a constructive dialogue with the Ministries of Health and Long-Term Care, Research and Innovation, and Finance. This ensures continued strong communication and closely aligned strategic planning for health care delivery. This year, as in past years, CAHO delivered a pre-budget submission to the Standing Committee on Finance and Economic Affairs that articulated the capacity, value and contributions of academic hospitals to the province's economic agenda.

Partnership is taking on new meaning as our system transforms to a LHIN environment. CAHO's representation and reports regarding the role of academic hospitals in local communities and across LHINs, as well as CAHO's recommendations regarding the management of priority programs, have provided seminal support to the LHINs and the Ministry of Health and Long-Term Care.

CAHO works closely with the Ontario Hospital Association on issues and initiatives of mutual interest, and OHA's continued active and valuable support of CAHO is greatly appreciated.

CAHO also continues its collaboration with the Toronto Academic Health Sciences Network (TAHSN), and is now providing the administrative support for this group. TAHSN is a partnership of the University of Toronto and the Toronto-area health care institutions with full-affiliation status.

CAPITAL EQUIPMENT GROUP PURCHASING INITIATIVE

Beds and patient handling equipment such as stretchers and cradles were the focus of the first Request for Proposals called for under the Group Purchasing Initiative, administered by CAHO. This initiative represents the first time that the academic hospitals in Ontario have pooled their projected purchasing power for capital equipment.

Ideally, the two-year program will help the members share knowledge and expertise, and in practical terms create savings for the member hospitals' projected capital spending for key equipment. Under the initiative, each hospital buys its choice of equipment in the quantity it requires, from the vendor that best suits its needs.

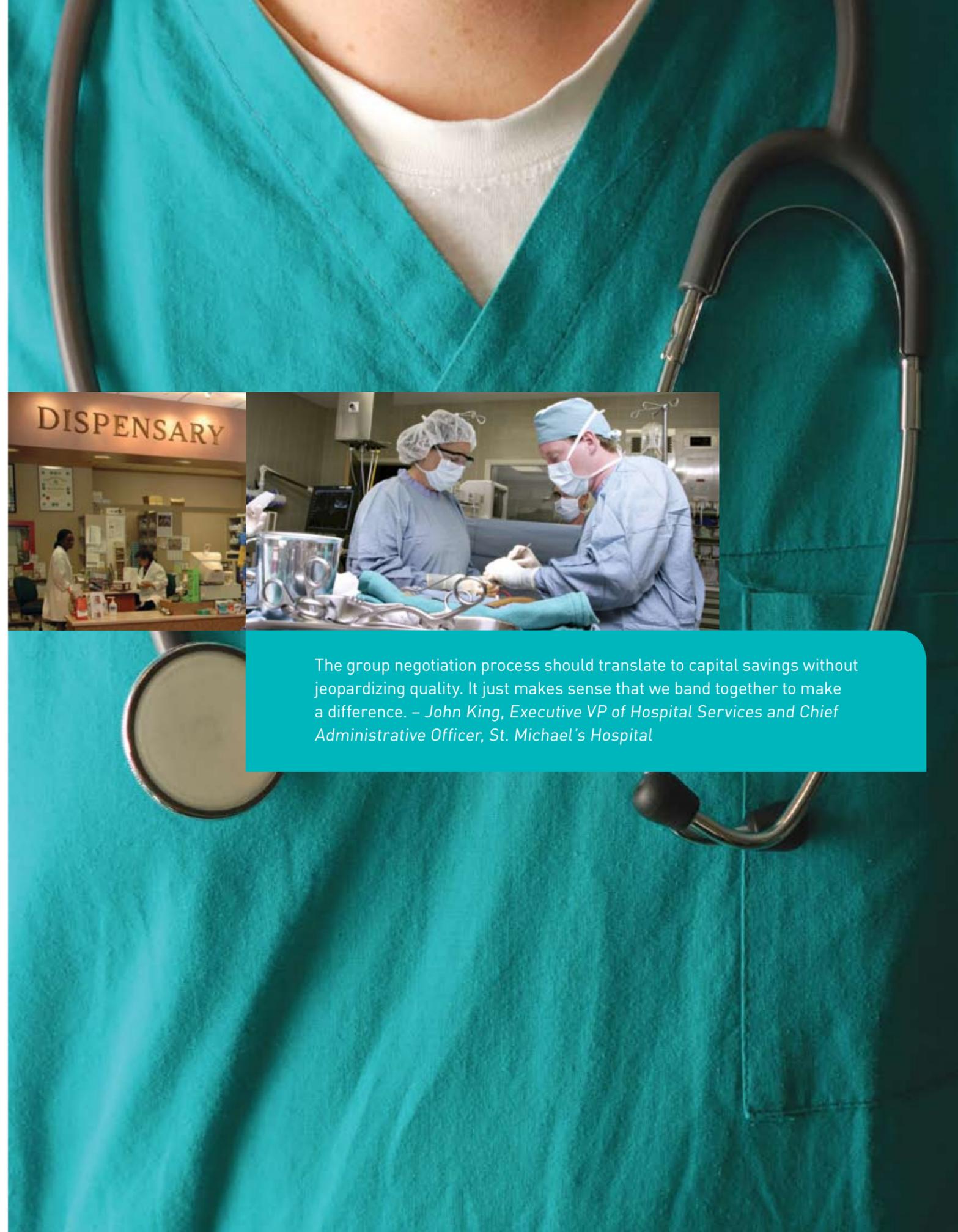
The result has been vendors coming to the table with very competitive bids for a significant range of equipment. To date, cost savings have ranged from seven to 32 per cent compared with prices paid historically by our member hospitals. In addition to the immediate savings, we have realized other benefits such as extended warranty and volume rebate opportunities.

The Group Purchasing Initiative is another example of how Ontario's academic hospitals are working together to find innovative solutions that can utilize resources in a smarter way. The GPI is partially funded by the Ministry of Finance's OntarioBuys program.

DRUG UTILIZATION PARTNERSHIP WITH BROGAN, INC.

Building on significant work done in 2006/07, a formal partnership between CAHO and Brogan, Inc. has resulted in a program that provides complete and accurate drug utilization benchmarking reports to our members free of charge. These quarterly reports will help each hospital track and minimize the impact of rising drug costs, and also improve the quality of pharmaceutical care provided in their own hospital. In exchange, hospitals share completely anonymous and non-personalized data with Brogan for its national drug use database. This then also indirectly improves pharmaceutical care across the country, through valuable benchmarking.

Participating CAHO hospitals will now be able to use quarterly, ward-specific customized reports to compare their facility's drug utilization with that of facilities across Canada. As well, these hospitals will have a more current view of drug activity and thus a more informed formulary management program.



The group negotiation process should translate to capital savings without jeopardizing quality. It just makes sense that we band together to make a difference. – *John King, Executive VP of Hospital Services and Chief Administrative Officer, St. Michael's Hospital*



Leadership

Not only is our collective CAHO voice heard but, when provincial policies are being developed, senior management at our hospitals are called upon as experts around the table. – *Mary Catherine Lindberg, Executive Director, CAHO*

Just as CAHO’s member hospitals drive positive change each on their own, through the CAHO infrastructure our hospitals are collectively able to drive new improvements to the health care system.

In order to represent meaningfully the voices of our patients, students, researchers and clinicians, our Council of CEOs developed an advocacy strategy and dedicated the resources to implement it.

RESOURCE OF EXPERTS

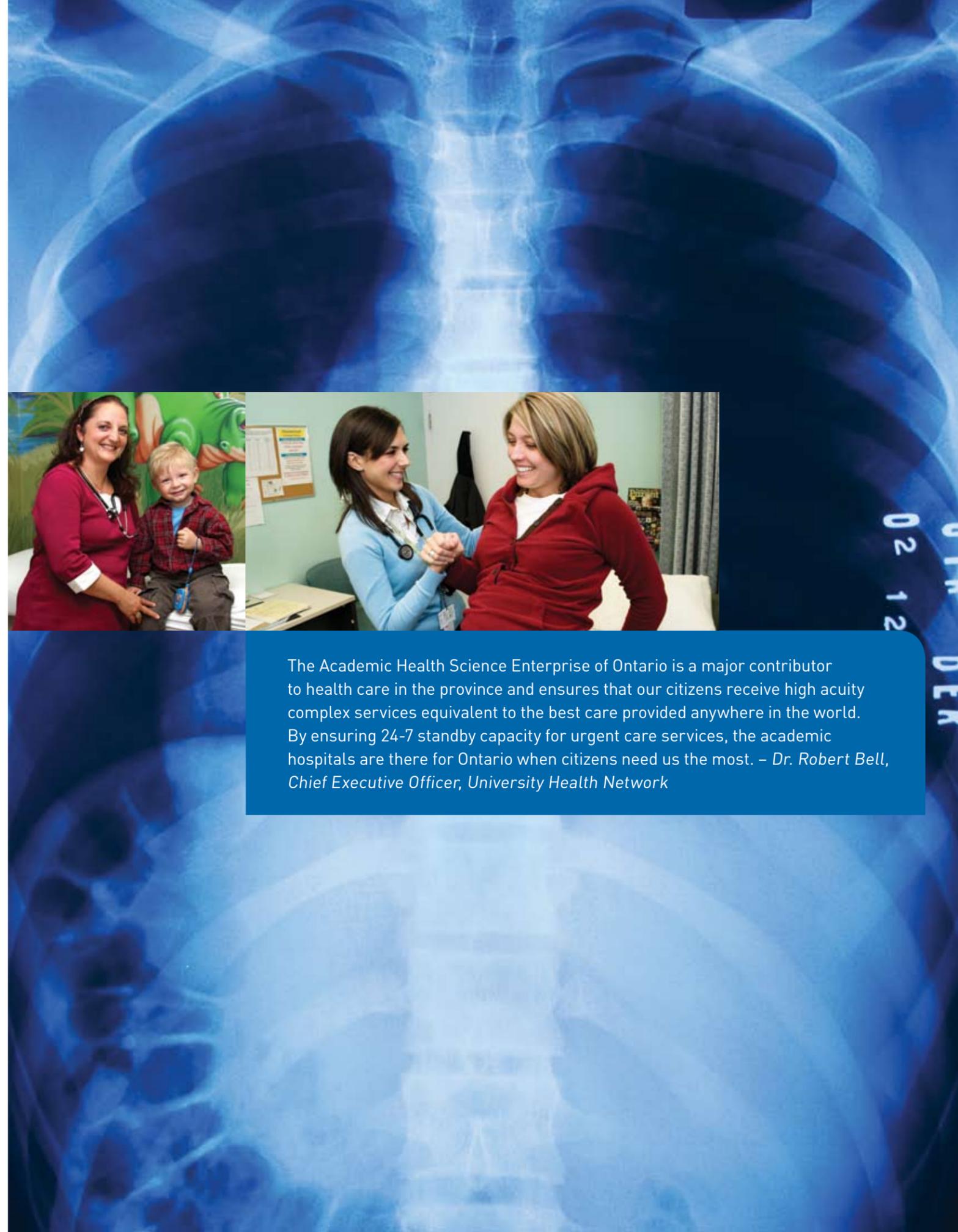
Given that system transformation remains at the forefront of the CAHO agenda, our members continue to assume leadership roles in provincial health initiatives. Members of the senior management teams of our hospitals share their expertise in a multitude of different forums including the Joint Planning and Policy Committee, the Ontario Hospital Association and the Ministry of Health and Long-Term Care.

This year CAHO representatives participated in a number of important initiatives, including the Health Based Allocation Model (HBAM) Advisory Group, the Priority Programs Advisory Group, the Academic Health Sciences Centre Alternative Funding Plan initiative, and the LHIN Effectiveness Review.

BENCHMARKING INITIATIVE WITH THE HAYGROUP

“By driving consistent reporting between academic health science centres, we know where we are leaders, where we can be innovators, and where we can learn from others.” – *Michael Young, Executive Vice President, Corporate, Sunnybrook Health Sciences Centre*

In order to demonstrate the efficiencies, innovation and leadership of Ontario academic hospitals, benchmarking is key. Over this past year, CAHO’s Chief Operating Officers and Chief Financial Officers Committees worked with the HayGroup to refine three crucial metrics of the CIHI/HayGroup Benchmarking Indicators: days beyond expected length of stay, nursing hours per patient day, and corporate administration cost percentage. This will result in more consistent reporting across our member hospitals. The results will better demonstrate efficiencies, improve the sharing of best practices, and better guide operational decisions.



The Academic Health Science Enterprise of Ontario is a major contributor to health care in the province and ensures that our citizens receive high acuity complex services equivalent to the best care provided anywhere in the world. By ensuring 24-7 standby capacity for urgent care services, the academic hospitals are there for Ontario when citizens need us the most. – *Dr. Robert Bell, Chief Executive Officer, University Health Network*



From left to right: Michael Young, John King

From left to right: Seonag Macrae, Sarah Friesen



From left to right: Tricia Staples, Alison Welch

From left to right: Mary Clare Egberts, Gino Picciano

CAHO Committees

CAHO Council

CAHO's Council is predominantly composed of Chief Executive Officers from the 25 member hospitals. The Council provides strategic oversight to all CAHO Committees and Task Forces and works directly with the government to improve the health care system.

The mission of the CAHO Council is to review the role and the mandate of academic hospitals in the provision of health care, in the education of new health care professionals and in providing an attractive research environment for investment in research and the early adoption of research that will provide an economic advantage to the province.

Chief Operating Officers (COO) Committee

The COO Committee leads discussions and initiatives related to a variety of operational matters affecting CAHO hospitals today. Over the past year, the COO Committee has focussed on leadership in performance benchmarking and provincial decisions regarding priority programs funding in addition to working closely with the CFO Committee on joint initiatives.

Chief Financial Officers (CFO) Committee

The CFO Committee advocates on a number of financial issues in the new LHIN environment, including Hospital Service Accountability Agreements, and evolving funding allocation models. The CFO Committee has worked closely with the COO Committee over the past year on a number of initiatives to better define the value of academic hospitals within the context of province-wide care.

Council of Ontario Research Directors (CORD)

CORD is driving the evolution of health research in Ontario through their strategic discussions and advocacy on behalf of the hospital-affiliated health research institutes in Ontario. They have undertaken a number of different advocacy projects, including the development of papers outlining the need for a centralized provincial health research agency, sustainable salary support for researchers, and the value of effective partnerships with industry and government.

Chief Nursing Executives (CNE) Committee

The CNE Committee provides strategic leadership on current and emerging nursing issues within CAHO hospitals, and to external key stakeholders in Ontario's health care system. As one example, the CNE Committee was instrumental in the development and implementation of the New Nursing Graduate Guarantee. Their areas of focus this year included nursing research, health human resources, education and nursing metrics.

Chief Medical Leaders (CML) Committee

The Chief Medical Leaders Committee advocates, informs and advises on medical and physician matters relating to the CAHO academic mission, patient care, education, research, and operational and planning issues. They have been key players in a number of areas, including human resource management initiatives, both as sole innovators, as well as in partnership with the province. Their continued work is contributing to a number of initiatives that will improve health care quality and accountability in the province, including a 360-degree Physician Review toolkit, a Blood Borne Pathogens policy, the Alternative Funding Plan (AFP), and the Restricted Registration pilot.

Chief Human Resource Officers (CHRO) Committee

The CHRO Committee provides strategic leadership on current and emerging Human Resource issues within CAHO hospitals, and to external key stakeholders in Ontario's health care system. A key focus of the committee has been the shortage of health human resources – approaching the issue by driving a number of solutions from within their individual organizations, including changes in skills mix practices, work environments, and leadership span of control models.

Facilities Planning (FP) Committee

The FP Committee has over the past year worked closely with the Ministry to understand and advise on capital management within the new LHIN environment. They have also achieved cost savings and streamlined redevelopment processes through their exchange of knowledge and experiences, both among themselves and also with key external stakeholders.

Drugs and Therapeutics (D&T) Committee

The D&T Committee expanded its mandate this year beyond the review of select high cost drug utilization within CAHO hospitals. Their new role encompasses strategic advocacy for process improvement and current issues facing hospital pharmacy within our institutions. As part of this expanded mandate, they are also increasing their membership from regional to organizational representation.

Communications Committee

The Communications Committee serves to support the advocacy and communication of key messages on behalf of CAHO hospitals and has provided invaluable advice and support as the renewed CAHO advocacy strategy comes to fruition.

CAHO Committee Members 2007-08

CAHO COUNCIL

Joseph Mapa – CHAIR

Bonnie Adamson
Jean Bartkowiak
Dr. Robert Bell
Michel Bilodeau
Joe de Mora
Marilyn Emery
Dr. Paul E. Garfinkel
Hugh Graham
Mary Jo Haddad
Sheila Jarvis
Vickie Kaminski
Dale Kenney
Dr. Jack Kitts
Jeff Lozon
Murray Martin
Dr. Barry McLellan
Cliff Nordal
Dr. William Reichman
Mark Rochon
Ron Saddington
Gerald Savoie
Dr. Kevin Smith
George Weber

CAHO EXECUTIVE COMMITTEE

Joseph Mapa – CHAIR

Winnie Doyle
Mary Jo Haddad
Vickie Kaminski
Dr. Jack Kitts
Murray Martin
Cliff Nordal

CHIEF FINANCIAL OFFICERS

Richard Wilson – CHAIR

Maureen Adamson
Gerald Bisson
Michele Bonutti
Sonia Browne
Sarah Chow
Jim Elliott
Jim Flett
Murray Glendining
Marc Guèvremont
Laurie Harrison
Bill Hart
Susan Hollis
Angela Holtham
Justine Jackson
Marc Joyal
Daniel Levac
Dean Martin

Maureen Moore
Ben Petersen
Scott Potts
Lou Reidel
Joan Sproul
Ben Sybring
Phil Thom
Kathy Watts
Alison Welch
Corinne Wong

CHIEF OPERATING OFFICERS

John King – CHAIR

Maureen Adamson
Dev Chopra
Mary Clare Egberts
Jim Flett
Murray Glendining
Bill Hart
Seonag Macrae
Gino Picciano
Joe Pilon
Altaf Stationwala
Michael Young
Dr. Catherine Zahn

COUNCIL OF ONTARIO RESEARCH DIRECTORS (CORD)

Dr. Janet Rossant and Dr. David Hill – CO-CHAIRS

Leslie Boehm
Dr. Larry Chambers
Dr. Roger Deeley
Dr. Geoff Fernie
Hugh Graham
Dr. Carol Herbert
Dr. Michael Julius
Dr. David Kaplan
Dr. Bruce G. Pollock
Dr. Stephen Lye
Dr. Colin Macarthur
Dr. Alex MacKenzie
Dr. Heather Maclean
Dr. Bill MacLeod
Brian Malcolmson
Dr. Ravi Menon
Dr. Zul Merali
Dr. Chris Paige
Dr. John Puxty
Dr. Ian Rodger
Dr. Cecil Rorabeck
Dr. Arthur Slutsky
Dr. David Streiner

Dr. Duncan Stewart
Dr. Donald Stuss
Dr. Jeffrey Weitz
Dr. John Woods
Dr. Ron Worton
Dr. Salim Yusuf

CHIEF NURSING EXECUTIVES

Winnie Doyle – CHAIR

Sandi Cox
Joanne St. Germain
Marnie Dahl
Pat Elliot-Miller
Dr. Mary Ferguson-Paré
Ella Ferris
Nancy Fram
Margaret Keatings
Susan Kwolek
Chantale LeClerc
Sandra Letton
David McNeil
Lucille Perreault
Jennifer Price
Joy Richards
Eleanor Rivoire
Dr. Ginette Rodger
Marcy Saxe-Braithwaite
Margaret Tansey
Judith Tompkins
Dr. Susan Vandevelde-Coke
Karima Velji
Leslie Vincent

CHIEF MEDICAL LEADERS

Dr. John Wright – CHAIR

Dr. Raj Bhatla
Dr. Carl Cardella
Dr. David Conn
Dr. Jennifer Everson
Dr. Ian Herrick
Dr. David Higgins
Dr. Robert Howard
Dr. Gillian Kernaghan
Dr. Frank Knoefel
Dr. Ronald Laxer
Dr. Bernard Leduc
Dr. Michael Leonard
Dr. Bob Lester
Dr. Chris McKibbin
Dr. Golda Milo-Manson
Dr. Peter Munt
Dr. David Pichora
Dr. Peeter Poldre

Dr. Gordon Porter
Dr. John Puxty
Dr. Keith Rose
Dr. Jim Ruderman
Dr. Maureen Shandling
Dr. Stephen Sokolov
Dr. Gaetan Tardif
Dr. Sharon Whiting
Dr. J.R. Worthington

CHIEF HUMAN RESOURCE OFFICERS

Emma Pavlov – CHAIR

Carol Boettcher
Jean Francois Brunelle
Sandra Carlton
Ginette Champagne
Steve Coulahan
Cheryl Craven
Patricia Crowley
Michael Cuddihy
Varujan Gharakhanian
Sylvia Halliday
Don Halpert
Gayle Holmes
Joni Kent
Manon Rochon
Ann Lillepold
Scott MacInnes
Cindy McArthur
Lynda Parks Sahadat
Brian Orr
Eric Preston
Marilyn Reddick
Leslie Rodgers
Janise Scott
Catherine Thomas
Georgina Veldhorst
Larry Walls
Sharon Willock

FACILITIES PLANNING

Robert Fox – CHAIR

Maureen Adamson
Gord Brown
Anne Marie Christian
Richard Court
David Crockett
Ted Darby
Mary Clare Egberts
Jim Elliott
John Johnson
Daniel Levac
Cameron Love
Sam Marafioti

Dean Martin
Susan Mikulicic
Maureen Moore
Joe Pilon
Rebecca Repa
Michael Sheeres
Altaf Stationwala
Marnie Weber

DRUGS AND THERAPEUTICS

John McBride and Emily Musing – CO-CHAIRS

Mario Bedard
Albert Chaiet
Jeff Chan
Brent Fraser
Dr. Jennifer Gibson
George Ho
Dr. Robert Hudson
Dr. Shinya Ito
Richard Jones
Anne Karapetsas
Cristina Scherf
Carmine Stumpo
Mike Tierney
Marita Tonkin
Dr. Gary Victor

COMMUNICATIONS

Peggy Tailon – CHAIR

Elizabeth Bardon
Kathryn Burrill
Suzanne Charest
Craig Duhamel
Don Edwards
Jennifer Ferguson
Mary Gillet
Christa Haanstra
Kathryn Hendrick
Gillian Howard
Karen Humphreys Blake
Judith John
Viviane Lapointe
Luce Lavoie
Shelly Romoff
Robin Rowe
Kyla Szymczyk
Barbara Theman
Jeff Vallentin
Sarah Vernon
Nancy Webb

Contact Information

The CAHO office is located at:

200 Front Street West, Suite 2501

Toronto, Ontario Canada

M5V 3L1 416-205-1336

rdavidson@caho-hospitals.com

Visit our website:

www.caho-hospitals.com

Members – Council of Academic Hospitals of Ontario



Children's Hospital of Eastern Ontario
Ottawa, ON



Hôpital Regional de Sudbury
Sudbury Regional Hospital
Sudbury, ON



Bruyère Continuing Care
Ottawa, ON



The Ottawa Hospital
Ottawa, ON



University Health Network
Toronto, ON



Royal Ottawa Health Care Group
Ottawa, ON



London Health Sciences Centre
London, ON



Mount Sinai Hospital
Toronto, ON



Providence Care
Kingston, ON



Hamilton Health Sciences
Hamilton, ON



Kingston General Hospital
Kingston, ON



St. Michael's Hospital
Toronto, ON



Centre for Addiction & Mental Health
Toronto, ON



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



The Hospital for Sick Children
Toronto, ON



Toronto Rehabilitation Institute
Toronto, ON



Hotel Dieu Hospital Kingston
Kingston, ON



Thunder Bay Regional Health Sciences Centre
Thunder Bay, ON



Baycrest Centre for Geriatric Care
Toronto, ON



St. Joseph's Healthcare Hamilton
Hamilton, ON



Bloorview Kids Rehab
Toronto, ON



Sunnybrook Health Sciences Centre
Toronto, ON



North York General Hospital
Toronto, ON



Hôpital Montfort
Ottawa, ON



The New Women's College Hospital
Toronto, ON