

# Framing the Future



**BRIDGEPOINT  
HEALTH**  
Proud past. Inspired future.  
150 YEARS

*House of Refuge, 1860*



Annual Report 2009/10

# OUR JOURNEY TO THE FUTURE

It's been said that a picture paints a thousand words and fortunately for us, we have unofficial historians in our midst who have painted thousands of words with the photographs they have taken, preserved and shared with us. The photographs and vignettes that span this report poignantly chronicle our 150-year history and 'frame our future'. It's been a remarkable journey.

**1860** **1872** **1891** **1940** **1963** **1972** **1990** **2002** **2006** **2008** **2009** **2010**

- 1860** **SMALLPOX HOSPITAL:** Converted to help contain the 1869 smallpox epidemic, the first in a series of outbreaks that lasted 30 years.
- 1872** **ISOLATION HOSPITAL:** Renowned for its treatment of infectious diseases, including diphtheria, scarlet fever, tuberculosis, measles, and polio.
- 1891** **THE WAR YEARS:** Worked with the Toronto Board of Health to care for troops returning from World War II with German measles.
- 1940** **STROKE RECOVERY UNIT:** Introduced to rehabilitate patients, minimizing the effects of disability caused by stroke.
- 1963** **THE RIVERDALE HOSPITAL:** Opened with 800 beds to meet the growing need to support people with long-term illnesses in Toronto.
- 1972** **DIALYSIS UNIT:** Opened for patients with kidney disease requiring complex medical care.
- 1990** **COMPLEX CHRONIC DISEASE:** Rebranded as Bridgepoint Health, with a vision to transform programs and services to respond to the biggest health care challenge of the 21st century.
- 2002** **ACADEMIC AFFILIATION:** Bridgepoint is designated a University of Toronto affiliated community teaching hospital, strengthening our education and research mandate.
- 2006** **EXPANDED RESEARCH FOCUS:** Launched the Bridgepoint Collaboratory for Research and Innovation. With the University of Toronto, established the first Canadian Chair in Complex Chronic Disease Research.
- 2008** **BRIDGEPOINT FAMILY HEALTH TEAM:** Opened to extend our reach to individuals with, or at risk of developing, complex chronic disease by providing primary care services in the community.
- 2009**
- 2010**



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# 150 YEARS OF INNOVATION



This year marks a pivotal moment in the history of Bridgepoint Health. It is not every day that an institution reaches its 150th anniversary. And it is not every day that it chooses to celebrate the occasion by boldly re-imagining itself.

We are poised to embark on a truly transformative year at Bridgepoint. Our spectacular, state-of-the-art hospital building has gone from dream to drawing board and is now beginning to rise. It not only promises to dramatically change the lives of the growing number of Ontarians living with complex chronic disease, it promises to transform the corner on which we stand and irrevocably alter the landscape of our city.

But our brand new building is only part of the story we have to impart this year. Going forward, we have made it our mission to revolutionize care delivery to create new science, to develop new curricula, to forge new relationships with innovators in the field, and to become Canada's leader in the prevention and management of complex chronic disease. In short, our goal is to chart a new frontier in health care.

Thomas Corcoran  
Board Chair

Marian Walsh  
President and CEO

Of course, charting new frontiers is second nature to us at Bridgepoint. Over the past century and a half, we have transformed ourselves again and again. We come from a long line of innovators who were the first to recognize a pressing need in health care and the first to take on the challenge of tackling it head-on. Foresight and daring are in our DNA.

We were ahead of our time 150 years ago when Toronto's population was a mere 40,000, medicare was still a distant dream, and the city fathers built a House of Refuge for the sick and disadvantaged. That House of Refuge, originally built to serve "incurables, incapables and the indigent poor", became the forerunner of the Isolation Hospital, The Riverdale Hospital and today, Bridgepoint Health.

We were ahead of our time when the first outbreak of smallpox hit, too. When finding cures for communicable diseases became medicine's greatest challenge, we established ourselves as the centre for research and teaching in that vitally important area.

As a new century unfolds, we have many compelling reasons to build on our legacy of innovation and reinvent

ourselves anew. We now know that patients are living with their illnesses rather than dying from them—a fact that has prompted the World Health Organization to declare complex chronic disease the number one health care challenge of the 21st century.

## *Foresight and daring are in our DNA*

Over the past few years, our progress in transforming ourselves into the country's leader in the prevention and management of complex chronic disease has been nothing short of phenomenal. We have not only broken ground on our new hospital building, our Family Health Team is open for business and is not just meeting, but exceeding our expectations. Our research enterprise is up and running. We have a Scientific Director – the first Canadian Chair in Complex Chronic Disease Research. We are teaching over 500 students a year and we are assembling an extraordinary roster of faculty and staff leaders. We have put in place the basis of a robust information system. We have hit the ground running.

In the coming year, our goal is to continue to create a dynamic environment that will attract patients seeking the best care in the world and serve as a magnet for the finest staff, researchers and educators at home and abroad. We are already well on the road to meeting this goal. And we are

building relationships with everyone from acute care providers to family physicians, so that our patients get the right care in the right place. And when it comes time for them to move from one of us to the other, we can smooth their transitions and send them on with confidence.

As we celebrate 150 years of stellar achievement at the vanguard of health care, we have arrived at a place where it behooves us to look backward and forward at once—backward at the proud legacy of innovation on which our hospital was built; forward to an expansive idea of ourselves that will leave our own mark on the century ahead.

## 1927 Dr. Charles Hastings

The Hastings Building is built to address the most pressing health care issue of the day - measles. The Hastings Building is named after Dr. Charles Hastings, Chief Medical Officer of Health for the City of Toronto from 1910 to 1929. Pioneering public health advocates like Hastings greatly contributed to the quality of modern life.



# VISION, MISSION, VALUES

growth  
 LEADERSHIP  
 integrity

Throughout 2009/10, Bridgepoint Health made significant strides toward achieving its vision to be Canada's leader in complex care and complex rehabilitation. Milestones in patient care, quality and safety, research and teaching, as well as the official groundbreaking for our new hospital, were celebrated and have created incredible momentum for both staff and patients as we move forward with our plans for framing the future.

At Bridgepoint, leadership is demonstrated every day, on every patient care unit and in every support department. Many members of the Bridgepoint team received awards, peer-reviewed grants and recognition for their work in academic teaching, research, innovation and quality improvement. We are proud of each and every member of our team, and their numerous accomplishments.

## OUR VISION

To be Canada's leader in complex care and complex rehabilitation.

## OUR MISSION

We change the world for people living with complex chronic disease and disability by:

- Providing them with an integrated network of programs and services in complex care and complex rehabilitation
- Advancing knowledge, expertise, and care through research, teaching and learning
- Engaging our community and health care partners to create a networked system of support

## OUR VALUES

- Meaningful mission
- Integrity
- Investment, growth and development
- Leadership
- Celebrating individual spirit, hopes and dreams
- Social responsibility

### Dear Ms. Walsh:

I just wanted to drop you a note about the truly wonderful, caring staff of Bridgepoint Health. You should be proud to be at the helm of such an organization. My brother had been at an acute care hospital following a stroke, and after a year of frustration and heartache, he was fortunate to be referred to Dr. Milan Unarket at Bridgepoint Health, to whom we owe a debt of gratitude. Furthermore, we hit the jackpot when my brother was assigned to Lesley, the occupational therapist. She is an incredible young person, who is dedicated, innovative, always cheerful and hardworking. Under her guidance, my brother has made huge gains in a short period of time and more importantly, Lesley has given my brother a reason to hope that he will recover. We are so impressed with all the staff, from the cheery ladies at the main floor reception, to the office staff, to Betty the brace maker.

As you can appreciate from this letter, we think Bridgepoint Health is the greatest!!

Sincerely,  
 Valerie Hoffman

On October 19, 2009, Bridgepoint marked another chapter in its rich history with the official groundbreaking for the new Bridgepoint Hospital.



From left to right: Philip Arthur, Chair, Bridgepoint Health Foundation Board; Ingrid Perry, President, Bridgepoint Health Foundation; Michael Blackmore, former patient; The Honourable George Smitherman, Deputy Premier of Ontario and Minister of Energy and Infrastructure; Peter Tabuns, MPP; Paula Fletcher, City Councillor; Marian Walsh, President and CEO, Bridgepoint Health; Tom Corcoran, Chair, Bridgepoint Health Board; and, Brian Budden, Vice President, Plenary Health

## 1860 House of Refuge

100 beds are made available in the first Toronto shelter for the helpless and homeless. The House served Toronto's needs at that time, until a far greater need surfaced - the smallpox epidemic.



"What Bridgepoint has done for me mentally and physically has changed my whole perspective on life." - Chris Laycock, former patient

# ADVANCING THE FUTURE THROUGH RESEARCH AND EDUCATION

At Bridgepoint Health we know that the future of health care lies largely in our ability to anticipate the future needs of the population based on current trends, and to prepare to respond to these needs. Doing so means attracting and retaining the best and brightest. But it also means collaborating with like-minded individuals from around the globe to study complex issues, transfer knowledge from research findings, and share best practices.

This is why our commitment to research and education, for both students and staff, is a critical component of our care philosophy. We believe that lifelong learning is fundamental to both professional and personal growth. Our staff are encouraged to pursue individual education and research goals and to share their expert knowledge with colleagues and, through their academic affiliations, with the next generation of health care providers.

The Bridgepoint Collaboratory for Research and Innovation focuses on research to advance care to people living with complex chronic disease. Our research approach draws on interprofessional teamwork and patient engagement in their own care.

As we move our research agenda forward, we have a powerful ally in the University of Toronto, both through our community-affiliated teaching hospital designation and through our Family Health Team's partnership with the Department of Family Medicine.

This partnership facilitates and supports academic and professional exchanges and continuing education among our existing staff, while offering collaborative and interprofessional training to students from a variety of areas of study.

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KNOWLEDGE  
discovery  
inquiry

HSBC Bank Canada made exciting things possible in 2007 when it generously pledged \$250,000 to Bridgepoint Health for the HSBC Educational Curriculum Program. In 2009, we launched the Program's first initiative, COIL – a unique approach to educating health care professionals in the prevention and management of complex chronic disease. "COIL has the potential to have a profound impact on health care providers, medical education, and institutions, but most importantly on patients and their families," says Dr. Heather Mac Neill, Director of the HSBC Educational Curriculum Program at Bridgepoint. This year, Dr. Mac Neill was awarded \$60,000 in peer-reviewed grants from the Royal College of Physicians and Surgeons of Canada and the University of Toronto to further develop the COIL Project.



## Canada's First Chair in Complex Chronic Disease Research

In 2009, Dr. Renée Lyons joined us as the first Canadian Chair in Complex Chronic Disease Research and The TD Financial Group, Scientific Director, Bridgepoint Collaboratory for Research and Innovation.

An internationally-recognized scientist and Canada Research Chair in Health Promotion, Dr. Lyons is charged with creating a virtual hub of researchers from around the world to collaborate on the biggest health care challenge of the 21st century – complex chronic disease.

## ADVANCING THE FUTURE THROUGH RESEARCH AND EDUCATION

Continued from page 8

### RESEARCH, TEACHING AND EDUCATION HIGHLIGHTS

- In 2009, more than 500 clinical students from over a dozen disciplines came to Bridgepoint to enrich their academic experience – a 30 per cent increase over our numbers in 2008.
- Our innovative Collaborative Online Interprofessional Learning (COIL) project continued to grow with a marked increase in student involvement, in preparation for the full project launch in 2011.

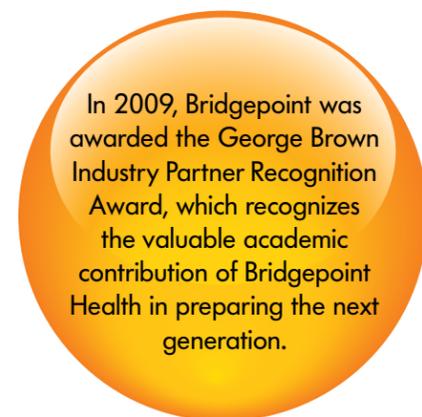


COIL provides a platform for on-line collaboration

- The scope of teaching at Bridgepoint was expanded as the Bridgepoint Family Health Team began training programs for medical, pharmacy and nursing students.
- We introduced the *Building on Excellence* speaker series as a means of strengthening the knowledge-base of our clinical faculty and enhancing our knowledge transfer initiatives.
- Unique learning programs that transfer best practices to practitioners are being developed. The RBC Program for Nursing Innovations in Complex Chronic Disease provided funding to create a program that enables nurses to become certified by the Canadian Nurses Association in specialties related to complex chronic disease.
- The Ministry of Health and Long-Term Care provided Bridgepoint and its partners with a \$200,000 research grant to bring University of Toronto students together with other health professionals and patients to investigate new ways of advancing interprofessional care and

education. The team involved in the project includes the Bridgepoint Family Health Team, the Department of Rehabilitation Sciences at the University of Toronto, VHA Home HealthCare, LinkHealthPro and COTA Health.

Over the coming months and years we will continue to design, implement and engage in education and training programs, research projects, and innovative approaches to care and treatment that strengthen our ability to anticipate and respond to the needs of patients affected by complex chronic disease and disability.



In 2009, Bridgepoint was awarded the George Brown Industry Partner Recognition Award, which recognizes the valuable academic contribution of Bridgepoint Health in preparing the next generation.

*“Bridgepoint Health is rapidly moving to fill a gap in our knowledge and our student experience – how to advance practice and improve outcomes for people living with complex chronic conditions.”*

Catharine Whiteside, MD, PhD, FRCP(C), Dean of Medicine, and Vice-Provost, Relations with Health Care Institutions, the University of Toronto

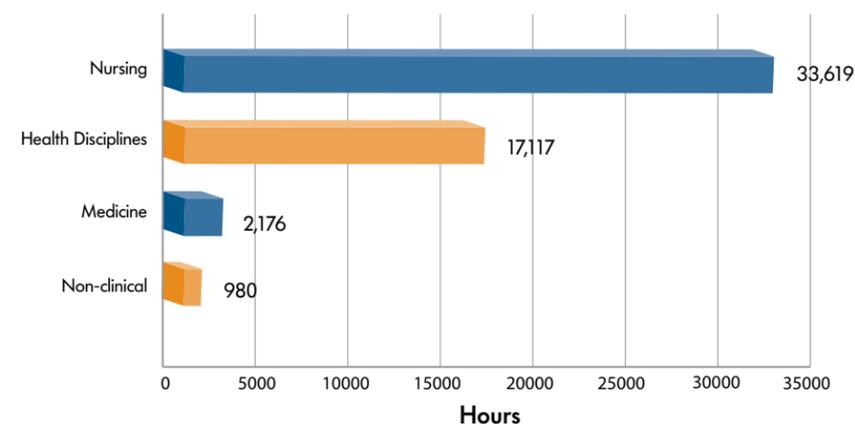


2009 Beth Bishop Award  
Recipient: Lillian Chiu

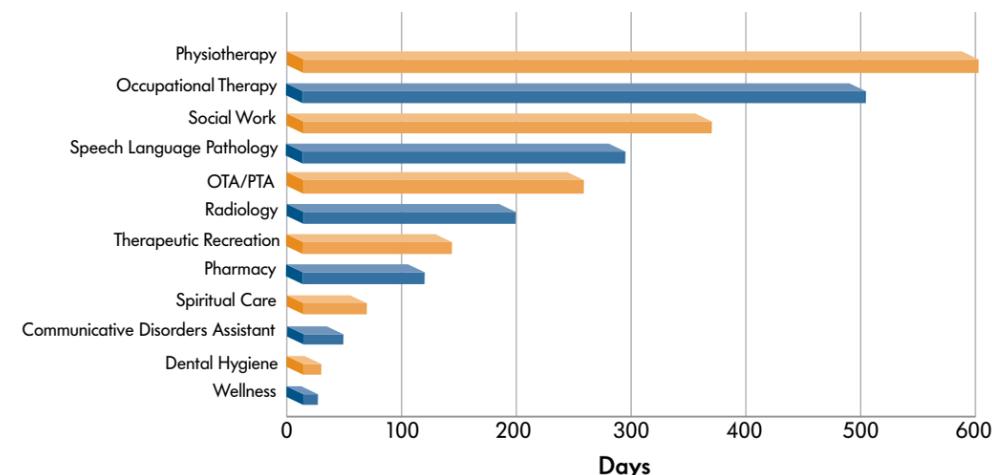
### A FITTING LEGACY FOR A REMARKABLE NURSE

The Beth Bishop Award, established in 2004, recognizes the tremendous contribution of Beth Bishop, RN. Beth worked at Bridgepoint Hospital throughout most of her career. One of her passions was mentoring young nurses in order to prepare them for the future of health care. When Beth passed away in 2004, the Award was established through an endowment to the Bridgepoint Health Foundation. Funds are expressly used to support new nurses in their chosen field of study. A fitting legacy for a remarkable teacher and friend.

### STUDENT HOURS BY DISCIPLINE, 2009



### STUDENT DAYS IN THE HEALTH DISCIPLINES, 2009



### REALIZING THE FUTURE OF PREPAREDNESS PLANNING

#### Linking research, technology and emergency preparedness

Bridgepoint Health has partnered on an exciting National Science and Engineering Research Council (NSERC) Grant with George Brown College's School of Emergency Management and Tenet Computer Group/RIM Blackberry Alliance Partner.

The innovative research project will assess the functionality of information and communications technology tools in the preparation for, response to, and recovery from a prolonged and pervasive health emergency, such as an influenza pandemic.

Bridgepoint is the only hospital partner in this exciting project that has major implications for the future of emergency preparedness in the technology age. The project will enable a higher level of preparedness by using state of the art simulation equipment and experts in the field to test our pandemic plans and emergency response. The result will be an Emergency Response Toolkit for BlackBerry application, with an emphasis on fan out

communications, including contact information, action sheets and emergency plans.

By leveraging information and communications technology to assist in the rapid collection and dissemination of data, we will be able to maximize human and other resources, as well as validate the comprehensiveness and consistency of our emergency preparedness plans.

As part of the project, Bridgepoint has worked with George Brown's School of Emergency Management to develop a pandemic scenario using state-of-the-art simulation equipment in its Emergency Operations Centre, which can be made available for mock pandemic/emergency planning in other organizations. The scenario was created using experiences and lessons learned from our H1N1 outbreak in 2009.

# BUILDING FACILITIES FOR THE PATIENT OF THE FUTURE

Even when considering our illustrious 150-year history, the planning and construction of a new state-of-the-art hospital and the revitalization of our campus will stand proud in history as a tangible symbol of our mark on this era of health care. It is a challenging project, wrought with all of the inconvenience that is the hallmark of any major building effort. But it is also ripe with joy, inspiration and excitement, for it is our new hospital that will embody the importance of complex chronic disease – the new frontier of health care.

thank the many residents and businesses who regularly participate in our Riverdale-Bridgepoint Redevelopment Liaison Committee meetings. We look forward to your ongoing involvement and continued support as we work together to open the doors in 2013.

As we reflect on the past 150 years, it is important to remember that the evolution of our remarkable health care system and our ability to foresee and be prepared to respond to the next pressing health care issue is what has brought us to where we are today. Understanding and reflecting

*“Bridgepoint made a real, dramatic change in my life, giving me hope so I wanted to go on.” - Leslie Lee Kam, former patient*

Over the past year, we have witnessed the daily transformation of our hospital site and at each step along the way, we are reminded of how this new building – and, most importantly, the work that will take place inside its walls – will help to sustain Ontario’s health care system, energize the Riverdale community and strengthen the economy of the City of Toronto.

Our commitment to transparent and inclusive community engagement has been, and continues to be, enormously beneficial to the overall project. We

upon both the significant events and the smaller moments of revelation in our past has paved the way to our future - to the building of a brand new hospital and a campus of wellness, integrated into the Riverdale community.

## BRIDGEPOINT HEALTH – FRAMING THE FUTURE OF HEALTH CARE

### What Is Complex Chronic Disease?

Chronic disease is generally defined as long-term, progressive illness

that requires ongoing medical care. The most common chronic diseases are cardiovascular disease, cancer, musculoskeletal diseases, diabetes, respiratory illness and neurological diseases.

If, like more than 70% of Ontarians over the age of 45, you have two or more of these conditions, you are affected by complex chronic disease.

### How Did This Happen?

Up until the early part of the 21st century, the medical community, for all the right reasons, focused on eradicating infectious diseases – and they were hugely successful. The focus then shifted to supporting life-saving and life-extending interventions among people with cancer, AIDS, diabetes, heart problems, respiratory disease and other conditions. Again, as a health care community, we have been incredibly successful. However, the by-product of our success is a population that is living longer, but living with multiple chronic diseases. As a result, there is now a disconnect between a system that is focused on saving lives and the current health care needs of the vast majority of patients. The system simply hasn’t been recalibrated to address this rapidly emerging health care challenge – complex chronic disease.

### Why It Matters

The impact of complex chronic disease is widespread and widely felt. Complex chronic disease has an obvious health impact on the individuals affected, but it also has a significant impact on their family members, their employers, health care providers who are ill-equipped to understand the complex inter-relationships between diseases and a system that is not designed to care for this new kind of patient. Collectively, the economic impact on society, and more specifically on our health care system, is massive and is causing economists and health planners alike to question the sustainability of the system if fundamental changes to the organization and delivery of services are not undertaken now.

### The Bridgepoint Solution

At Bridgepoint Health we’re all about finding solutions. We’ve spent the past 150 years finding answers to the most pressing health care challenges of the time. As a result, we recognize, like no one else, that complex chronic disease – the next most pressing health care challenge – is upon us. And no one is better equipped to tackle this challenge than Bridgepoint.

Our primary focus is on teaching people how to live with complex chronic disease by providing individualized treatments and therapies that help to support them in self-managing their conditions so that they can live well in the community.

In 2013, we will open the new Bridgepoint Hospital. This facility

will merge state-of-the-art design and technology with state-of-the-art care, creating a unique first-in-Canada organization that is equipped, physically, clinically and philosophically, to take on this most pressing health care challenge.

The new Bridgepoint Hospital will facilitate and enable the practice of specialized care for people affected by complex chronic disease in an environment of academic enquiry that is dynamic, inspiring and therapeutic.

Our National Centre of Excellence will be the new benchmark for the promotion of wellness and recovery; the connection between hospital and the community; the conduit for moving from illness to wellness; and, the bridge to the future of living well with complex chronic disease.



## 1902 Medical Training

The Isolation Hospital is recognized as a centre for teaching medical students about the treatment of communicable diseases.



*“Having been a patient at Bridgepoint Hospital, I can tell you that Bridgepoint staff perform miracles with their patients every day, despite the cramped and aging facilities. I am one of their miracles. What they will be able to do for patients in a modern, purpose-built hospital will be nothing short of earth-shattering.” - Dr. Michael Blackmore, former patient*

# Opening in 2013

The new Bridgepoint Hospital, scheduled to open in 2013, will be the first hospital in Canada expressly designed for people with complex chronic disease and disability. The new 10-story, 472-bed, 680,000 square foot facility will create a 'campus of wellness', integrating patient care, research and teaching, while also incorporating new public areas, parks and cycling paths.

*"Bridgepoint is interested in my 'wholeness', instead of just getting me to take five steps."*

– Lori Newman, patient



For a long while, Lori Newman's battle with what she describes as significantly debilitating conditions, "that would make for a good episode of the television program *House*", turned her life, career and dreams for the future upside down.

But when she came to Bridgepoint Health, those dreams started to seem like they could become a reality once again. With the assistance of a highly skilled rehabilitation and medical team who assessed Lori's multiple conditions, their impact on one another, and devised the best treatment and rehabilitation program to address them, Lori is able to resume her PhD studies while at Bridgepoint. Support from the health disciplines professionals and others, as well as state-of-the-art communications devices, including voice recognition technology, have enabled Lori to continue with what she describes as her "pre-illness life."

According to Lori, "Illness changes everything. The multi-disciplinary team at Bridgepoint enables me and others like me to return to our community, so that we can move forward with our lives. My team at Bridgepoint is the pearl and its oyster shell will turn into a platinum setting when the new hospital is completed."

# CREATING THE FUTURE OF CARE DELIVERY



INNOVATION professional

**A**t Bridgepoint Health, we are committed to optimizing outcomes by delivering the most effective care to people living with complex chronic disease and disability. We welcome health care professionals who share our commitment to excellence, our passion for public service and our vision to be Canada's leader.

We recognize that both experienced professionals, as well as new graduates, want to work in an environment that allows them to make the best possible use of their skills and supports them in sharing that expertise with others. And we know that by offering an enriching work environment that recognizes employees' specialized skill sets and knowledge, as well as their commitment to quality and patient safety, the ultimate beneficiaries will be our patients.

To that end, this past year we advanced our Professional Care Delivery Model which provides a platform for all health care professionals to work together to provide the specialized and individualized care our patients require.

The implementation of our model has created an opportunity for all clinicians to reflect on their individual roles, as they work together to design an effective interdisciplinary approach to care.

As a key first step in moving the Model forward, our Nursing Strategic Plan helps us to respond to evolving health care needs with a five-year road map that enables Bridgepoint nurses to thrive in an environment that is expressly focused on complex chronic disease prevention and management.

The Model, when translated into patient care terms means that one nurse – either a registered nurse (RN) or a registered practical nurse (RPN)– will provide all bedside care to each patient,

As a hospital committed to becoming Canada's leader in complex chronic disease and disability, discussions on

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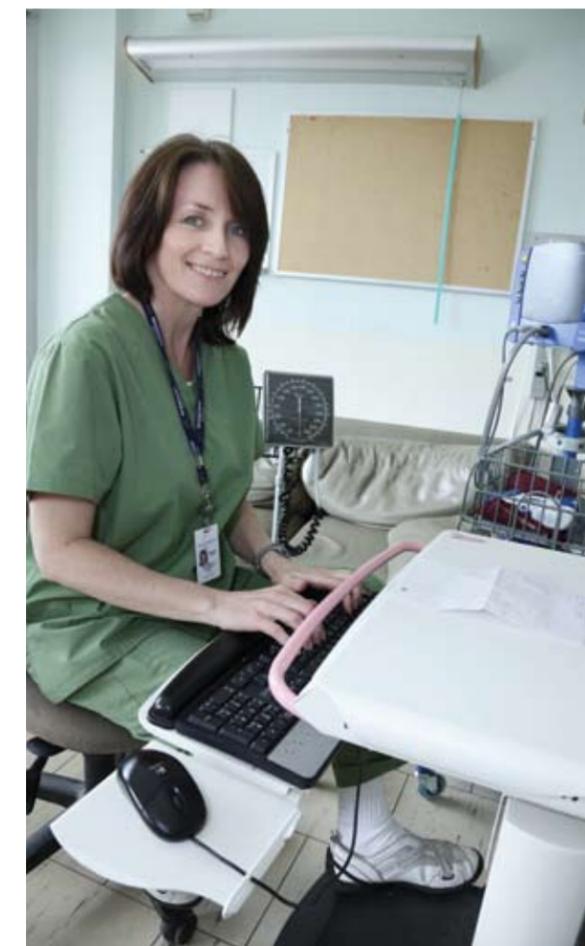


*"I have gone from a wet noodle to a prime roast beef."*  
- Dr. Michael Blackmore, former patient

enabling our regulated staff to work to their full scope of practice. This important part of our new model is already having a positive impact on patient outcomes.

At times, the nurse caring for the patient will change depending on the patient's needs. For example, if a patient assigned to an RPN has a critical event making them unstable with unpredictable responses, one of two things may occur; either the RN will take over the care of the patient or the RN and RPN will collaborate to provide care.

Recognizing that a change in nursing practice has an impact on all other disciplines, we are currently evolving the Model through Advanced Teams whose members represent professionals, such as: occupational therapists, physical therapists, speech language pathologists, dieticians and pharmacists.



## 1945 Regional Centre for Polio

Treated adults with respiratory polio from across Ontario. The last iron lung was sent to Sarajevo in the 1980s.



# CREATING THE FUTURE OF CARE DELIVERY

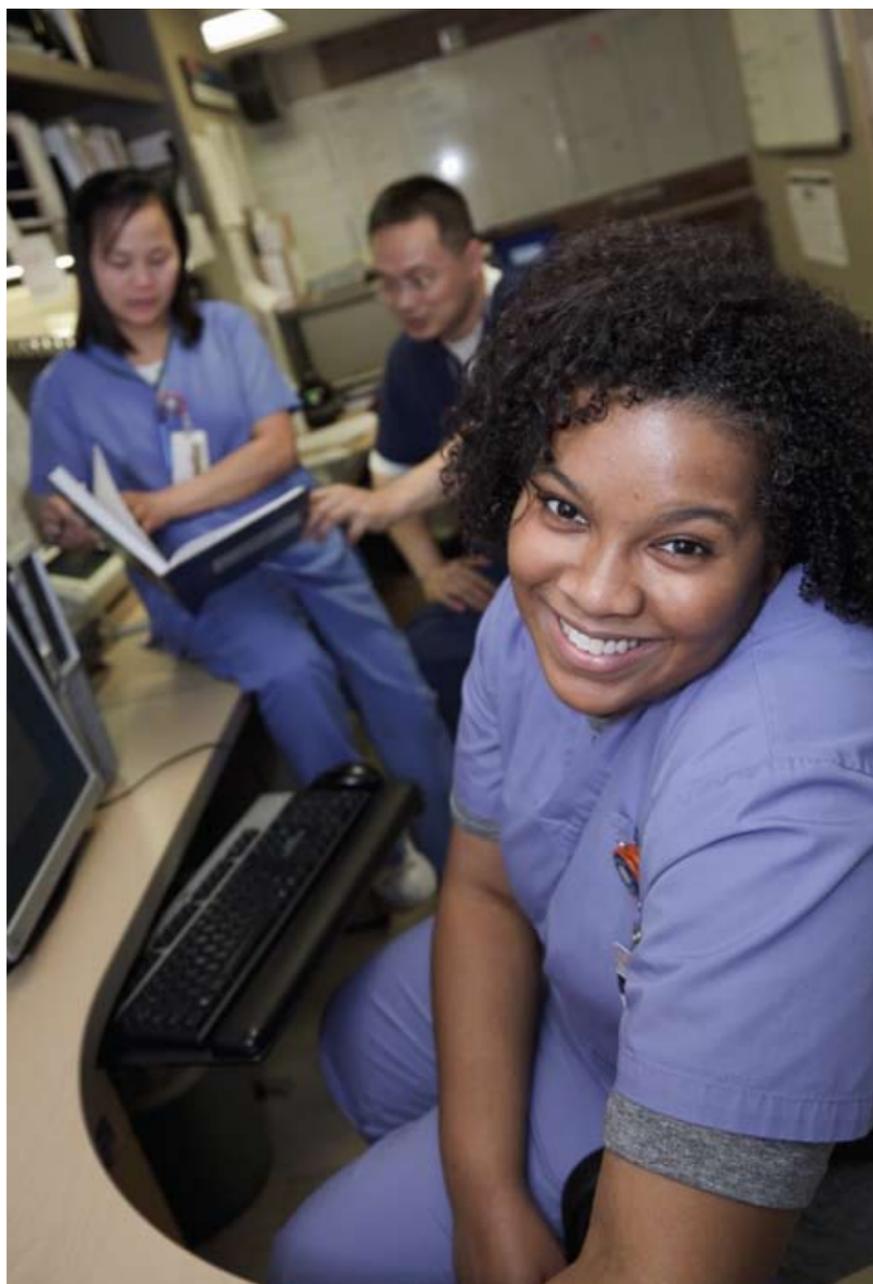
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patient complexity and how teams can best support patients with varying combinations of diseases are core tenets of the Model.

Coupled with our model, 2009/10 marked the implementation of our Skill Mix Initiative which applies an evidence-based tool on all patient units that helps to determine the appropriate ratio of Registered Nurses to Registered Practical Nurses, based on patient predictability, complexity, nursing competency and other unit factors. Once fully implemented in September 2010, the net impact of the Skill Mix Initiative will be a doubling of the number of regulated nursing professionals at Bridgepoint.

*"I think that people would be surprised by the wide scope of practice skills RPNs are now qualified to provide to the patient. Bridgepoint empowers their RPNs to utilize their skills to the fullest extent."*

Elizabeth Bleakley, Registered Practical Nurse, Neurologic Rehabilitation Unit



## 1900 –1943 Kate Mathieson, Superintendent of Nursing

A powerful leader and pioneer in nursing, not only at the Hospital but also throughout the Province, Kate Mathieson was an early advocate of the need for subsidized health care.



# BRIDGEPOINT LEADERSHIP RECOGNIZED

## Ted Freedman Award for Innovation in Education

In 2009, Jane Merkley, Bridgepoint's Vice President of Programs, Services and Professional Affairs and Chief Nursing Executive, contributed to the award-winning project, *Catalyzing and Sustaining Communities of Collaboration Around Interprofessional Care*. The project received the 9th annual Ted Freedman Award for Innovation in Education at the Ontario Hospital Association's annual convention, HealthAchieve.

The Ted Freedman Award for Innovation in Education is the most prestigious award given by Longwoods Publishing, which publishes academic and scientific research related to health services and health care. The award recognizes individuals or organizations that inspire, advocate and enable education in health services and health care management.

Bridgepoint was part of a larger team of health professionals from 13 organizations who collaborated on this project. The initiative was rooted in a vision of interprofessional education and care among providers, health care leaders, preceptors, students and patients as a means of advancing health education, services and management. Bridgepoint's collaboration with St. Michael's Hospital to develop an interprofessional care mentorship model was a key feature of the overall project.



Jane Merkley, Vice President of Programs, Services and Professional Affairs and Chief Nursing Executive, Bridgepoint Health

## ACCESS TO PRIMARY CARE A CHALLENGE FOR PATIENTS WITH COMPLEX CHRONIC DISEASE

"Increasingly, these are the faces in the primary care waiting rooms across Canada – people with multiple, interacting chronic conditions who need lifelong monitoring, treatment, and support to develop the knowledge and skills needed to manage their health between visits.

Not enough of these vulnerable patients – even among the group with better results – are receiving the well-organized, patient-centred, high-quality primary health care that Canadians should expect.

While this survey asked people primarily about the care they receive from their regular doctor, we remain convinced that team-based care is an essential strategy to address the gaps identified in our results.

We still have a long way to go before team-based care is the norm for Canadians with chronic conditions, although interest and investments in this model of care are growing."

**Jeanne Besner, RN, PhD**  
Chair, Health Council of Canada

Excerpted from *Beyond the Basics: The Importance of Patient-Provider Interactions in Chronic Illness Care*

## THE BRIDGEPOINT FAMILY HEALTH TEAM SOLUTION

Funded by the Ministry of Health and Long-Term Care, the Bridgepoint Family Health Team is a multi-disciplinary group of health care professionals that includes family physicians, a nurse practitioner, a registered nurse, a social worker and a pharmacist. They work together, as a team, to provide:

- Comprehensive family medicine services;
- Health promotion services; and,
- Focused care for patients living with complex chronic disease.

The Bridgepoint Family Health Team serves patients from across the Greater Toronto Area and operates with an innovative service model that ensures that the patient is a full partner in their own care.

# A FUTURE GENERATION OF QUALITY AND SAFETY LEADERS

At Bridgepoint, we're taking quality and safety to a whole new level! They form the underpinnings of everything that we do – from the Board of Directors to our front line staff – everyone is engaged. Our quality journey began several years ago, and with the passage of

devoted significant time to participate in the Centre for Healthcare Quality Improvement's *Leadership for Performance Excellence Program*. As a result of our involvement in this initiative, we have reached new heights in our knowledge and understanding of how to bring our aggressive Quality and

Wellstar Health Care, a world-class quality leader in the United States, we have set targets to:

- Eliminate 100% of MRSA and VRE (hospital-acquired infections), and falls causing serious injury;
- Ensure that 100% of patient transitions, to, within and from Bridgepoint, are safe, timely and effective.

These are bold aims and achieving them in the next two years is bolder yet! But we're on a quality journey, with no final destination.

The expertise and engagement of our Board Quality, Safety and Service Committee has been instrumental in supporting our efforts to continually raise the bar. Through robust performance measures, we monitor and report regularly on our progress. This level of accountability, coupled with a range of practices – such as our culture of open disclosure, rigorous reviews of major events, the integration of Accreditation Canada's new quality standards, and the introduction of Quality Councils – will create future gains in what has become our never-ending quest!

*"I think Bridgepoint is a fantastic place. They care about their patients and make them feel welcome."*  
- Alan Kaake, former patient

time, our commitment has been unwavering. Board members and our Executive Leadership Team have

Safety Plan to life at the grassroots of the organization. Patient Safety Leadership WalkRounds, led by members of our

Executive Team, have been a great way to gain staff insight and to collaborate on solutions that make a difference at the bedside.

*The Leadership for Performance Excellence Program* also challenged us to aim for the stars and we have done just that. Our goals are ambitious and they are only the beginning. With peer-mentorship from



Ambition  
ENGAGEMENT



## Bridgepoint's Quality Focus In Action

The first H1N1 outbreak in a Toronto complex care and complex rehabilitation facility was declared at Bridgepoint on October 29, 2009. The clustering of cases suggested that the eleven patients were exposed at one time.

Bridgepoint's Outbreak Management Team was called into action and, using our Pandemic Preparedness Plan, immediately implemented the necessary control measures which successfully prevented the spread of H1N1 to patients and staff.

## 1894 School of Nursing

Established to meet the high demand for specialized nursing skills in the treatment of infectious diseases. The School of Nursing merged with the University of Toronto in 1918. Bridgepoint continues its affiliation with the University today.



# THE FUTURE DEPENDS ON VOLUNTEERS

**A**t Bridgepoint Health, our patient-centred approach to care involves treating the whole person - mind, body and spirit. Our commitment to individualized care could not be met without the dedication and commitment of an entire team of health care professionals, support staff and volunteers.

Our volunteer contingent includes people of all ages – from teens to seniors, each giving generously of their time and energy to make a real difference in the lives of our patients and their families.

In addition to providing daily support to patients, families and staff, Bridgepoint volunteers play a key role in helping

us to deliver on our commitment to ongoing community engagement and education.

In 2009, Bridgepoint’s volunteers organized and hosted tours of the historic Don Jail for thousands of curious visitors, as part of **Doors Open Toronto**. One of the City’s most iconic buildings will soon become part of the new Bridgepoint Hospital.

As members of the Bridgepoint team, volunteers are active participants and partners in delivering the Bridgepoint mission and in helping us achieve our vision. Our volunteers currently provide support in over 40 different areas of the Hospital and, this year alone, donated over 12,000 hours of service.



generosity  
COMPASSION

## DOORS OPEN TORONTO

*“The crowds were unbelievable and the atmosphere was electric! It made all of the time and effort that went into planning the event worthwhile.”*

Theresa Shiel, Manager, Volunteer Resources



## Need for Volunteers Identified as Hospital Mandate Changes

As the need for isolation beds diminished and the delivery of chronic care was added to the Hospital’s mandate, the need for support from volunteers was identified. As the patient population grew, volunteer activities increased and in 1964, culminating many months of work by a handful of people who had a vision for volunteerism, the volunteer program was formalized.



# A SOLID FOUNDATION FOR THE FUTURE

As we celebrate our 150-year legacy of compassion and care, we pay tribute to the countless individuals whose dedication and foresight made Bridgepoint what it is today. Now, looking forward to the exciting changes ahead of us, we are grateful for the generous supporters and inspiring leaders who will ensure that Bridgepoint can continue to provide the best possible care for patients well into the future.

## INSPIRING LEADERSHIP

Our Life.Changes. campaign is seeking to raise \$60 million to support Bridgepoint's redevelopment and research activities. It's an ambitious goal for our first-ever capital campaign. We are fortunate to have the experienced, enthusiastic leadership that we need to make the goal a reality.

We are delighted that Dick Falconer has agreed to serve as Chair of our Campaign Cabinet. From his position as Vice Chairman and

Managing Director of CIBC World Markets Inc., and his leadership roles in other major fundraising campaigns, Dick brings a wealth of experience and connections to Bridgepoint that will be pivotal to the success of the Life.Changes. campaign.

## GENEROUS SUPPORT

Bridgepoint's supporters include individuals, charitable organizations and corporations. One of these is the Bay Street Invitational Fund, which has provided a generous endowment that allows Bridgepoint to provide dental care, foot care and eye care for patients who cannot afford these vital clinical services. "We are delighted to be able to help with this important work," says Geoff Gouinlock on behalf of the Bay Street Invitational Committee.

Our generous donors are also making it possible to meet the challenge of complex chronic disease through the creation of the new Bridgepoint Hospital,

the Bridgepoint Collaboratory for Research and Innovation, and new education and support programs. Although still in its early stages, our Life.Changes. campaign has raised \$9 million to date.

Our annual fundraising events set new records in 2009. Fandango! Bhangra was our most successful gala to date, raising \$435,000, while our Bridgepoint Classic Golf Tournament also raised more than it ever had before – \$100,000.

## FUTURE INVESTMENT

Bridgepoint Legacy Partners is a group of forward-thinking supporters who are committed to Bridgepoint's future. The members of this special group, formed in 2009, have made provisions for a future gift to Bridgepoint through a bequest, life insurance, annuity or trust arrangement. We are thankful for their foresight and generosity and we hope their commitment will inspire others to follow.



### COMMITTED TO BRIDGEPOINT'S FUTURE

#### Bridgepoint Legacy Partners

Colleen & Brian Johnston  
Mr. Bruno Malibert  
Dr. & Mrs. A.C. Ritchie  
Keith Thomson  
Anonymous (2)

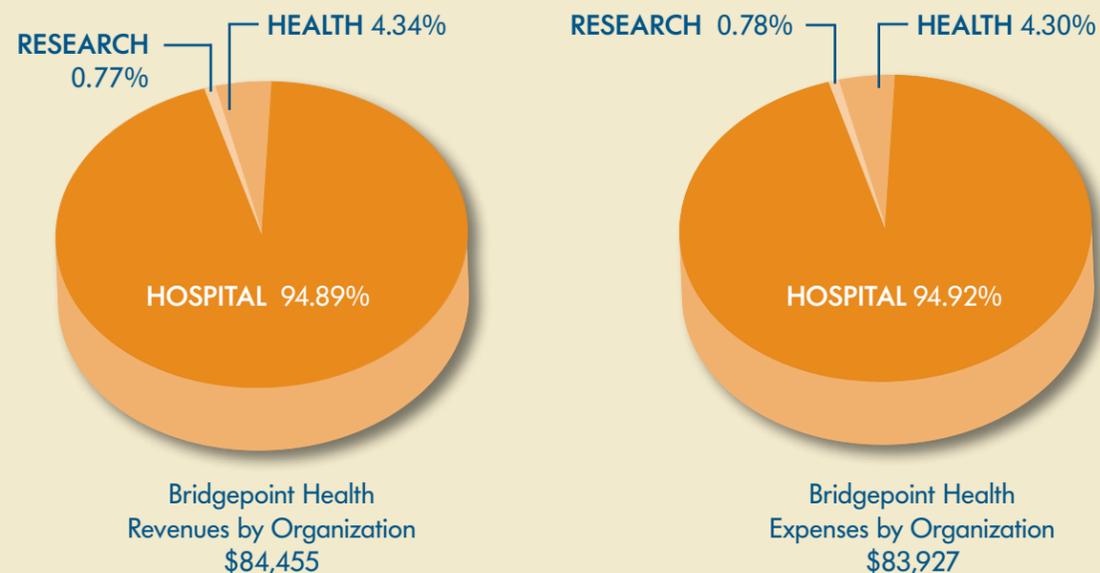
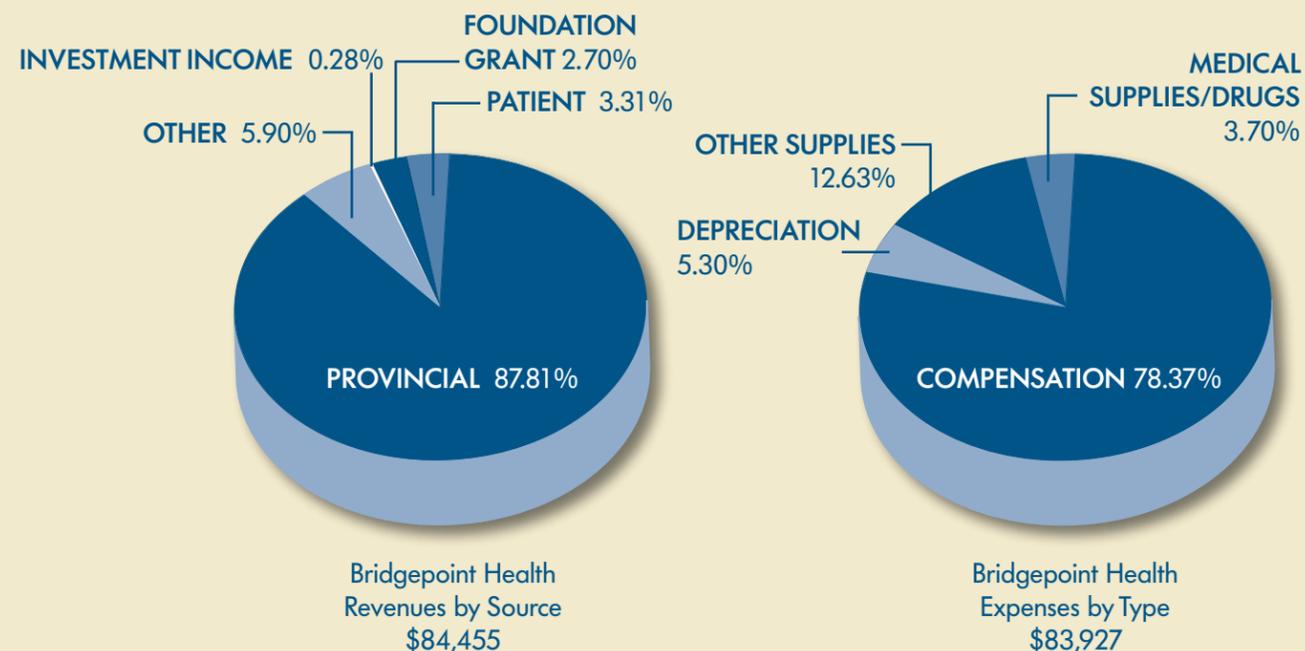


## NEW FOUNDATION LEADERSHIP

2009 brought new leadership to Bridgepoint Health Foundation. Philip Arthur, C.A., who joined the Foundation Board in 2008, was appointed Chair in June 2009. He is assembling an energetic team to serve on the Campaign Cabinet. In October, we welcomed Ingrid Perry as the Foundation's new President. Under Ingrid's leadership, the Foundation is moving forward with the Life.Changes. campaign to support Bridgepoint's new hospital, research enterprise, education and support programs.

# ACCOUNTABILITY FOR THE FUTURE

The following charts show the sources of revenue and distribution of expenses for Bridgepoint Health (presented in thousands). Audited financial statements for 2009/10 are available upon request by contacting 416.461.8252, ext. 2386.



SUSTAINABLE  
accountable  
transparent

## COMPLEX CARE

359 beds staffed and in operation  
99 average days of stay  
111,415 total patient days

## BRIDGEPOINT TEAM

1,073 employees  
Over 12,000 volunteer hours  
10 volunteer dogs  
Our resident cat "Bailey"

## COMPLEX REHABILITATION

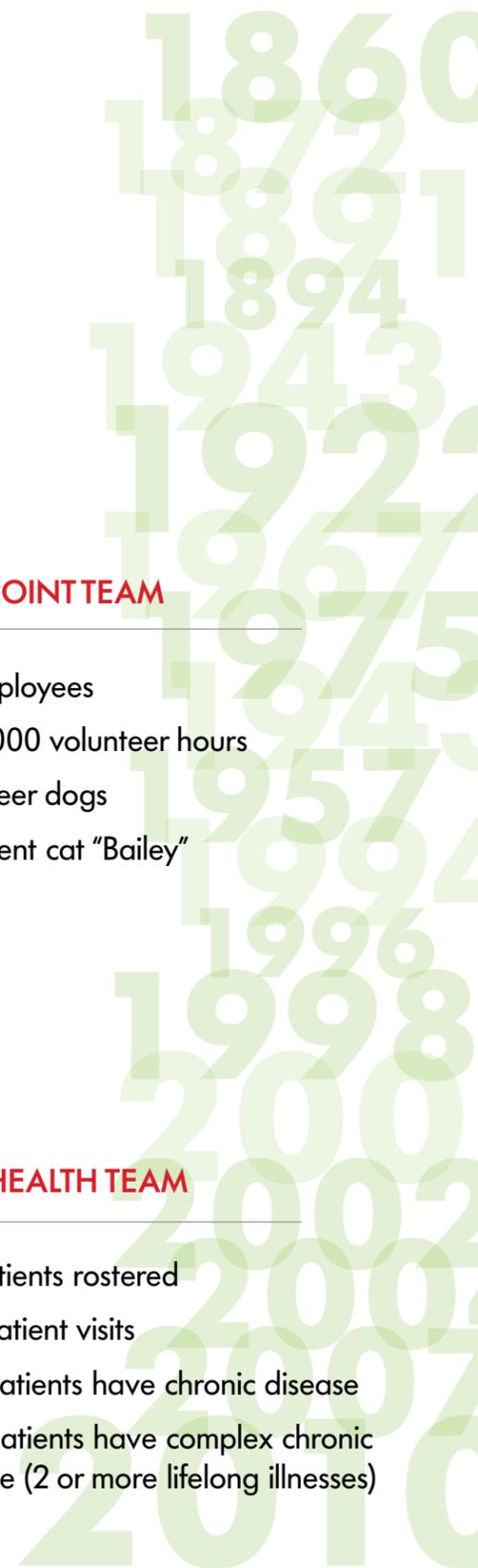
96 beds staffed and in operation  
31 average days of stay  
32,431 total patient days

## FAMILY HEALTH TEAM

4,200 patients rostered  
18,000 patient visits  
72% of patients have chronic disease  
50% of patients have complex chronic disease (2 or more lifelong illnesses)

## AMBULATORY CARE

15,058 ambulatory care visits





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[bridgepointhealth.ca](http://bridgepointhealth.ca)  
[lifechanges.ca](http://lifechanges.ca)

*Bridgepoint Health expresses sincere appreciation to our patients and staff who allowed us to use their images and stories in this report.*