



Integration Report: January 13, 2012

Building a single organizational culture and support infrastructure

Executive summary

In April 2011, Toronto Rehabilitation Institute (Toronto Rehab) and University Health Network (UHN) jointly announced a voluntary integration. This integration welcomes Toronto Rehab as the newest member of the UHN family of hospitals alongside Princess Margaret, Toronto General and Toronto Western.

The memorandum of understanding signed by the Boards of both organizations described the following principles and commitments of this integration:

- *Enhanced quality and accessibility of rehabilitation services for patients including a focus for earlier rehabilitation services for acute patients as appropriate.*
- *A guarantee of current levels of rehabilitation services and a commitment to the reinvestment of resulting savings in rehabilitation and post acute care.*
- *A guarantee that rehabilitation care, commitments and partnerships currently in place with other acute hospitals such as St. Joseph's Hospital, St. Michael's Hospital, Sunnybrook Hospital and Mount Sinai Hospital, will be honoured and enhanced.*
- *Ongoing financial support for rehabilitation research.*

Following an extensive due diligence review and a community and stakeholder engagement process, both Boards formally approved the integration, which received the support from the Ministry of Health and Long-Term Care, Toronto Central Local Health Integration Network (LHIN) and health system partners. On July 1, 2011, the two organizations were officially integrated.

As significant an undertaking as it was to prepare the organizations for their integration, implementation of the integration is ultimately focused on achieving the objectives contained in the business case. This represents a significant body of work for the new organization. But we have also maintained a sense of 'business as usual' as the organizations came together so that staff, physicians, patients and families continue to have trust in the organization and believe that our coming together is about building something better together.

Integration is focused on enhancing the quality of patient care and the patient care experience across the entire health continuum. In the first six months, our focus has been on integrated corporate services and functions, streamlined

"By coming together, we're leveraging Toronto Rehab's expertise in post-acute care and rehabilitation science, the best of UHN's expertise in acute care medicine and research, and our combined leadership in interprofessional education, to create a new organization that will transform how we think about and deliver health care today, and tomorrow."

Dr. Robert Bell
President and CEO, University Health Network



processes and enhanced interprofessional education, with a view to reinvesting savings into rehabilitation and fostering greater collaboration between and among departments, programs, staff and physicians. We've also ensured that members of our senior leadership team take on corporate responsibilities in addition to those who have site leadership roles. For example, the senior clinical vice president for Toronto Rehab also has responsibility for allied health disciplines across the entire organization. We've done this to remove silos and ensure a more integrated approach to the way we think about health care and the way that it is planned, delivered and measured across all our sites.

We estimate that it will take approximately two years to fully integrate the two organizations and achieve our integration objectives. Throughout this period, UHN has committed to provide the Toronto Central LHIN regular reports on its progress. A total of four reports over the two-year timeline will be submitted to the Toronto Central LHIN, scheduled for the following dates: January 13, 2012; June 30, 2012; December 31, 2012; and June 30, 2013.

This is the first of these reports.

Highlights

Over the past six months, a number of successes have been achieved in our integration as they relate to UHN's five strategic domains:

In the "We" domain we have...

- ✓ *Established nine integration priorities that have guided the organization's collective efforts over the past six months related to corporate services departments and infrastructure*
- ✓ *Launched a review of corporate and departmental policies with a view to harmonizing or adopting a single set of policies with flexibility to acknowledge the unique needs of each clinical program while guiding the day-to-day operation of the entire organization*
- ✓ *Conducted 12 town hall meetings across all Toronto Rehab sites related to changes to human resources and corporate services practices plus hosted joint leadership meetings for UHN/Toronto Rehab management staff*
- ✓ *Integrated physician teams ensuring privileges were granted to reflect the addition of Toronto Rehab to the UHN program family; and created a Department of Physical Medicine and Rehabilitation in recognition of the unique rehabilitation medicine expertise at Toronto Rehab*
- ✓ *Expanded access to wellness, organizational development and education activities to all Toronto Rehab sites*
- ✓ *Initiated a review of corporate communication vehicles and information resources that has resulted in new practices and streamlined methods of communicating within a larger organization*
- ✓ *Infused a sense of healthy competition between sites during this year's influenza vaccination drive, resulting in increased staff vaccination rates across all UHN sites, including Toronto Rehab*
- ✓ *Integrated our corporate services departments: finance, human resources, organizational development, education, planning and infrastructure, payroll, library services, public affairs and communications, information technology/management, risk management and decision support*
- ✓ *Implemented a human resources plan that respected the needs of staff and guided efforts related to changes or activities as a result of the integration*

- ✓ *Initiated an organization branding exercise that will refresh the UHN brand in consideration of the integration of Toronto Rehab into the UHN family*

In the "Caring" domain we have...

- ✓ *Expanded the services and expertise available to Toronto Rehab programs in the areas of Infection Prevention and Control, Translation and Interpretation and Patient Relations, among other areas*
- ✓ *Established baseline referral figures from other acute care partners in the Toronto Central LHIN to Toronto Rehab's rehabilitation and complex continuing care programs to ensure referral access is respected following integration*

In the "Creative" domain we have...

- ✓ *Successfully launched the world's most advanced rehabilitation research centre – iDAPT – and opened the new patient care tower at Toronto Rehab's University Centre*
- ✓ *Created a rehabilitation research institute within the UHN Research program, continuing to nurture its growth as a world leader in this field*

In the "Accountable" domain we have...

- ✓ *Established a new leadership structure reflecting the new organization, with site leadership now defined at Toronto Rehab consistent with other UHN hospital site leadership. Three members from the former Toronto Rehab board have also been added to the UHN Board of Trustees*
- ✓ *Begun the process to integrate information technology systems and networks so that the organization operates from and within a single network domain and business/decision support system across all sites*
- ✓ *Initiated the identification of integration-related savings that will be re-invested into rehabilitation and post-acute care programs*

In the "Academic" domain we have...

- ✓ *Introduced Toronto Rehab's unique Conference Services program to the whole organization*
- ✓ *Extended an integrated eLearning Centre to Toronto Rehab staff, building on the e-learning expertise at both organizations and offering more than 200 education and professional development modules to staff across the entire organization, 24 hours a day, seven days a week from any computer with internet access*

People and corporate services integration

“We still have a lot to learn about each other. The reality is, announcing and approving the integration was the easy part. Now the real work begins as we look at leveraging the talents across the whole of UHN in a way that enhances our ability to serve staff and patients better.”

Emma Pavlov, Senior VP, Human Resources

Consistent with known best practices and literature regarding measures of a successful merger, much of our efforts the past six months have been aimed at supporting the creation of a strong culture for a new organization. These efforts have focused on consolidating and harmonizing corporate services functions. The work of the Corporate Services Integration Committee, chaired by the Senior VP of Human Resources, Emma Pavlov, has guided these integration efforts which have helped prepare a foundation for many of the other benefits that the integration is anticipated to bring over the coming months.

This group, which has met bi-weekly since August 2011, identified short- and longer-term priorities that were endorsed by the senior management team and gained executive sponsorship with the President and CEO to guarantee the necessary supports were in place to ensure a successful integration and effective communication of these changes throughout the organization. The timelines were aggressive but realistic, providing the teams approximately 10 months to plan and complete corporate services integration activities.

The top corporate services integration priorities in progress:

- **Compensation and benefits:** An extensive review of HR policies across both organizations was conducted with a view to harmonizing a single set of policies for the organization. Annual performance review and vacation policies and guidelines, as well as compensation and benefits policies, have been successfully integrated.
- **Payroll Integration:** Payroll systems are now fully integrated following a three-month plan to align pay periods and integrate back-end systems. All UHN staff, including Toronto Rehab staff, are now paid through a single payroll and benefit system. Employees at Toronto Rehab also now have access to the robust UHN Employee Self Service (ESS) system to view/print pay statements and access benefit information.
- **Single Electronic Patient Record:** This initiative will investigate developing an Electronic Patient Record for Toronto Rehab as a separate entity within the EPR database or if it should merge with the existing UHN EPR system. A working group is now being formed with representatives from the Toronto Rehab program and UHN to examine the pros and cons of both options. A recommendation is expected in early 2012.
- **Domain & Email Integration:** UHN and Toronto Rehab currently have two separate information domains (the central framework for network administration, including network folders, internet access and email, as well as network security). These domains will be integrated so that we have a single point of administration for user accounts, computer accounts, and system policies across all of UHN. A joint work group has been formed to determine key milestones and activities. As well, all staff should operate through a single email domain; therefore, an email migration plan is now underway that will result in Toronto Rehab users migrating to UHN email accounts by early 2012.
- **Intranet:** The integration of content on the Toronto Rehab and UHN intranets is a priority and an important part of creating a single culture and sense of community within the new organization. A working group has been formed with representatives from UHN corporate and Toronto Rehab staff to review content on both intranet sites with a view to migrating the most important and relevant content from the Toronto Rehab site to the UHN corporate site by early 2012.
- **Parking:** The integration of UHN and Toronto Rehab Parking Operations is an important part of our objective to ensure parking resources are utilized effectively to maximize the benefits for both patients and staff and to ensure parking policies are consistent throughout the organization.
- **Financial systems:** Integrating the financial management systems (accounts payable and receivable, financial planning and reporting) is important to appropriately, efficiently and effectively manage hospital operations and

plan for the future. In particular, the SAP financial system introduced at UHN will replace financial systems at Toronto Rehab.

Physician integration

“The integration has helped us to remove barriers to early rehabilitation which science tells us results in better outcomes for persons with stroke and brain injury.”

Dr. Mark Bayley, Medical Director, Neuro Rehabilitation, Toronto Rehab/UHN

The physician teams at Toronto Rehab and UHN have been fully integrated and are now part of a single Medical Staff Association and governed by a single set of medical staff by-laws. This has ensured that all physicians at Toronto Rehab now have appropriate privileges at any site/program within the entire organization.

As well, a new Department of Physical Medicine and Rehabilitation has been created at UHN, with the entire Toronto Rehab medical staff now a part of that department (except in cases where a physician already held cross appointments within an existing UHN medical department). Toronto Rehab’s Program Medical Director, Dr. Gaetan Tardif, serves as UHN’s Physiatrist-in-Chief and is a key member of UHN’s Medical Advisory Committee.

Policy harmonization

For organizations as large as Toronto Rehab and UHN it is not surprising that there would need to be a careful review of the combined 1,483 corporate, administrative and clinical policies that exist at both organizations with a view to creating a single set of policies for the new organization. This review has already been initiated.

Communication

A communications plan was developed to guide how internal audiences would be kept informed and up to date with the changes most relevant to them. The first step following the formal approval of the integration was a series of site visits by Dr. Bob Bell, who travelled to each of Toronto Rehab’s program locations, accompanied by site lead and Senior Clinical VP, Sue Jewell. These

conversations with each program area provided an opportunity to discuss integration priorities, how staff can be involved and be a part of the new organization going forward and to express a commitment to open and transparent communication throughout the integration.

Following these meetings, a total of 12 town hall sessions have been held at Toronto Rehab’s sites to provide updates to staff on the harmonization of human resources policies, practices and other ‘people’ updates as they relate to integration and operating as a part of UHN. Each of these sessions was well attended and staff consistently expressed appreciation for the openness and transparency of the information being shared.

Regular communication to all staff, physicians and volunteers will continue to be key throughout our integration journey; updates on our corporate services integration progress remain a priority.



Emma Pavlov, Senior VP, Human Resources, hosts the latest Town Halls held across Toronto Rehab’s sites in January 2012.

To ensure the perspectives of staff were considered in making decisions about how to communicate as a single organization, in August 2011 staff were provided an opportunity to participate in a survey to evaluate opinions related to communication priorities and preferred information sources. The organization subsequently has implemented a more streamlined approach to internal communications, introducing more frequent digital and electronic communications.

Stories related to Toronto Rehab accomplishments, news and updates are now fully integrated into the internal news cycle and tools at UHN. This provides opportunities both for Toronto Rehab audiences to feel a part of UHN, and for UHN staff to become more knowledgeable about Toronto Rehab. The integration of information technology systems will further enhance internal communications activities.

Single organization, single intranet

A major initiative currently underway is the integration of intranet sites. The goal of this work is to establish a single intranet for the entire organization. Getting there means an extensive review of content on both sites with a view to the development of a content migration plan that will transfer important content from the Toronto Rehab site to the UHN corporate intranet.

This has necessitated extensive consultation with and contributions from nearly 30 different program areas and departments to make important content migration decisions and recommendations. This migration exercise commenced on January 3, 2012 and is expected to be fully complete by the end of March. By April 1, 2012, the corporate UHN intranet site will reflect the needs of all staff, physicians, students and volunteers across the entire organization.

Working together to celebrate a research milestone

The unveiling of the world's most advanced rehabilitation research facilities was a major milestone for Toronto Rehab, and for UHN. The opening of the iDAPT Centre for Rehabilitation Research was in the planning phase since mid 2010. Following the integration, new and existing members of the integrated Public Affairs and Communications team worked together to execute a highly successful launch event on November 16, 2011.

The event resulted in extensive media and social media exposure (approximately 25 million impressions) and created significant interest within the research, academic and private communities to be a part of this one-of-a-kind program, accentuating Toronto Rehab's position as a rehabilitation sciences leader.

“Toronto Rehab has become known as a global leader in rehabilitation research and joining University Health Network’s world renowned research program presents tremendous opportunities for the entire research community at UHN to work together to find meaningful answers to the questions facing an aging society and our health care system.”

Dr. Geoff Fernie, Institute Director, Rehabilitation Research, Toronto Rehab/UHN



Dr. Geoff Fernie, Rehabilitation Research Institute Director, addresses guests at the iDAPT opening event, joined by Bob Bell, President and CEO of UHN and the Honourable Deb Matthews, Minister of Health and Long-Term Care, among many other speakers, industry guests, partners and media.

Maintaining partnerships with other hospitals

We are committed to Toronto Rehab partners for referrals to inpatient rehabilitation and complex continuing care programs. Special referral agreements in place prior to the integration – for example those between Toronto Rehab and St. Joseph’s, and between UHN and Bridgepoint Health -- continue to be honoured.

Toronto Rehab partnerships in Toronto Central LHIN

<i>Referral hospital</i>	<i>Inpatient rehabilitation cases</i>	<i>Inpatient complex. cont. care cases</i>
Mount Sinai	147	7
St. Joseph’s	340	106
St. Michael’s	142	13
Sunnybrook	206	5
Toronto East General	25	3
UHN	606	57

Notes: The above figures are the pre-integration 2010/11 actual inpatient transfers from each of the acute care hospitals in the Toronto Central LHIN. These will be used as the baseline for post-integration reports.

The next six months

Many of the activities reported here will continue into 2012/13. In the next report due to the Toronto Central LHIN on June 30, 2012, we will focus on our progress in clinical and financial objectives of the integration as well as summarize the outcome of the corporate services integration priorities.

A branding exercise, which is now underway, will also help inform the next steps in the evolution of our integrated organization. Guided by input from Toronto Rehab and UHN leadership, clinical, research and education experts, the outcome of this work will be reported in the June 30th report.

We will also reach out to our stakeholders – particularly patients and families, and also staff – to hear from them directly about their experiences in our new organization. We look forward to reporting these findings as well.

Summary

The first six months into our integration has yielded some tremendous successes and results, not just in how we operate as an integrated organization but in how we deliver health care services to patients and their families and conduct our research and education enterprises. For most people in the organization, it feels like nothing much has changed in how we work on a daily basis, which was one of the objectives we wanted to accomplish from the outset.

The integration is a two-year journey and we have much more work to achieve our objectives. Buoyed by our early wins and the ongoing support of our staff, physicians, volunteers and the Board, we are confident that our integration will be a great success and serve as a model for others to follow within an increasingly integrated and transforming health system in Ontario.

“We’re beginning to see the benefits of integration in our everyday lives. The integration of corporate functions and systems is already starting to help streamline how we do our work as part of a larger organization. New collaborative opportunities are being explored in every program. We’re moving forward with enthusiasm and optimism for the future. It can take time to adjust to a new way of doing things and a new way of thinking, yet all of the staff at Toronto Rehab – and our new colleagues – have demonstrated an eagerness to embrace the new roles, new experiences and new opportunities as a part of the UHN family.”

Sue Jewell, Senior Clinical VP, Toronto Rehab/UHN