



MOUNT SINAI HOSPITAL: COMPASSION, DETERMINATION AND EXCELLENCE AROUND THE CLOCK

A hospital never sleeps. At any given hour of the day or night, a nurse monitors a sick infant, a doctor consults with a team of caregivers, a researcher works long hours in her lab. And always, everywhere, patients and their families await.

There's no stopping the clock in the life of a hospital: it is a constant ebb and flow that cannot be put on hold.

At Mount Sinai last year we treated more than 25,000 in-patients, almost 7,000 babies came into the world — 775 of them preemies, some weighing about as much as a stick of butter — and there were 648,300 visits to our ambulatory care services. A team of more than 5,000 nurses, physicians, clinicians, technicians, administrators and support personnel came to work, more than 1,000 members of the Auxiliary and 875 volunteers helped out. But the numbers provide only an outline of this team's story. It's the people who give it character, plot and drama.

Mount Sinai is peopled by some of the most highly skilled, dedicated professionals working in healthcare anywhere in the world today. They move through their days with a sense of mission that is palpable.

What keeps them going day after day at such an intense pace is a profound commitment to the work they do — whether it involves finding a new way to treat previously intractable diseases or finding new space to house critical diagnostic equipment — and a belief that Mount Sinai Hospital is the very best place to be doing it.

Providing the best patient care is at the core of our mission to be a world-class academic and research centre, and our clinical, research and administrative team members take that to heart. Whether they work in an office, at the bedside, or in the laboratory, our people make supporting Mount Sinai's delivery of patient care their priority. Every day.

Nursing Makes the Difference

Senior Vice President of Nursing Leslie Vincent has been at Mount Sinai for 16

years and is responsible for the care being provided by a team of 1,200 nurses and other staff who work in patient-care areas. Driven by a strong desire to contribute to the health and well-being of patients, she helps create an environment in which people can provide the best patient care possible.

Education is a critical area with respect to excellence in nursing practice. With a severe nursing shortage on the horizon, we are now hiring more graduate nurses — 85 last year alone, the vast majority of them in full-time positions — and are directing significant resources toward developing greater depth and clinical expertise. This is a complex and ongoing process, as nurses today are highly specialized in such areas as emergency medicine, intensive care, critical care, labour and delivery, neonatal care, community nursing, public health, and management of chronic conditions such as diabetes or heart disease. With the explosion of knowledge and the levels of required clinical expertise, we must have nurses who are expert and educated to work in specific clinical areas.

Mount Sinai excels at nursing education and has a worldwide reputation for valuing and respecting nursing practice, and providing novice nurses with extended orientation and development experiences. All of this translates into an extraordinarily high level of skilled, compassionate care delivered at the bedside, in our ambulatory clinics and wherever patients come into contact with our superb nurses.

High Tech/High Touch

In Mount Sinai's famous Valentine Neonatal Intensive Care Unit (NICU) — an active part of our renowned Women's and Infants' Health Program, one of our centres of excellence — Nursing Unit Administrator Rheney Castillo has one word when asked to describe it. Interestingly, it's the same word Director of Nurseries Dr. Kin Fan Young Tai uses when separately asked the same question: "Phenomenal!"

Our Lawrence and Frances Bloomberg Department of Obstetrics and Gynaecology

is among the most advanced in the world. According to Dr. Alan Bocking, Obstetrician and Gynaecologist-in-Chief, "with the volume and complexity of patients, as well as the breadth and depth of cases, the reality is that we are the largest and most comprehensive centre in Canada."

Just one example is our Fetal Therapy Program, the largest in the country and one of the largest in the world. What makes Mount Sinai unique is how well we provide a continuum of care that begins with research. For example, Dr. Stephen Lye is renowned for his work investigating pre-term labour. Dr. John Kingdom, a world expert on the placenta, does clinical and basic research. All our scientists are dedicated to promoting healthier outcomes for mothers and babies.

The continuum of care goes from the high-risk pregnancy unit, where some of the most original obstetrical work in the world is done, to the doctors on the obstetrical team who deliver the babies, to the subsequent care infants and mothers receive after delivery, and care before and after pregnancy in the program's world-class ambulatory clinics. All of this care is not just about the ability to do high-tech fetal interventions such as Dr. Greg Ryan's remarkable twin-to-twin transfusions and chest shunts; or about having state-of-the-art equipment. It's about overall quality of life. "Our team is at the leading edge in terms of understanding and addressing some of the developmental needs preemies have, and providing the appropriate environment and stimulation," says Dr. Young Tai.

Approximately 1,000 babies are admitted to the NICU each year, and, while other hospitals offer this kind of care, Mount Sinai's capacity to help these vulnerable patients is unmatched — 34 Level III bassinets, 20 Level IIs, and an average occupancy rate of more than 90 per cent. Physicians, nurses, social workers, psychiatrists, ethicists and respiratory therapists are among the matrix of health professionals who consult and support families in our NICU 24 hours, around the clock. "I stand



The hospital's new gift shop, Indigospirit, marks a unique collaboration with Indigo Books & Music Inc., carrying on the 30-year tradition of the Auxiliary's gift shop. Mount Sinai President Joseph Mapa and Indigo President Heather Reisman celebrate the opening.

SELECTED ACCOMPLISHMENTS 2005-2006

Dr. Tom Stewart is named Critical Care Lead for the Toronto Central LHIN and chair of the group of Critical Care LHIN Leads. Dr. Stewart is also a senior advisor to the Ontario Ministry of Health and Long-Term Care on Critical Care transformation.

Dr. Graeme Taylor is awarded the prestigious Mary S. Sigourney Trust, presented to people who have published or contributed in a significant way to clinical psychoanalysis or psychoanalytical research. Since the award was established 16 years ago, Dr. Taylor is just the fourth Canadian to be honoured.

Dr. Donald Low, Microbiologist-in-Chief and infectious disease expert, takes on an additional role as Medical Director of the Ontario Ministry of Health and Long-Term Care's Public Health Laboratories Branch.

“Mount Sinai Hospital, one of the country’s leading academic health centres, provides outstanding teaching to more than 4,000 students annually, instilling values and skills in the next generation of clinicians and practitioners serving communities across Canada.”

Dr. David Naylor
President
University of Toronto

in awe of the work the team does every day,” says Castillo.

Surgical Precision

Chief of Surgery Zane Cohen, who’s been at Mount Sinai for 15 years, speaks of operating on patients as a privilege. “It’s a fantastic thing,” he says, “to be a surgeon.” More than 18,000 procedures are performed annually, from general surgery to the most complex work in cancer and orthopaedics.

Surgery is another of our centres of excellence, and our surgeons enjoy a distinguished international reputation. Dr. Cohen is particularly proud of the exceptionally high calibre of his surgical team. “They are internationally renowned, as is the entire department. Its reputation — the papers published, the grants received, and the ground-breaking work that’s being done here — makes our Department of Surgery a strong ambassador for Mount Sinai everywhere in the world,” says Dr. Cohen.

Our approach to teaching — and to teaching surgeons — has also gained worldwide attention. The University of Toronto Surgical Skills Centre at Mount Sinai, which will soon double in size, is the first of its kind in North America. It provides a laboratory setting, equipped with high-tech instruments and audio-visual support, in which students learn basic and complex surgical procedures through repeated hands-on practice combined with professional feedback. This innovative educational model is now being widely replicated in other North American teaching centres.

Managing Resources

The quality of teaching is important to Jeannine Banack, who coordinates Medical Education, and recently received the prestigious Aikins Award from the University of Toronto for her work in education. Senior Vice President, Medical, Allied and Environmental Services, and a 32-year employee of Mount Sinai, she’s always thinking about people: those who learn how to treat patients, those who come to the hospital as patients, as well as those with whom she works. In addition to Medical Education, her broad portfolio covers Facilities and Allied Services, which includes areas like Medical Imaging, Social Work, Pharmacy, Respiratory Therapy, Rehabilitation Medicine, and Pathology and Laboratory Medicine. This allied group is involved fully with patient care: from analyzing original lab results, to providing the right medicines, preparing a rehabilitation program to social workers helping plan after-care strategies with patients and their families.

Banack also oversees the hospital’s facilities (1 million square feet and growing) and manages the allocation of new and existing space — everything from ongoing construction, capital and architectural planning, to working with our spiritual advisory committee about a soon-to-be-completed Multi-faith Room, a spiritual oasis for our diverse community of patients and their families as well as our staff.

Looking for Answers

Our clinicians work together to determine

Dr. Allan Detsky, Physician-in-Chief, is honoured with the Award for Career Achievement by the Philadelphia-based Society for Medical Decision Making for his 25 years of work. Dr. Detsky is also a professor of Health Policy, Management and Evaluation at the University of Toronto.

Dr. Arnold Noyek is awarded the Canadian Society for International Health's Lifetime Achievement Award for his work on continuing education and community health outreach programs in the Middle East.

Dr. Gerald Baker, head of Mount Sinai's Oral and Maxillofacial Surgery program, is honoured through the creation of the Gerald I. Baker Scholarship in Oral and Maxillofacial Surgery, established by the University of Toronto's Faculty of Dentistry through donations made by Mount Sinai maxillofacial surgeons Dr. Cameron Clokie and Dr. George Sandor.

Dr. Jeffrey Hurwitz, and the Department of Ophthalmology he heads, team with the departments of Anesthesia and Respiratory Therapy to help staff the Kensington Eye Institute, reducing wait times for cataract patients and providing medical training opportunities.

— and discover — the best treatments and therapies for our patients. In Acute and Chronic-Care medicine, another of our four centres of excellence, people like Dr. Ed Keystone, whose specialty is rheumatoid arthritis, and Dr. Bernard Zinman, a diabetes expert, are outstanding examples of what can happen when research, knowledge and an insatiable drive to do better for patients come together in the right setting.

Senior Consultant in Rheumatology and Director of Mount Sinai's Rebecca MacDonald Centre for Arthritis and Autoimmune Disease, Dr. Keystone is a self-proclaimed “therapeutics guy” — always looking for strategies that will improve health outcomes. Now, through clinical research involving biotechnology and rheumatoid arthritis in its early stages, he believes he's found it, with a unique program of early treatment combined with genetics, clinical studies, and the latest imaging technology.

“Not only is this the most exciting time *ever* in the history of the treatment of arthritis,” Dr. Keystone, who has the country's largest practice of patients with rheumatoid arthritis, says “at Mount Sinai we have the greatest potential to make an impact.”

In another of Mount Sinai's chronic-care specialties, Dr. Bernard Zinman, Director of the Leadership Sinai Centre for Diabetes and Senior Scientist at the Samuel Lunenfeld Research Institute, holds the Sam and Judy Pencer Family Chair in Diabetes. He was recently awarded the prestigious Outstanding Physician/Clinician in

Diabetes Award by the American Diabetes Association. With his colleagues and collaborators, he has developed an internationally recognized research program evaluating new strategies to prevent the long-term complications of diabetes as well as testing new treatment methods for both Type 1 and Type 2 diabetes.

At Mount Sinai's Leadership Sinai Centre for Diabetes, Dr. Zinman sees patients, sets up clinical trials, develops grant proposals, supervises students and researchers, recruits for trials, and writes up studies. Challenged by too much to do in too little time, he says that what keeps him going is the translational aspect of the research: how his team's work directly impacts patients.

“It's so important to have research and clinical treatment side-by-side, as it is here at Mount Sinai,” Dr. Zinman says. “It helps us to attract high-quality clinicians and scientists, encourages excellence, and lets us rapidly translate recent advances in research into clinical care.”

Perseverance Pays Off

In the real world, research rarely unfolds as it does in films. There are moments of discovery, to be sure, but research primarily involves long hours of hard work, analysis, experimentation, theoretical testing, looking for clues and building on the work of colleagues.

At the Samuel Lunenfeld Research Institute (SLRI), investigators are expanding the frontiers of science, exploring new ways of thinking and new ways of doing things in



The Globe and Mail publishes an award-winning, three-week Focus series by journalist Ian Brown and photographer Kevin Van Paassen. The series, titled “Mount Hope,” profiled Mount Sinai in words and pictures.

**THE MOUNT SINAI
HOSPITAL AUXILIARY:
A PROUD HISTORY**



Rose Torno

The women who comprise the Mount Sinai Hospital Auxiliary have much to celebrate. With more than 1,200 members, North America's largest hospital auxiliary has a well-deserved reputation for creativity, enthusiasm, dedication, sisterhood — and very successful philanthropy. That philanthropy is focused on providing high-risk newborns a better start in life — a cause connected to the creation of the group 52 years ago by Rose Torno.

The Auxiliary raises funds through initiatives like baby photographs, plaques, and

events including the Wine Down Easy Auction and the annual Gala. The Gala is comprised of an exciting performance — in 2005 by comedian Jerry Seinfeld and most recently by multiple Juno award winner Michael Bublé — and an online Dream Auction, raffle, and *Perspectives* magazine...all of which bring in funds that go toward the Auxiliary's ambitious \$3.5-million pledge called "Healthy Babies" in support of the Women's and Infants' Health Program.

Launched in 2005, the campaign supports the purchase

of isolettes for the Valentine Neonatal Intensive Care Unit, Fetal Monitoring System, and Fetal Health Research at the Samuel Lunenfeld Research Institute. These funds will have an impact on providing high-quality care to the hospital's youngest, most vulnerable patients.

Today, the Auxiliary continues stronger than ever and proudly emulates the values that began with Rose Torno's vision of a sisterhood that would support excellence in healthcare at Mount Sinai. ■

order to improve the lives of our patients. Our scientists are pioneers in cell signalling, stem-cell research, systems biology, molecular genetics and genomic medicine. Pushing the limit of what will be possible tomorrow is what some of the world's very best researchers are doing today — and they're doing it right here at the SLRI. And while Dr. Jim Woodgett, our new Director of the Institute, brims with enthusiasm for the SLRI and our ground-breaking work, he points out that the discoveries made hundreds of years ago are the ones saving lives today. "In research," he says, "all change is incremental. Although a scientific breakthrough may not result in immediate change... research means hope."

Commitment, Passion, Knowledge ...

Every day, our multi-disciplinary professional health teams accomplish miracles, treating patients of all ages, at all stages. Whether people come to Mount Sinai as one of more than 40,000 annual patients in the Schwartz-Reisman Emergency Centre or

receive special programs for compassionate, end-of-life care through our remarkable Temmy Latner Centre for Palliative Care, they are treated with respect, intelligence and kindness. Our clinicians offer more than their renowned high-level skills and great minds; they also share their big hearts.

This annual report can only focus on a few individuals, but they represent the people who embody patient and family-centred care and who make up our hospital.

At Mount Sinai, it always comes back to one thing: patient care. This commitment and passion combined with knowledge make Mount Sinai one of Canada's foremost patient care, research and academic health centres.