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Introduction & Overview
Message from the Chair

Dear Colleagues,

“We make a living by what we get; we make a life by what we give.”
— Winston Churchill

Welcome to the 2016-2017 Annual Report from the Department of Anesthesiology and Pain Medicine at the University of Ottawa. I would like to start by thanking all faculty, fellows, residents, students and administrative staff across our department who contribute so much to our success. Our department thrives because of your efforts.

In 2016-2017, our Department had many successes and much of which to be proud. Our primary focus to our patients is underscored by the significant efforts of our teams in quality and patient safety and the research efforts that underpin that work. Our residency program continues to be a Canadian leader with regard to innovation, and the quality of our residents reflects not only their own commitment but also the support of a great Residency Program Committee led by Drs. Jeyaraj, Hicks and Dubois.

We had excellent learning opportunities from our Visiting Professor program, our inaugural Lower and Upper Canada Anesthesia Symposium (LUCAS) and the myriad Grand Rounds that occur regularly across our department. Finally, our departmental leadership in Global Health not only supported efforts to help underserved populations in Canada, but our residents and staff also travelled outside Canada to support those with less resources than ourselves.

Our new recently-approved fellowship in Global Health will serve to further advance this part of our mission.

Although we have done much hard work over the past year, we still have more to do. The future role of the anesthesiologist in perioperative medicine requires that we build stronger collaborations with our colleagues in internal medicine and commit to being present and providing care outside the operating room on a consistent basis.

Our strength in ultrasound-guided procedures needs to be matched by further building our strengths in Point-of-Care Ultrasound (POCUS) and integrating this into our practice. Our reputation in pain medicine requires that we build strong relationships with primary and secondary care providers in the community and support extended roles in substance use disorder and transitional pain medicine.
The coming year brings challenges to our department. Reductions in University of Ottawa budgets will mean that we have to continue to be innovative with our funds. However, in the last few years, we have already done much to address fiscal accountability, so we must not allow these reductions to impair our academic programs. Many university departments around the country continue to innovate and grow, and we must do the same to allow our academic programs to remain competitive. All of us were attracted to the academic environment of the University of Ottawa to support excellence in clinical care, research and education, and I will need your support more than ever to make sure we succeed in that mission.

We have many colleagues who contribute extensively to our academic mission and I thank you all for your commitment and efforts to our university department. This report is a reflection of that work.

Thank you again,

Colin McCartney  
MBCHB, PHD, FRCA, FCARCSI, FRCP \nProfessor and Chair of Anesthesiology and Pain Medicine, University of Ottawa  
Head of Anesthesiology and Pain Medicine, The Ottawa Hospital  
Scientist, Ottawa Hospital Research Institute
University of Ottawa Department of Anesthesiology and Pain Medicine Leadership

Chair and Executive

- Dr. Colin McCartney  Department Chair
- Dr. Gregory Bryson  Vice-Chair, Research
- Vacant  Vice-Chair, Education

Affiliated Hospitals

- Dr. Colin McCartney  Department Head, Anesthesiology and Pain Medicine, The Ottawa Hospital
- Dr. Patti Murphy  Site Chief, Civic Campus, The Ottawa Hospital
- Dr. Tammy Barrows  Site Chief, General Campus, The Ottawa Hospital
- Dr. Rejean Gareau  Site Chief, Riverside Campus, The Ottawa Hospital
- Dr. Jean-Yves Dupuis  Division Head, Cardiac Anesthesiology, University of Ottawa Heart Institute (until September 4, 2016)
- Dr. Stéphane Lambert  Division Head, Cardiac Anesthesiology, University of Ottawa Heart Institute (effective September 5, 2016)
- Dr. Philipp Mosdorf  Chief, Anesthesiology and Pain Medicine, Children’s Hospital of Eastern Ontario (until July 9, 2017)
- Dr. David Rosen  Chief, Anesthesiology and Pain Medicine, Children’s Hospital of Eastern Ontario (effective July 10, 2017)
- Dr. Vincent Landry  Chief, Department of Anaesthesia, Hôpital Montfort (until March 31, 2017)
- Dr. Marc Doré  Chief, Department of Anaesthesia, Hôpital Montfort (effective April 1, 2017)
Undergraduate Medical Education

- Dr. Nikhil Rastogi Undergraduate Medical Education Director
- Dr. Jennifer Chow Clerkship Director, Francophone Stream
- Dr. Reva Ramlogan Undergraduate Coordinator, Civic Campus
- Dr. Michael Szeto Undergraduate Coordinator, General Campus
- Dr. Sean Dickie Undergraduate Coordinator, University of Ottawa Heart Institute
- Dr. Gail Ryan Undergraduate Coordinator, Children's Hospital of Eastern Ontario

Postgraduate Medical Education

- Dr. Leo Jeyaraj Anesthesiology Residency Program Director (until June 30, 2017)
- Dr. Shawn Hicks Anesthesiology Residency Program Director (effective July 1, 2017)
- Dr. Daniel Dubois Associate Program Director and CBD Lead
- Dr. George Evans Pain Medicine Residency Program Director
- Dr. Claudia Gomez Resident Coordinator, Civic Campus
- Dr. Stéphane Moffett Resident Coordinator, General Campus (until June 30, 2018)
- Dr. Kristen Gadbois Resident Coordinator, General Campus (effective July 1, 2018)
- Dr. Jean-Yves Dupuis Resident Coordinator, University of Ottawa Heart Institute
- Dr. Amy Roeske Resident Coordinator, Children's Hospital of Eastern Ontario
- Dr. Sandra Bromley Resident Coordinator, Hôpital Montfort
- Dr. Sarika Alisic Resident Mentorship Director
- Dr. Michelle Chiu Simulation Director
Fellowship Programs

- Dr. George Dumitrascu  Fellowship Program Director, The Ottawa Hospital
- Dr. Sean Dickie  Fellowship Program Director, University of Ottawa Heart Institute
- Dr. Darlene Weekes  Fellowship Program Director, Children’s Hospital of Eastern Ontario

Continuing Education and Professional Development

- Dr. Rob Jee  Continuing Education and Professional Development Director
  Visiting Professor Program Director
- Dr. Donald Miller  Junior Faculty Development and Mentorship Program Director
- Dr. Dan McIsaac  Journal Club Coordinator
- Dr. Jason McVicar  Lower & Upper Canada Anesthesia Symposium (LUCAS) uOttawa Co-Chair

Research

- Dr. Gregory Bryson  Director of Research, The Ottawa Hospital
- Dr. Dan McIsaac  Research Site Coordinator, Civic Campus, The Ottawa Hospital
- Dr. Sylvain Boet  Research Site Coordinator, General Campus, The Ottawa Hospital
- Dr. Diem Tran  Director of Research, University of Ottawa Heart Institute
- Dr. Kimmo Murto  Director of Research, Children’s Hospital of Eastern Ontario

Global Health

- Dr. Jason McVicar  Global Health Program Director

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Dr. Colin McCartney (right) presenting Dr. Leo Jeyaraj (left) with a gift in recognition of his service as Program Director at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner

Photo: Ryan Mullin
Department of Anesthesiology and Pain Medicine Committees

Covering July 1, 2016–June 30, 2017

Anesthesiology and Pain Medicine University Executive Committee

Dr. Colin McCartney (Chair), Dr. Tammy Barrows, Dr. Patti Murphy, Dr. Rejean Gareau, Dr. Stéphane Lambert, Dr. Philipp Moosdorf, Dr. Vincent Landry/Dr. Marc Doré, Dr. Greg Bryson, Dr. Leo Jeyaraj, Dr. Daniel Dubois, Dr. George Evans, Dr. Nik Rastogi, Dr. Robert Jee, Dr. Michelle Chiu, Dr. George Dumitrascu, Dr. Kelly Au (Chief Resident), Dr. Ilia Charapov, Dr. Peter Duffy, Dr. Ben Sohmer, Dr. Gail Ryan, Dr. Larry Byford, Lynne McHardy (Manager), Alexandra Elms (Recorder)

Research Committee

Dr. Greg Bryson (Chair), Dr. Dan McIsaac, Dr. Sylvain Boet, Dr. Kimmo Murto, Dr. Diem Tran, Dr. Louise Sun (Member at Large), Dr. Manoj Lalu (Member at Large), Dr. Gavin Hamilton (Resident Representative), Dr. Colin McCartney (Ex-Officio), Michelle Akimov (Recorder)

Residency Program Committee

Dr. Leo Jeyaraj (Chair), Dr. Daniel Dubois (Associate PD), Dr. Kelly Au (Chief Resident), Dr. Kaitlin Duncan (Assistant Chief Resident), Dr. Claudia Gomez (Resident Coordinator – Civic Campus), Dr. Jean-Yves Dupuis (Interim Resident Coordinator, Heart Institute), Dr. Stéphane Moffett (Resident Coordinator, General Campus), Dr. Amy Roeske (Resident Coordinator, CHEO), Dr. Evan Cole (CHEO Scheduler), Dr. Joanne Bleackley (PGY3 Resident Elect), Dr. Gavin Hamilton (Resident Research Representative), Holly Videto (Recorder), Dr. Simone Crooks (Resident Simulation Education, ADHOC Member), Dr. Arthur Wong (ADHOC Resident Elect), Dr. Lesley Silver (ADHOC IMG Coordinator), Dr. Colin McCartney (Department Chair, ADHOC Member), Dr. Nik Rastogi (Undergraduate Director, ADHOC Member), Dr. Greg Bryson (Faculty Supervisor Resident Research, ADHOC Member), Dr. Spencer Gutter (ADHOC FPA), Dr. Vatsal Trivedi (ADHOC CBD Resident Representative), Dr. Lorne Wiesenfeld (ADHOC Ex-Officio)

Education Committee

Dr. Daniel Dubois (Chair), Dr. Anna Wyand, Dr. Stéphane Moffett, Dr. Jennifer Racine, Dr. Marie-Jo Plamondon, Dr. Marc Stalder, Dr. Claudia Gomez, Dr. Alan Lane, Dr. Ilia Charapov, Dr. Greg Kroczyk, Dr. Sanjiv Gupta, Dr. Amy Roeske, Dr. Simone Crooks, Dr. Michelle Chiu, Dr. Reva Ramlogan, Dr. Jelka Lujic, Dr. Sylvain Gagné, Dr. Shawn Hicks, Julie Ghatalia (Recorder)
Clinical Competency Committee

Dr. Daniel Dubois (Chair), Dr. Leo Jeyaraj, Dr. Anna Wyand, Dr. Stéphane Moffett, Dr. Jean-Yves Dupuis, Dr. Amy Roeske, Dr. Simone Crooks, Dr. Shawn Hicks, Dr. Desiree Persaud, Dr. Purnima Rao, Dr. Kristen Gadbois, Julie Ghatalia (Recorder)

The Ottawa Hospital Fellowship Leads Committee

Dr. George Dumitrascu (Chair), Dr. Colin McCartney, Dr. Larry Byford, Dr. Ioana Costache, Dr. Wesley Edwards, Dr. Naveen Eipe, Dr. George Evans, Dr. Ashraf Fayad, Dr. Sylvain Gagné, Dr. Leo Jeyaraj, Dr. Anne Lui, Dr. Marie-Jo Plamondon, Dr. Tom Polis, Dr. Purnima Rao, Dr. Patrick Sullivan, Dr. Michael Szeto, Dr. Calvin Thompson, Dr. Patrick Wong, Dr. Anna Wyand, Elaine Stinson (Recorder)

Visiting Professor Committee

Dr. Rob Jee (Chair), Dr. Colin McCartney, Dr. Greg Bryson, Dr. Jason McVicar, Dr. Donald Miller, Dr. Phil Kruger, Dr. Vynka Lash, Vanessa Manning/Amber Devlin (Recorder)
Honours and Awards

Covering July 1, 2016–June 30, 2017

University of Ottawa, Department of Anesthesiology and Pain Medicine Awards

- Dr. Ben Sohmer  
  Dave Roberts Memorial Award
- Dr. Hesham Talab  
  Rachel Waugh Clinical Staff Annual Teaching Award
- Dr. Daniel Dubois  
  Dr. Pete MacEwen Undergraduate Teaching Award—Civic
- Dr. Michael Szeto  
  Dr. Pete MacEwen Undergraduate Teaching Award—General
- Dr. Janie Des Rosiers  
  Undergraduate Teacher of the Year—Montfort
- Dr. Sylvain Boet  
  Junior Faculty Excellence Award
- Dr. Stéphane Moffett  
  Clinical Educator Award
- Dr. Jean-Yves Dupuis  
  Dr. J. Earl Wynands Award
- Ms. Jennifer Borup  
  Lynne McHardy Award for Administrative Excellence
- Ms. Angèle Ross

Honours and Awards

- Dr. Dylan Bould  
  Best Presentation
  *The Effect of Gender on Challenges to Leadership in the Operating Room*
  2017 Meridith Marks Day for Research and Innovation in Medical Education
  Department of Innovation in Medical Education, University of Ottawa
- Dr. Alan Chaput  
  2017 Patient Experience Team Award
  Medical Assistance in Dying Team
- Dr. Ilia Charapov
- Dr. Jocelyn McKenna  
  The Ottawa Hospital Excellence Awards
- Dr. Viren Naik
- Dr. Nadira Naraine
- Dr. Daniel Dubois  
  2017 Certificate of Merit
  Canadian Association for Medical Education
  *To promote, recognize and reward faculty committed to medical education in Canadian medical schools*
Ms. Jennifer Borup (left) presented with the 2017 Lynne McHardy Award for Administrative Excellence by Dr. Philipp Mossdorf (right) at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner
Photo: Ryan Mullin

Dr. Ben Sohmer (left) presented with the 2017 Dave Roberts Memorial Award by Dr. Colleen McFaul (center) and Dr. José DeWit (right) at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner
Photo: Ryan Mullin

Ms. Angie Ross (center) presented with the 2017 Lynne McHardy Award for Administrative Excellence by Dr. Colin McCartney (left) and Dr. Jean-Yves Dupuis (right) at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner
Photo: Ryan Mullin
Dr. Jean-Yves Dupuis (center) presented with the 2017 Dr. J. Earl Wynands Award by Dr. Colin McCartney (left) and Dr. Stéphane Lambert (right) at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner
Photo: Ryan Mullin

Dr. Daniel Dubois (left) presented with the 2017 Pete MacEwen Undergraduate Teaching Award (Civic Campus) by Dr. Pete MacEwen (center) and Dr. Daniel McIsaac (right) at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner
Photo: Ryan Mullin
- Dr. Lucie Filteau  

**2016 ePortfolio Coach of the Year Award (Francophone Stream)**
Faculty of Medicine Awards in Education, University of Ottawa
*Awarded to a coach in the Portfolio on Core Competency Program (ePortfolio) who has completed the four-year program, demonstrated excellent attainment of the coach competencies and consistently received exceptional evaluations from students*

- Dr. Daniel McIsaac  

**2017 CAS Career Scientist Award**
*Enhancing the Care and Outcomes of our Ageing Surgical Population: Design and implementation of a Perioperative Surgical Home for the Frail Elderly*  
Canadian Anesthesiologists’ Society

- Dr. Daniel McIsaac  

**April 2017 Cover Issue: Anesthesiology**
*Association of the Hospital Volume of Frail Surgical Patients Cared for with Outcomes after Elective, Major Noncardiac Surgery: A Retrospective Population-based Cohort Study*

- Dr. Jason McVicar  

**2017 Excellence in Clinical Teaching Award for the University of Ottawa**
Professional Association of Residents of Ontario (PARO)
*To publicly acknowledge the essential role that good clinical teachers play in the training of new physicians*

---

![Dr. Jason McVicar (back-left) and Dr. Lorne Wiesenfeld (back-right) at the 2017 PARO Awards](image-url)
• Dr. Viren Naik  
**2016 Educator Award, Manager Competency**  
Faculty of Medicine Awards in Education, University of Ottawa  
*Awarded to a Faculty Member who demonstrated a high level of leadership*

• Dr. Diem Tran  
**University of Ottawa Faculty of Medicine Summer Studentship**  
Francine Heelan (M1), $3500  
*Strategies to Optimize Postoperative Atrial Fibrillation (STOP Afib): Prophylaxis—a before and after implementation cohort study*

• Dr. Diem Tran  
**Star Research Award**  
Top 64/2600 Abstracts ($100 USD)  
2017 Society of Critical Care Meeting, Honolulu, HI

• Dr. Nadira Naraine  
**In the News Award**  
Department of Anesthesiology and Pain Medicine, The Ottawa Hospital

• Dr. Anna Wyand  
**In the News Award**  
Department of Anesthesiology and Pain Medicine, The Ottawa Hospital

• Dr. Peter Duffy  
**Just Say It Award**  
Department of Anesthesiology and Pain Medicine, The Ottawa Hospital

• Ms. Elaine Stinson  
**Just Say It Award**  
Department of Anesthesiology and Pain Medicine, The Ottawa Hospital
Beyond the Mask: Extra-Departmental Leadership Positions

Covering July 1, 2016–June 30, 2017

Andrews, Meghan
- Member, Lower and Upper Canada Anesthesia Symposium Organizing Committee

Bartosik, Lukasz
- District 8 Delegate, OMA Council, Ontario Medical Association
- Member, Membership Engagement Working Group, Ontario Medical Association
- Member, Board of Directors, Ontario Medical Association
- Executive Member, Academy of Medicine Ottawa

Boet, Sylvain
- Faculty Sponsor, Undergraduate Research Opportunity Program (Supervised: J. Patel), University of Ottawa

Bould, Dylan
- Chair, Canadian Anesthesiologists’ Society International Education Foundation (CASIEF)
- Member, Education Committee, World Federation of Societies of Anaesthesiologists
- Associate Editor, BJA Education
- Editorial Board, Advances in Simulation
- Editorial Board, Canadian Journal of Anesthesiology
- Treasurer, Canadian Pediatric Simulation Network (CPSN)

Bromley, Sandra
- Physician Member, Governance Committee, Hôpital Montfort
- Vice-President, Medical Staff Council, Hôpital Montfort
- Member, Medical Advisory Committee, Hôpital Montfort
- Member, Medical Education Committee, Hôpital Montfort

Cawadias, Alexander
- Member, Transfusion Committee, Hôpital Montfort
- Member, MAID Committee, Hôpital Montfort
Chaput, Alan
- Member, University Senate and Senate Executive, University of Ottawa
- Anesthesiology Oral Examination Board Member and Oral Examiner, Royal College of Physicians and Surgeons of Canada
- Co-Chair and Oral Examiner, Anesthesiology Examination Board, Kuwait Institute for Medical Specialization
- Vice-Chair, Royal College Accreditation Team for Memorial University

Chiu, Michelle
- Member, Postgraduate Education Committee, Association of Canadian University Departments of Anesthesiology (ACUDA)
- Simulation Educator, Royal College of Physicians and Surgeons of Canada
- Director of Exam Material Development, Examination Board in Anesthesiology, Royal College of Physicians and Surgeons of Canada
- Chair, Canadian National Anesthesiology Simulation Curriculum (CanNASC) Task Force, Royal College of Physicians and Surgeons of Canada Anesthesiology Specialty Committee
- Member, China Conference on Residency Education Planning Committee, Royal College of Physicians and Surgeons of Canada
- Member, Simulation Summit Conference Planning Committee, Royal College of Physicians and Surgeons of Canada

Chow, Jennifer
- Member, Comité d’appréciation des actes médicaux, Hôpital Montfort
- Member, Trillium Gift of Life Organ Donation Committee, Hôpital Montfort
- Member, Medical Education Committee, Hôpital Montfort
- Member, Laser Safety Committee, Hôpital Montfort

Crooks, Simone
- Member, Canadian National Anesthesiology Simulation Curriculum (CanNASC) Task Force, Royal College of Physicians and Surgeons of Canada Anesthesiology Specialty Committee

Crosby, Edward
- President, Chair of Council, Canadian Medical Protective Association
- Chair, Executive Committee, Canadian Medical Protective Association
- Chair, Nominating Committee, Canadian Medical Protective Association
- Member, Case Review Committee/Case File Review Committee, Canadian Medical Protective Association
- Member, Governance Committee, Canadian Medical Protective Association
- Member, Safe Care Committee, Canadian Medical Protective Association
- Member, Member and Stakeholder Communications Committee, Canadian Medical Protective Association
- Member, Human Resources and Compensation Committee, Canadian Medical Protective Association
- Member, Audit Committee (Ex-officio), Canadian Medical Protective Association
Des Rosiers, Janie
- Member, Point of Care Testing Committee, Hôpital Montfort

Dickie, Sean
- Member, CUSP Committee on Surgical Site Infection, University of Ottawa Heart Institute
- Member, Blood Transfusion Committee, The Ottawa Hospital
- Member, Point Of Care Testing Accreditation Committee, The Ottawa Hospital

Dubois, Daniel
- Member, Postgraduate Medical Education CBD Subcommittee, University of Ottawa
- Member, Subspecialty CBD Committee, Royal College of Physicians and Surgeons of Canada
- Member, Education Section, Association of Canadian University Departments of Anesthesia

Dumitrascu, George
- Member, Quality Assurance Committee, Department of Obstetrics, Gynecology & Newborn Care, The Ottawa Hospital

Dupuis, Jean-Yves
- Member, myOttawaHeart Advisory Committee, University of Ottawa Heart Institute
- Member, Revascularization Heart Team, University of Ottawa Heart Institute

Doré, Marc
- Member, Medical Advisory Committee, Hôpital Montfort
- Member, Comité d’utilisation et de gestion des ressources, Hôpital Montfort
- Member, Medical Staff Council, Hôpital Montfort
- President, Operating Room Committee, Hôpital Montfort
- Member, IDEAL Committee – Hôpital Montfort
- Chair, LEAN Committee, Hôpital Montfort

Eipe, Naveen
- Vice-President (Education), International Society for Perioperative Care of the Obese Patient

Filteau, Lucie
- Co-Organizer/Moderator, Patient Safety Annual Symposium, Canadian Anesthesiologists’ Society
- CAS Representative, Surgical Care Safety Best Practices Committee, Canadian Patient Safety Institute
- CAS Representative, Patient Engagement in Surgical Safety Committee, Canadian Patient Safety Institute
- Honorary Secretary, Board of Directors, Federation of Medical Women of Canada

Gagné, Sylvain
- Member, Beyond the Mask Committee, Ontario’s Anesthesiologists (Section of the OMA)
Ghatalia, Samir  
- Anesthesia Examiner, Royal College of Physicians and Surgeons of Canada  
- Expert Reviewer, Canadian Medical Protective Association

Green, Ruth Ann  
- Member, ICU Committee, Hôpital Montfort

Henderson, Tammy  
- Member, Perinates Committee, Hôpital Montfort

Hynes, Mark  
- Chair, University of Ottawa Heart Institute AFP (UOHIAMO)  
- Member, Ontario AFP Chairs Committee

Lambert, Stéphane  
- President, CVT Section, Canadian Anesthesiologists’ Society  
- Senior Editorial Board and CPD Editor, Canadian Journal of Anesthesia  
- Associate Editor, Anesthesia & Analgesia

Landry, Vincent  
- Anesthesia Peer Examiner, Royal College of Physicians and Surgeons of Canada

Legault, Stéphane  
- Member, Ambulatory Care Committee, Hôpital Montfort  
- Member, Sleep Apnea Subcommittee, Hôpital Montfort

McCARTney, Colin  
- Board of Directors, American Society of Regional Anesthesia and Pain Medicine  
- Chair, Research Committee, American Society of Regional Anesthesia and Pain Medicine  
- Chair, Gaston Labat Award Committee, American Society of Regional Anesthesia and Pain Medicine  
- Editor, Regional Anesthesia and Pain Medicine  
- Associate Editor, British Journal of Anaesthesia

McDonald, Bernard  
- Member, Board of Directors, CANadian Cardiovascular Critical Care Society (CANCARE), Canadian Cardiovascular Society  
- Chair, Organ and Tissue Donation Committee, University of Ottawa Heart Institute

McIsaac, Daniel  
- Board Member, Society for the Advancement of Geriatric Anesthesia
McVicar, Jason
- Co-Chair, Lower and Upper Canada Anesthesia Symposium Organizing Committee
- Member, Pain Committee, World Federation of Societies of Anesthesiologists
- Secretary, Board of Trustees, Canadian Anesthesiologists' Society International Education Foundation

Moffett, Stéphane
- Member, Anesthesiology Representative, University of Ottawa Faculty Council, Faculty of Medicine
- Member, Postgraduate Medical Education PGY1 Residents Allocation Committee (PRAC), Faculty of Medicine, University of Ottawa

Murto, Kimmo
- Interim Deputy Chief of Staff, Children's Hospital of Eastern Ontario—Ottawa Children's Treatment Centre
- Medical Director, Strategy & Performance, Children's Hospital of Eastern Ontario—Ottawa Children's Treatment Centre
- Chair, SASM Pediatric Committee, Society of Anesthesia and Sleep Medicine

Naik, Viren
- Member, Board of Directors, Canadian Association of MAiD Assessors and Providers
- Vice-President, Board of Directors, Bridge C-14
- Medical Director, Medical Assistance in Dying Program, The Ottawa Hospital
- Director, Assessment, Royal College of Physicians and Surgeons of Canada
- Member, Clinical Personnel Teaching Committee (Clinical Faculty Promotions), Faculty of Medicine, University of Ottawa
- Medical Inspector, College of Physicians and Surgeons of Ontario

Nicholson, Donna
- Member, Board of Directors, Quality of Care Committee, University of Ottawa Heart Institute

Ramlogan, Reva
- Vice-Chair, Education in Regional Anesthesia Special Interest Group, American Society of Regional Anesthesia

Robblee, James
- Vice-Chair, Ottawa Health Science Network Research Ethics Board
- Chair, Governance Committee Board of Governors, Algonquin College

Smyth, Catherine
- Medical Investigator, College of Physicians and Surgeons of Ontario

Sun, Louise
- Heart & Stroke Foundation Women’s Heart Health Research Network
Tran, Diem
- Member, Human Research Ethics Board, University of Ottawa Heart Institute/The Ottawa Hospital
- Member, Canadian Anesthesiologists' Society Research Advisory Committee

Wong, Patrick
- Member, Ultrasound Committee, The Ottawa Hospital
- Team Lead, Anesthesia Procedure Room Working Group, The Ottawa Hospital
- Peer Reviewer, Canadian Journal of Anesthesia

Zunder, Ian
- Department of Anesthesiology and Pain Medicine Representative ("Readiness Owner"), TOH Project Fusion (EPIC)

Promotions
Covering July 1, 2016–June 30, 2017
- Dr. Michelle Chiu  Associate Professor  May 1, 2017
- Dr. Kimmo Murto  Associate Professor  May 1, 2017

Cross-Appointments
Covering July 1, 2016–June 30, 2017
- Dr. Sylvain Boet  Affiliate scientist, International Centre for Surgical Safety, Keenan Research Centre for Biomedical Science, St. Michael's Hospital, Toronto, Canada
- Dr. Michelle Chiu  Department of Innovation in Medical Education, University of Ottawa
- Dr. Daniel McIsaac  School of Epidemiology, Public Health and Preventive Medicine, University of Ottawa
  Adjunct Scientist, Institute for Clinical Evaluative Sciences
  Associate Scientist, Ottawa Hospital Research Institute
- Dr. Reva Ramlogan  Clinician Investigator, Ottawa Hospital Research Institute
- Dr. Louise Sun  School of Epidemiology, Public Health and Preventive Medicine, University of Ottawa
- Dr. Diem Tran  School of Epidemiology, Public Health and Preventive Medicine, University of Ottawa
Strategic Plan 2016–2020

Photo: Mélanie Provencher
Mission
To provide our adult and pediatric patients with the highest quality care in Anesthesiology, Perioperative Medicine and Pain Medicine.

Vision
Our clinical care, scholarship and innovation will position us as international leaders in Anesthesiology, Perioperative Medicine and Pain Medicine.
Strategic Plan 2016–2020

Strategic Imperatives:

1. **Enable the Best Patient Outcomes**

   **The Calling:**
   
   To provide our patients with the highest quality care in Anesthesiology, Perioperative Medicine and Pain Medicine.

   **Our Strategic Response:**
   
   Our focus on quality patient care will drive research, innovation, education and delivery of care. Our results in these areas will position our department in the top 10% in North America and enhance our department and university reputations internationally.

   **Strategic Goals:**
   
   1.1 Make quality of patient care the priority in all of our clinical, education and research endeavours.

   1.2 Develop quality metrics that enable our clinicians to determine patient outcomes, compare our results to local, provincial, national and international standards and change practice to continue to improve outcomes.

   1.3 Engage our specialty teams to innovate and translate best clinical practice to patient care.

   1.4 Expand our capacity and capability to generate high quality outcomes research by appointing and supporting a Knowledge Translation Scientist to analyze patient outcome data and implement best practices.

   1.5 Advance partnerships to bring our department’s innovative clinical, research and education programs to national and international anesthesiology communities.

2. **Advance the Full Potential of Anesthesiology**

   **The Calling:**
   
   To move beyond our well-defined intraoperative role, to bring our knowledge and experience to a broader population of patients. The expertise of this profession is vital in perioperative care, in pain medicine, in end-of-life care and in finding safe methods to facilitate quality and efficiency of care. There is a clear calling for the profession to take part in and lead collaborative care delivery models within and outside the walls of the hospital.
**Our Strategic Response:**

Anesthesiologists will lead perioperative and pain medicine teams that will provide patient care inside and outside the perioperative environment.

**Strategic Goals:**

2.1 Assume leadership in intraoperative, perioperative and pain medicine teams, both within the hospital and the Champlain LHIN, as well as within national and international organizations.

2.2 Recruit and mentor faculty with the specialized skills and expertise required to achieve this Strategic Plan.

2.3 Pursue emerging partnership opportunities in palliative and end-of-life care, as well as addiction and hyperbaric medicine.

2.4 Enhance the profile of Anesthesiology and the department.

---

3. **Active Stewardship of Team Members**

**The Calling:**

To expand the education, leadership, governance and administrative structures that will enable our team members to thrive both personally and professionally while ensuring the department's ability to respond to the rapidly changing professional and business environment in which we practice.

**Our Strategic Response:**

We will leverage our expertise in medical education to bring easily accessible and evidence-based continuing professional development opportunities to all team members, from our most junior trainees to our faculty nearing retirement. We will employ leadership development and succession planning processes to ensure our faculty are prepared to lead in the hospital, the university and our broader professional communities. We will increase our sensitivity and attention to supporting a culture of sustainable work-life balance for our team members.

**Strategic Goals:**

3.1 Graduate Canada’s first group of Anesthesiology residents trained through the Competency-by-Design methodology.

3.2 Implement a Continuing Professional Development and Mentorship Program to ensure appropriate practice standards for all faculty members.

3.3 Recruit and support an Education Scientist to develop and validate competency-based education for both trainees and faculty.

3.4 Support a culture of sustainable work-life balance for our team members.
4. **Responsible Stewardship of Our Resources**

**The Calling:**
Foster the political, organizational and financial acumen required to adapt to the fiscal environment of our province, the health care sector, the University and our hospitals. Our department and its faculty must be knowledgeable, engaged and prepared to adapt to this fluid environment.

**Our Strategic Response:**
We will operate our department with a strong blend of our passion for quality of patient care and with prudent and agile financial management of our clinical, education and research missions.

**Strategic Goals:**

4.1 Partner with local, national and international stakeholders to develop innovative care programs that improve patient outcomes, reduce surgical wait times, decrease length of hospital stay and increase operating room efficiency.

4.2 Align our investments in clinical innovation, education and research with our strategic priorities.

4.3 Implement transparent and responsive financial planning that is aligned with departmental priorities.
Progress to Plan Update

<table>
<thead>
<tr>
<th>Strategic Imperative</th>
<th>Strategic Goals</th>
<th>Status Review Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable the Best Patient Outcomes</td>
<td>1.1 Make quality of patient care the priority in all of our clinical, education and research endeavours.</td>
<td>Funding for a Deputy Director, QPS at TOH and QPS Awards allocated within the 2017–18 AFP Administration budget.</td>
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<td></td>
<td>1.2 Develop quality metrics that enable our clinicians to determine patient outcomes, compare our results to local, provincial, national and international standards and change practice to continue to improve outcomes.</td>
<td>Consideration of developing consensus around site-specific quality metrics and scorecards, to enable consistent reporting based on agreed metrics. At TOH, this will fall under the mandate of the Deputy QPS Director.</td>
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<td></td>
<td>1.3 Engage our specialty teams to innovate and translate best clinical practice to patient care.</td>
<td>Continued review of governance structure and all corresponding Terms of Reference, including development of job descriptions for subspecialty leads.</td>
</tr>
<tr>
<td></td>
<td>1.4 Expand our capacity and capability to generate high quality outcomes research by appointing and supporting a Knowledge Translation Scientist to analyze patient outcome data and implement best practices.</td>
<td>Deferred for integration into the 2021–2025 Strategic Plan.</td>
</tr>
<tr>
<td></td>
<td>1.5 Advance partnerships to bring our department’s innovative clinical, research and education programs to national and international anesthesiology communities.</td>
<td>Consideration of hosting visitors from Shanghai to Ottawa for LUCAS 2020, to further investigate opportunities for collaboration.</td>
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<td></td>
<td></td>
<td>Implementation of Strategic Plan for Pain Medicine at TOH with engagement of community stakeholders extending across the Champlain LHIN, and continued development of the Substance Use Disorder service at TOH.</td>
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<td>First annual Lower &amp; Upper Canada Anesthesia Symposium (LUCAS) held in February 2017 and hosted in Ottawa, in partnership with Queen’s University and McGill University. Second annual symposium held in Montréal in February 2018.</td>
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</tbody>
</table>
### Strategic Plan 2016–2020

#### Advance the Full Potential of Anesthesiology

<table>
<thead>
<tr>
<th>Strategic Imperative</th>
<th>Strategic Goals</th>
<th>Status Review Summary</th>
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<tbody>
<tr>
<td>2.1</td>
<td>Assume leadership in intraoperative, perioperative and pain medicine teams, both within the hospital and the Champlain LHIN, as well as within national and international organizations.</td>
<td>Involvement in ECHO project with Thunder Bay to develop a “hub and spoke” model for pain medicine in the Ottawa region. TOH and St. Joseph’s Care Group in Thunder Bay received funding from the MOHLTC to coordinate and lead a CME program for primary care practitioners in Ontario entitled “ECHO Chronic Pain &amp; Opioid Stewardship.” ECHO stands for “Extension for Community Healthcare Outcomes” and was originally developed in New Mexico to address access to care for Hepatitis C patients. It was a great success and has since been adapted to a multitude of clinical areas and replicated all over the world. The MOHLTC strongly supports ECHO and programs are now popping up all over Ontario. The “hub and spoke” model uses videoconferencing to educate and support primary care practitioners anywhere in the province.</td>
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<tr>
<td>2.2</td>
<td>Recruit and mentor faculty with the specialized skills and expertise required to achieve this strategic plan.</td>
<td>uOttawa Department of Anesthesiology and Pain Medicine Faculty Development and Mentorship Program extended beyond new/junior staff to any and all interested faculty members. The principles of the program will be for a mentee to choose their goals, choose their mentor, record their plan and hold 2-4 meetings per year to review the plan and/or anything else professional and/or personal that the mentee might want to share with their mentor in confidence. Director of Pain Medicine tasked with integrating the four existing pain services at TOH (acute, chronic, rehabilitative and palliative) to optimize resources and the patient experience. This will include linking to the community, research, education and quality assurance.</td>
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<td>2.3</td>
<td>Pursue emerging partnership opportunities in palliative and end-of-life care, as well as addiction and hyperbaric medicine.</td>
<td>Implementation and increased staffing of Substance Use Disorder Program at TOH.</td>
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<tr>
<td>2.4</td>
<td>Enhance the profile of Anesthesiology and the department.</td>
<td>We have a plethora of learners in our environment—respiratory therapists, nurses, medical students on mandatory rotations and pre-CaRMs electives, paramedics and off-service residents. Increased communication of achievements within the university department and affiliated hospitals, as well as at local, national and international levels to a broad range of internal and external partners and stakeholders, as well as to the public at large through the media.</td>
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<td>Strategic Imperative</td>
<td>Strategic Goals</td>
<td>Status Review Summary</td>
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<tr>
<td><strong>Active Stewardship of Team Members</strong></td>
<td>3.1 Graduate Canada's first group of anesthesiology residents trained through the competency-by-design methodology.</td>
<td>Development of the Competency by Design (CBD) Residency Program continues. The first cohort of CBD residents is currently 3/4 through the program, while the “traditional” cohort simultaneously completes their residency training. Dr. Dan Dubois and colleagues are developing a scholarship framework to further evaluate the program. Collaboration with the Royal College and other residency programs at the national level to share ongoing program development.</td>
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<td></td>
<td>3.2 Implement a continuing professional development and mentorship program to ensure appropriate practice standards for all faculty members.</td>
<td>Ongoing development of an in-house ACLS course specific to anesthesia, given the need for recertification every two years and potential for this to become an income-generating endeavour.</td>
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<td></td>
<td>3.3 Recruit and support an Education Scientist to develop and validate competency-based education for both trainees and faculty.</td>
<td>PhD Scientist Dr. Meghan McConnell is leading ongoing education research projects in emotions and clinical decision making and assessment and learning, and is also conducting a programmatic evaluation of CBD.</td>
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<td>3.4 Support a culture of sustainable work-life balance for our team members.</td>
<td>Continued development of a Resident Wellness Program, with the first Wellness Retreat scheduled for Saturday, April 14, 2018.</td>
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<tr>
<td>Strategic Imperative</td>
<td>Strategic Goals</td>
<td>Status Review Summary</td>
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<tr>
<td>Responsible Stewardship of Our Resources</td>
<td>4.1 Partner with local, national and international stakeholders to develop innovative care programs that improve patient outcomes, reduce surgical wait times, decrease length of hospital stay and increase operating room efficiency.</td>
<td>Continued collaboration with Nunavut to develop mentorship, proctorship and CPD opportunities for the Family Practice Anesthesiologists in Iqaluit, with an observership including assistant privileges recently completed by an FPA from Nunavut, in Ottawa.</td>
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<td>4.2 Align our investments in clinical innovation, education and research with our strategic priorities.</td>
<td>Based on feedback from Fellows last year, one on-call weekend per month was added to fellowship schedules at TOH for the 2017–18 academic year, to enable exposure to more complex cases and emergency work. This change is revenue-neutral and has garnered positive feedback from staff and fellows, alike.</td>
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<td>4.3 Implement transparent and responsive financial planning that is aligned with departmental priorities.</td>
<td>Ongoing fiscal responsibility with our university budgets.</td>
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</table>
Human Resources
Human Resources

Covering July 1, 2016–June 30, 2017, with recent new hires or departures denoted by date.

For a full list of our faculty members, including biographical information, please refer to our website at med.uottawa.ca/anesthesiology.

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Retirements</th>
<th>New Hires</th>
<th>Departures</th>
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<tbody>
<tr>
<td>TOH Civic Campus</td>
<td>• Dr. Pete MacEwen (December 2017)</td>
<td>• Dr. Dina Aboutouk (September 2018)</td>
<td>Dr. Jordan Andersen was offered a permanent staff position after a year-long sabbatical in Victoria, BC. After much deliberation, she decided to accept this position in June 2017.</td>
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<td>• Dr. Howard Nathan (December 2017)</td>
<td>• Dr. Sarika Alisic (December 2017)</td>
<td>Dr. Homer Yang accepted the position of Professor and Chair of Anesthesia &amp; Perioperative Medicine at Western University, and Chief of London Health Sciences Centre and St. Joseph’s Healthcare London, starting January 1, 2018.</td>
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<td>• Dr. Elizabeth Miller (July 2018)</td>
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<td>• Dr. Matthew Sheppard (December 2018)</td>
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<tr>
<td>TOH General Campus</td>
<td>• Dr. Alan Baxter (December 2017)</td>
<td>• Dr. Faraj Abdallah (August 2017)</td>
<td>Dr. Shona Nair moved back to Winnipeg, MB in August 2017.</td>
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<td></td>
<td>• Dr. Dennis Reid</td>
<td>• Dr. Peter MacDougall (August 2017)</td>
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<td>• Dr. Colleen McFaul (August 2018)</td>
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<tr>
<td>TOH Riverside Campus</td>
<td>• Dr. Gail Oneschuk</td>
<td>• Dr. Vynka Lash</td>
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<td></td>
<td>• Dr. Don Wilson</td>
<td>• Dr. Ryan Mahaffey</td>
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<td></td>
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<td>• Dr. Adam Dryden (July 2017)</td>
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<td>• Dr. Brock Wilson (July 2017)</td>
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<td></td>
<td>• Dr. Greg Manning (September 2018)</td>
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<tr>
<td>University of Ottawa Heart Institute</td>
<td>• Dr. Michael Bourke</td>
<td>• Dr. Chris Hudson accepted an opportunity to practice anesthesiology and critical care medicine at the University Health Network—Toronto General Hospital in April 2017.</td>
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<tr>
<td></td>
<td></td>
<td>• Dr. Vynka Lash</td>
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<td>• Dr. Ryan Mahaffey</td>
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<td>• Dr. Greg Manning (September 2018)</td>
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<tr>
<td>CHEO</td>
<td>• Dr. Heather O'Reilly (August 2018)</td>
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Professor Emeritus Dr. J. Earl Wynands (left) and Dr. Jean-Yves Dupuis (right) at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner
Photo: Ryan Mullin

(left to right) Dr. Sylvain Gagné, Dr. Nik Rastogi and Dr. Peter Duffy at the LUCAS 2017 Pub Night
Photo: Ryan Mullin
In Memoriam

France Greenwood

September 18, 1956–February 25, 2018

Office Manager, Department of Anesthesiology and Pain Medicine
The Ottawa Hospital, General Campus

France began her career at the General Hospital in 1979 and was hired as an Administrative Assistant in the Department of Anesthesia in 1986. Over the following nearly 30 years, she became the invaluable backbone in the life of our department. Attentive to detail, France was dedicated not only to the staff and sequential Department Heads whom she supported, but also to the residents, fellows, medical students and all other learners who rotated through the department.

Over the years, her job description evolved as the department grew, and as the General Hospital became the General Campus of The Ottawa Hospital. The office staff also grew under France’s leadership, and although sharing her numerous responsibilities did not come easily at first, she adapted as we all must do to the changes around us.

In 2014, France was diagnosed with cancer for which she underwent chemotherapy, radiation and two bone marrow transplants. Regretfully, she had to go on extended medical leave as her disease took more and more of her energy. She passed away at home on February 25, 2018.

France leaves behind her two sons, Jason and Shawn, as well as scores of students, residents, and anesthesiology staff who were touched by her dedication. She is fondly remembered and greatly missed.
(left to right) Dr. Ioana Costache, Ms. France Greenwood and Dr. Jocelyn McKenna at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner

Ms. France Greenwood (left) and Mrs. Lynne McHardy (right) at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner

Photo: Ryan Mullin
Clinical Care & Quality

Photo: Mélanie Provencher
TOH QPS Committee

Report from the TOH Quality and Patient Safety Committee Chair

Since 2011, the Quality & Patient Safety (QPS) Committee for the Department of Anesthesiology and Pain Medicine continues its wide-ranging activities. Our multidisciplinary Committee membership includes representation from anesthesia staff, residents, fellows, Anesthesia Assistants, Respiratory Therapists, Nursing (Operating Room, Post Anesthesia Care Unit, Pre-Admission Unit), Pharmacy, and Patient Advocacy from the Civic, General, and Riverside campuses. The Committee reviews Patient Safety Learning System (PSLS) reports with an emphasis to identify system-level opportunities for improvement. In 2017, the Committee met 11 times and reviewed over 200 PSLS reports, with a range of 5 to 20 cases discussed at the monthly meetings. The list of PSLS-initiated projects coming from the Committee continues to grow thanks to dedicated QPS Committee members and those who have taken time to complete a PSLS report within the Department and beyond.
In addition to the projects, the PSLS events reviewed by the Committee are considered for QPS Rounds (formerly known as Morbidity & Mortality Rounds) based on system and cognitive matters for which a learning or improvement opportunity may be possible. Presentations at QPS Rounds are videoconferenced among TOH’s campuses at least four times per year and continue to provide a popular and insightful educational venue that generates dynamic discussion for improving practice and conduct of patient care. Increased resident exposure to QPS matters was a goal of the Committee identified last year. Since the start of the academic year in 2017, eight anesthesiology residents (increased from 0-3 residents in past years) have been involved in various projects and attended QPS meetings.

The Committee also serves as a platform to address matters of quality and safety surrounding the Acute Pain Service (APS), Surgical Information Management System (SIMS), the Surgical Safety Checklist, and the Annual Anesthesiologist Performance Scorecard.

As with any large department, knowledge dissemination and timely access to relevant QPS communications present an evolving challenge. New this year, all Department members and trainees have access to the relevant QPS Committee recommendations and communiqués (past and present) via the firewall-protected “My Communities” section of TOH’s myHospital website.

Chris Pysyk  MD, FRCP C
Chair, Quality and Patient Safety Committee
Department of Anesthesiology and Pain Medicine, The Ottawa Hospital
Staff Anesthesiologist, The Ottawa Hospital
Assistant Professor, University of Ottawa
TOH Pain Medicine Program

Report from the TOH Director of Pain Medicine

In 2017, the newly-formed TOH Pain Medicine Program held its first strategic planning session to develop a framework for integrated pain medicine across TOH and into the community. Six key areas of focus were identified, including patient access and clinical care, education, research, quality and continuous improvement, leadership, and sustainability. Most recently, the program also developed a governance structure, consisting of an oversight committee. Membership will be primarily comprised of leaders in Pain Medicine at TOH and key stakeholders from across the Champlain LHIN, as well as representatives from indigenous groups, Nunavut Health, and other stakeholder TOH departments. The Pain Medicine Program Strategic Advisory Committee will serve as the unified voice of its constituent clinical programs (chronic pain, rehabilitation, palliative medicine, acute pain and substance use disorder) to inform the priorities of the program and will identify emerging trends and evidence to inform best practices. It will offer advice to the Senior Leadership Team, including comprehensive input for strategic and operational decision-making, and form a collaborative partnership to provide guidance, strategic support and governance for the implementation and delivery of the Pain Medicine Program. In addition, it will contribute to the ongoing engagement of health care professionals within TOH and the community. Terms of Reference for the committee were recently approved by the Executive Medical Advisory Committee.
Substance Use Disorder

A key component of the TOH Pain Medicine Program will be the Substance Use Disorder Program, designed to provide care for patients with substance use disorders who are admitted to The Ottawa Hospital with acute illness. The service was launched in 2017 and has undertaken a number of initiatives over the past year:

Pilot Projects on Orthopedics and Obstetrics at the Civic

These pilot projects are designed to determine the barriers for access to the Substance Use Disorder Program and educate staff to optimize patient care. The pilots were launched on August 29, 2017 as a 6-month trial, ending February 28, 2018.

Prevalence Day

Substance use disorder was included in the annual Prevalence Day survey in November 2017. Data from Prevalence Day indicated a significant problem within the hospital: of the 595 patients who were assessed, 110 had a history of substance use disorder.

<table>
<thead>
<tr>
<th>Data from Prevalence Day 2017</th>
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<tbody>
<tr>
<td>ETOH (alcohol)</td>
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<tr>
<td>Cannabis</td>
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<tr>
<td>Opioids</td>
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<tr>
<td>Cocaine</td>
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<tr>
<td>Benzodiazepines</td>
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<tr>
<td>Other</td>
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</tbody>
</table>

Clinical Care Delivery


August – December 2017

| Referrals | 43 |
| Repeat Referrals | 7 (16%) |
| Distribution | Civic 44.19% |
| General 44.19% |
| Heart Institute 11.63% |
| Average number of days before referral | 1.54 |
| Average number of days between referral and discharge | 19.42 |
| Number of patients discharged before seen by SUD | 4 |
| AMA discharge | 4 |
Environmental Scan

The program is currently undertaking an environmental scan to determine what programs exist in other similar-sized institutions across Canada. Specifically, information is being sought around program structure, referral process, screening tools, patient volume, staffing, budget, links with the community, future development plans, and lessons learned from the process.

A similar environmental scan is also being conducted within the Champlain LHIN and information obtained from both will be used to inform the future development of the program at TOH.

Staffing

At its launch, the Substance Use Disorder Program consisted of one physician completing referrals. Assistance was also provided by Sara Olivier, Advanced Practice Nurse. Over the next 18 months, the program will be growing rapidly with the addition of as many as eight new physicians from a variety of specialty areas.

Governance

Governance has transitioned from an ad hoc working group to a formal advisory committee, with documents under development.

Funding

The Substance Use Disorder Program has developed a formal budget for a 3-year plan, including both inpatient and outpatient programs.

A business plan is also being developed in collaboration with the Executive Vice-President and Chief Operating Officer.

Peter MacDougall  PHD, MD, FRCP
Director of Pain Medicine, The Ottawa Hospital
Staff Anesthesiologist, The Ottawa Hospital
Professor, University of Ottawa
Strategic Framework for Integrated Pain Medicine Across TOH and Into Community

An integrated Pain Medicine Program concerned with the identification, evaluation, treatment and rehabilitation of acute or chronic pain which may occur spontaneously or as a result of injury, surgery or illness. This includes management of pain in patients in the acute, rehabilitation, chronic and palliative medicine settings as well as those with substance use disorders.

Vision

Our vision for the Pain Medicine Program is to provide world-class pain medicine throughout The Ottawa Hospital and into community that is patient-centered, seamless, integrated, barrier-free and evidence-based.
Strategic Focus Areas

- **Patient Access and Clinical Care:**
  - Establish a Centre of Excellence in clinical care that promotes equitable and timely access, streamlines care, enhances collaboration and promotes inter-professional and inter-disciplinary knowledge transfer.
  - Invest in community engagement to build a strong network to support the health care professionals and the community served by TOH.

- **Pain Medicine Education:**
  - Increase the knowledge and skills of healthcare professionals through ongoing education at all levels of training, expertise and practice
  - Set out education standards for pain medicine
  - Educate the public to reduce the stigma and improve access to information on pain medicine

- **Pain Medicine Research:**
  - Continue to invest in pain medicine research as a priority
  - Establish a pain medicine research unit
  - Attract sponsorship and leading experts
  - Develop a research agenda in pain medicine in partnership with community

- **Quality and Continuous Improvement:**
  - Continuous improvement of patient experience including reduction in wait times, patient quality of life (pain relief and improved function), patient safety, and clinical effectiveness
  - Address overlaps, inefficiencies, and barriers to quality patient medicine

- **Leadership:**
  - Attract and develop leadership expertise.

- **Sustainability:**
  - Align with provincial and national initiatives for long-term success and sustainability.

Guiding Principles

Our guiding principles describe our beliefs and philosophy pertaining to the delivery of pain medicine. These principles will guide what we do and how we do it in the pursuit of our vision.

- **We work from the understanding that the experience of pain and substance use disorders are based on biological, psychological and social factors.**
  This implies a coordinated and seamless inter-professional and inter-disciplinary approach to pain prevention and management from pediatric to geriatric and end-of-life, including both pharmacological and non-pharmacological pain management, and across the spectrum of acute; chronic; palliative; rehabilitation; non-cancer and cancer pain; and substance use disorders.

- **Patient-centric care centered on patients and their loved ones.**
  The needs, values, culture, beliefs and preferences of patients are at the centre of their pain management.
- **Access without discrimination.**
  Timely and equitable access for all patients through a comprehensive, coordinated, inter-professional and inter-disciplinary network of pain medicine.

- **Prevention and early intervention.**
  We strive to address pain and substance use at the earliest point of the patient journey.

- **Evidence-based development.**
  We engage in research, innovation, and continuous evaluation to improve outcomes for patients.

- **Knowledge transfer.**
  New and existing knowledge and expertise is shared effectively and widely through education at all levels of training for all professions and disciplines.

- **Safe and Effective management of Opioid drugs.**
  As a safe and effective treatment for some, we will support the safest prescribing processes and the appropriate laboratory technology to measure and manage these medications.

- **Safe and Effective management of Opioid drugs.**
  Provide non-judgmental, equitable pain medicine for people with pain and substance use disorder by meeting them ‘where they are at’.

- **De-stigmatization of pain.**
  We support a cultural shift to one of compassion, understanding and respect towards the experience of pain and substance use disorder.

---

**We will be successful because of:**

- People
- Space
- Process
- Technology
- Capital & Value
- Our Leadership
- Patient & Community Engagement

---
TOH Acute Pain Service

Report from the TOH Medical Directors of the Acute Pain Service (APS)

The Acute Pain Service (APS) at TOH is a consultation service that provides specialized pain management to inpatient populations. As anesthesiologists, we are trained in pain management and use that expertise to assist patients with complex or severe pain states. Some of the techniques we employ include epidural analgesia, peripheral nerve blockade, intravenous patient-controlled analgesia, and novel pharmacotherapies for pain.

Historically, our service has focused almost exclusively on the pain management of post-surgical patients. However, there has been increasing demand for our services in non-surgical areas as others recognize our strength in pain management, as well as our ability to administer unique pain management modalities. Times are changing, and we are currently engaged in creating a more comprehensive pain management plan at TOH that addresses the needs of non-surgical patients, including those with complex or chronic pain and substance use disorders in an acute pain setting.

We have a wealth of pain management experts in our department who specialize in various areas such as regional anesthesia, chronic pain, and palliative and addiction medicine. It is our belief that the “barriers” we have sometimes created between these areas are artificial and arbitrary; certainly, a patient’s problems do not respect these divisions. Going forward, we hope to collaborate more with our specialty partners so that we can offer our patients the best outcomes.

We would like to thank our APS nursing colleagues for their outstanding service. We are supported by Julie-Ann Houle (RN) and Alison Wall (RN), who are both led by Susan Madden (APN).

Michael Szeto MD, FRCPCh
Corporate Director, Acute Pain Service
Staff Anesthesiologist, The Ottawa Hospital
Assistant Professor, University of Ottawa

John Penning MD, FRCPCh
APS Lead, Civic Campus
Staff Anesthesiologist, The Ottawa Hospital
Associate Professor, University of Ottawa
## 2017 Statistics from the TOH APS

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<thead>
<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Total Patient Visits</td>
<td>16,803</td>
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<td>Total Patients Seen</td>
<td>8,254</td>
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### APS Modalities

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<tr>
<td>Epidurals</td>
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<tr>
<td>Neuraxial</td>
<td>1,003</td>
</tr>
<tr>
<td>Regional</td>
<td>508</td>
</tr>
</tbody>
</table>

(include 547 Cesarean Sections)

### Patient Characteristics (Since June 1, 2017)

- 681/3032 identified as having chronic pain: 22.5%
- 38/3032 identified as using more than 90 mg OME per day: 1%
- 13/3032 identified as having substance use disorder: 0.4%

Note: This data is from ACUPAM and accurately reflects data entered by users. However, the data is only as reliable as the data entry and may underestimate the true prevalence.
Quality Initiatives

Civic

- The volume of cases, particularly emergency work, continues to increase as Ottawa grows and the population ages. To accommodate this increase in volume, we have added a second room on evenings every day of the year. Late days were in high demand on most days, so we added an additional scheduled late person, bringing the total to four late people in addition to the on-call staff.
- With the closure of one of our private clinics, Star Endoscopy, and a resulting reduction in work of 1.0 FTE, we have added time in the Interventional Radiology suite and the Acute Pain Service.
- OR closures at short notice across the three campuses has resulted in difficulty achieving the perfect balance of staff to locations. The Civic has recently taken on a number of staff-days from the General Campus to reduce the number of Available Not Booked days.
- Due to the mobility of our staff, we need our equipment to be in common locations across all our sites of clinical care. Over time, entropy has occurred. We completed a major re-design of our anesthesia carts and the process of re-organization of all the carts to a standard design.
- We developed an Anesthesia Consult document to guide our colleagues as to when a preoperative consult is needed. This was trialed in Orthopedics and has since been rolled out hospital-wide. We have re-structured the way consults are triaged to become more efficient and minimize patient delays.

General

- Dr. Sylvain Boet received funding for the OR Black Box initiative which will roll out in 2018.
- Dr. Sylvain Gagné sits on the Choosing Wisely campaign and has helped to streamline preoperative testing at TOH.
- Dr. Catherine Gallant is working on the HIP Attack project, bringing hip fracture patients to the OR within six hours of being booked. This will hopefully reduce instances of postop morbidity and mortality.
- Dr. Jocelyn McKenna developed an ELM for proper disposal of OR waste.
- Dr. Don Miller continues to work with Dr. Paul Connelly on anesthesia machine implementation and reducing volatile use, thereby reducing costs.
- Dr. Miriam Mottiar established an ethics teaching program for residents.
Riverside

• An order sheet was implemented at the Eye Care Centre since Anesthesia Assistants require a medical directive to legally administer narcotics.

• Keypads to restrict access into the MOR area at the Riverside Campus were installed.

University of Ottawa Heart Institute

• Development and implementation of a perioperative atrial fibrillation prevention protocol for cardiac surgical patients.

• Improved efficiency in reporting perioperative transesophageal echocardiography studies.

• Introduction of new technology with improved EEG monitoring for surgeries under deep hypothermic circulatory arrest.

CHEO

1. Most Efficient Pediatric Perioperative Unit in Ontario

• Lean methodology and intensive work by the Perioperative team has resulted in increased utilization, efficiency and fewer cases being done at night.

2. Project Stitch

• Construction on our new Surgical Day Unit and Post-Anesthesia Care Unit was completed and has provided us with new, modern spaces to care for patients coming for surgery and procedural sedation. The proximity of these units to each other and the Operating Room allows for easy access for patient assessments, both pre-op and post-op. It also allows for flexing of cross-trained nursing staff between units, which enables us to maximize efficiency in our high turnover Day Surgery program.

3. Airway Documentation

• The Department of Anesthesiology and Pain Medicine at CHEO initiated a program of data collection around “out of OR intubations.” This was spearheaded by our fellow Dr. Tinu Sandhu and supported by Dr. David Rosen. Data from intubations from ED, NICU, PICU and CCRT was collected for analysis and quality improvement. This function has now been transferred to EPIC which will allow for greater data capture and management.

4. Anesthesia Assistant Program

• Our AA program at CHEO has expanded to include on-call coverage. This allows us to care for patients more safely at all times, both in the OR and when offsite. In addition, our Procedural Sedation program continues to expand and the incorporation of AAs into the system has enhanced capacity, augmented efficiency and maintained the high level of safety.
Hôpital Montfort

- We have introduced a Sleep Apnea Monitoring Unit, run by the Department of Anaesthesia. Patients are monitored post-operatively by a nurse in-room, which has allowed for more efficient use of our step-down unit.
- We have increased our presence in the Endoscopy unit from one day per week to two days per week.
- We now provide telemedicine pre-operative consultations.
- Following the Choosing Wisely guidelines, we have revamped our preoperative investigations and consults medical directive to streamline preoperative optimization and reduce OR cancellations.
- Again this year, we were able to meet increasing demands during influenza season without cancelling any elective OR days.
- Together with the Lean Surgical Team, we have succeeded in optimizing our workflow. We have been using a block room to perform regional anesthesia, which has resulted in increased volume of cases.
- All anesthesia carts have been reorganized to better identify “high-risk alert” medications. All carts have also been standardized to decrease the risk of error in emergency situations.
- We will soon be introducing an emergency situation manual that will be available in all areas where anesthesia services are provided.
- We will be introducing a handover checklist to decrease the risk of omissions and potential errors in this crucial period, which will become part of the anesthesia record.
Medical Education

Photo: Mélanie Provencher
Undergraduate Medical Education

Report from the Program and Clerkship Directors

Our department continues to maintain its tradition of dedication to teaching at the undergraduate level. In pre-clerkship, our formal teaching is done in Case-Based Learning tutorials, Physician Skills Development and e-Portfolio.

Students and staff alike benefit from these encounters as it gives the students an early exposure to our specialty and enhances our reputation as mentors and educators. Many students have sought early electives in Anesthesia based on this, and we have had participation from faculty and fellows at all our affiliated teaching hospitals.

Prior to starting their clerkship, students participate in a week of acute and chronic pain workshops and tutorials. This is an extremely practical block for students as they start their exposure to clinical medicine.

The strength of our contribution to medical education is in the one-on-one teaching we spend with 3rd year students during their mandatory rotation and with elective students in all four years of their undergraduate medical education.

Nikhil Rastogi, BSc, MD, FRCPC
Program Director, UGME (Anglophone Stream)
Department of Anesthesiology and Pain Medicine
Staff Anesthesiologist, The Ottawa Hospital
Assistant Professor, University of Ottawa

Jennifer Chow, MD, FRCPC
Clerkship Director, Francophone Stream
Department of Anesthesiology and Pain Medicine
Staff Anesthesiologist, Hôpital Montfort
Lecturer, University of Ottawa
The two tables in this report show our formal teaching hours as well as elective hours for Anesthesia. The rotation continues to be very well-received by students. Anesthesia remains one of the most popular clinical rotations with a useful amount of procedural experience for students. The feedback that we receive is excellent, with an average of 4.1 out of 5 for all our teaching sites.

### UGME Teaching Hours: 2016–2017

![Pie chart showing UGME Teaching Hours]

- **Case Based Learning**: 281
- **ePortfolio**: 50
- **Pain Curriculum**: 29.5
- **Physician Skills Development**: 34
- **Third-Year Orientation (SIM, Airway Lecture and Workshop)**: 24
- **Total**: 418.5

### Number of Clinical Rotations

![Pie chart showing Number of Clinical Rotations]

- **3rd year core rotation**: 162
- **1st and 2nd year electives**: 31
- **4th year electives (University of Ottawa)**: 20
- **4th year electives (other universities)**: 26
Student comments include:

"Lots of opportunity to practice procedures like IVs and intubation. Lots of direct one-on-one contact with anesthetist."

"The staff and residents were very eager to teach."

"All the preceptors that I worked with were so friendly and keen to teach, which I greatly appreciated."

"Most preceptors were very receptive to working with a student and to discussing topics around anesthesia. Most days there were opportunities to practice clinical skills as well, which was very valuable. The organization was such that I always knew where I was supposed to be and who I was supposed to be working with, with a good balance in clinical skills and study time."

"All of the attending staff were very good about letting me practice procedural skills (IVs, bag-mask, intubation and LMAs) and most were keen teachers. The Primer was a good resource. There was time during the cases to study so the two weeks were excellent for learning."
Anesthesiology Residency Training Program

Report from the Program Director and Associate Program Director

Website Update
The postgraduate education section of our departmental website has undergone a major revision and update. Our intention is that this new website will become a useful source of information for residents, faculty and CaRMS applicants.

Many useful resources have been added to display our CBD curriculum. Thanks to Dr. Dan Dubois and Julie Ghatalia for their significant efforts with redesigning the website!

Wellness Initiative
We have been working to develop a wellness curriculum to support our residents during their training and beyond. A committee made up of residents and faculty has been meeting to plan where we should focus our efforts.

A list of curriculum topics is being developed along with planning events to support building our community spirit through interactions outside of the OR. In April 2018, we held our first Resident Wellness Retreat.

Double Cohort Exam Preparation
Plans are underway to support our residents during exam preparation next year when we will have both the first cohort of CBD residents and the last group of traditional residents sitting for their Royal College exams. We have been freshening up our bank of practice oral exams and an “old fashioned” bell ringer series will enhance our capacity to provide enough practice to our residents. Thanks to everyone who has been contributing to this endeavour.
Education Scholarship

We have a great opportunity to undertake some important scholarship with respect to evaluating and disseminating our CBD residency program innovations. Collaborations are currently underway between our researchers and educators to set the stage for some very important projects.

Dr. Meghan McConnell has been integral in contributing to this initiative. Going forward, there will be several opportunities for residents and faculty to contribute to enhancing our program through education scholarship.

Transition to Practice and Entrustment

Perhaps one of the most important aspects of the CBD model of education, the transition to practice stage is the final module of our CBD curriculum that is being developed. This program will enable senior residents to obtain graduated responsibility with immediate supervision and reliable feedback loops in place. Stay tuned for more information on the resident independent practice evaluation (RIPE) and this stage through our updated website.

Thank you very much for your support.

Shawn Hicks MD, MSC, FRCPC
Program Director, Anesthesiology Residency
Department of Anesthesiology and Pain Medicine
Staff Anesthesiologist, The Ottawa Hospital
Assistant Professor, University of Ottawa

Daniel Dubois MD, FRCPC
Associate Program Director - CBD Lead
Department of Anesthesiology and Pain Medicine
Staff Anesthesiologist, The Ottawa Hospital
Lecturer, University of Ottawa
Pain Medicine Residency Training Program

Report from the Program Director

The Pain Medicine Residency Training Program continues to evolve, with work towards a national curriculum underway. Program Directors across the country have been meeting regularly to work on standardizing our education curriculum. The program went through accreditation in November/December 2016 and was successful in receiving full accreditation. In July 2017, we participated in the first National Introductory Educational Lecture Series, which was video conferenced across the country. It was well attended by trainees and was a success, overall. It will be repeated over two days in July 2018.
The program will welcome our fourth trainee next year, Dr. Daniel James. He is a final year Emergency Medicine resident who has done his residency training here in Ottawa and has significant interest in Education. He will complete his training with us over 1.5 years, officially starting as a Pain Medicine trainee in January 2019.

He will be doing a 6-month elective in Chronic Pain Medicine from July 2018 until January 2019.

Dr. Erica Stone, a former fellow, has been progressing well through her Pain Medicine Residency and will complete her Royal College Pain Medicine Residency Training this June.

Thank you to all those who have supported, and continue to support, the Pain Medicine Residency Program. This field of medicine continues to be in very high demand, especially with our aging population and 1 in 5 adults suffering from some form of chronic pain. Our program will continuously strive to be one of Canada’s top education leaders by graduating well trained physicians in this field.

George Evans MD, FRCPc
Program Director, Pain Medicine Residency
Department of Anesthesiology and Pain Medicine
Staff Anesthesiologist, The Ottawa Hospital
Assistant Professor, University of Ottawa
# 2016–2017 Residents

## Anesthesiology

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<tr>
<td>Arun Anand</td>
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<td>José DeWit</td>
<td>Colleen McFaul</td>
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<td>Elizabeth Miller</td>
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<td>Karoll Rodelo Ceballos</td>
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<td>Alistair Smith</td>
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<td>Kira Tone</td>
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<td>Bernice Duan</td>
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<td>Florimond Joseph Desreux</td>
<td>Kaitlin Duncan</td>
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<td>Sivendran Mahalingam</td>
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<td>Karim Mohamed</td>
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<td>Kathryn Wheeler</td>
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<td>Freda Chung Yan Wong</td>
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<td>Gavin Hamilton</td>
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<td>Evan Cole</td>
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<td>Vincent Fruci</td>
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<td>Ashley Pardoe</td>
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<td>Andrew Tyrrell</td>
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<td>Natalie Cho</td>
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<td>Adele Budiansky</td>
<td>Deric Diep</td>
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<td>Xiao (Cathy) Chen</td>
<td>Kendra Derry</td>
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<td>Bryan Glezerson</td>
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<td>Carla Henderson</td>
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<td>Tim Ting Han Jen</td>
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<td>Vatsal Trivedi</td>
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<td>Alexandra Fottinger</td>
<td>Khrystyna Herasym</td>
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<td>Mary Hanna</td>
<td>Katherine Knight</td>
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<td>Leigh Nickerson</td>
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<td>Sophie Pilon</td>
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## Pain Medicine

### PGY6/7

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<td>Sarika Alisic</td>
<td>Kshitij Chawla</td>
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</table>
Fellowship Program, The Ottawa Hospital

Report from the Fellowship Program Director

The past academic year has seen significant changes implemented to our Fellowship Training Programs in Anesthesiology and Pain Medicine at The Ottawa Hospital. These changes were carefully designed to improve the overall quality of the educational experience we offer our fellows. Specifically, two areas were targeted: clinical exposure and academic work.

Regarding the clinical experience, we noticed the fellows were not sufficiently exposed to emergency cases, while at the same time having no on-call responsibilities. In response, we created the opportunity for each fellow to be assigned to the emergency list once a month, during the weekend and under the supervision of the on-call staff.

With regards to the academic work required from each fellow, we set up a mid-fellowship interview with the Fellowship Director and the Vice-Chair of Research in order to provide more guidance and support, during which time obstacles to various projects are identified and practical solutions are suggested, explored and, eventually, implemented.

I am very proud to point out that these changes were in fact a direct response to the feedback received from the previous generations of anesthesia fellows. Speaking of our graduated fellows, I would like to conclude this report by sharing a testament from Dr. Dina Aboutouk on the time she spent with us during the 2016-17 academic year. Dr. Aboutouk graduated from our Obstetrical Anesthesia Fellowship in July 2017 and, soon after, we were delighted to offer her a staff position at The Ottawa Hospital’s Civic Campus, starting in September 2018.
“The Ottawa Hospital fellowship program was one of the most productive educational experiences I have been through. The education I received through daily clinical encounters and the one-on-one staff interactions was rewarding. In addition to this, there was a lot of room to fulfill my own objectives though a flexible, personalized schedule. I was able to get experience with a good balance of self-independence and beneficial supervision. The staff, now great colleagues, are not only knowledgeable but also filled with warmth, compassion and great team work which is crucial for Obstetrical Anesthesia. The staff’s training was diverse enough that I was able to gain new techniques and expertise to add to my basic training. My supervisors were always there to guide me and involve me in challenging cases with great educational value. The rest of the healthcare team at both sites, the General and the Civic, are very supportive of the fellows’ training, creating a friendly environment for learning. I also had the opportunity to teach others through large group lectures and one-on-one teaching in the operating room with both medical students and residents. The morning seminars and sessions kept me up-to-date on the most recent issues. I can easily say that a fellowship at The Ottawa Hospital will last a lifetime and does not end with the conclusion of an academic period.”

— Dr. Dina Aboutouk

George Dumitrascu M.D., FRCPC
Fellowship Program Director, The Ottawa Hospital
Staff Anesthesiologist, The Ottawa Hospital
Assistant Professor, University of Ottawa

(left to right) Dr. Colin McCartney, Dr. Ioana Costache and Dr. Laura de Neumann (Regional Fellow) at the 42nd Annual Regional Anesthesiology and Acute Pain Medicine Meeting
Fellowship Program, 
University of Ottawa Heart Institute

Report from the Fellowship Program Director

The University of Ottawa Heart Institute (UOHI) offers a dynamic and comprehensive cardiac anesthesiology fellowship which possesses an excellent national reputation. In the last 10 years, we have trained over 30 cardiac anesthesiologists with over 90 percent of our graduates having achieved active academic appointments in Canadian teaching hospitals. The distribution of former fellows currently spans from coast to coast, with representation in almost every academic teaching centre in Canada.

The strength of our fellowship relies on the teaching reputation of our faculty members, our commitment to ongoing excellence in clinical care, and the successful integration of our recent graduates into cardiac anesthesiology practice. While clinical teaching and patient care remain our strengths, we have expanded our reputation through the efforts of our dedicated clinical educators and researchers in point of care ultrasound (POCUS) teaching, emerging concepts in the 3D echo analysis of aortic valve repair and postoperative atrial fibrillation prediction and prevention strategies.

Many of our former fellows are engaged in ongoing research collaboratives with UOHI mentors based on research they performed and published during their fellowships at UOHI. This has helped to expand our research and education profiles both nationally and internationally.

Reflecting the dynamic nature of our clinical practice, our curriculum ensures that our fellows gain significant exposure to all procedures in the rapidly changing field of cardiac anesthesiology.
We are fortunate to offer exposure to all established percutaneous valve replacement procedures, emerging structural interventional cardiology procedures and surgical and percutaneous forms of mechanical cardiac support (MCS). In 2018, we will be adding robotic assisted surgery to the complement of existing minimally invasive cardiac surgical (MICS) procedures offered at the Heart Institute. Fellows and supervising staff work collaboratively with surgeons and interventional cardiologists to remain innovators in the field of perioperative echocardiography.

With the completion of our new critical care tower, including two fully functional hybrid operating rooms and fully integrated 3D echo throughout, we will continue to deliver world-class care to all patients for years to come. By training the next generation of cardiac anesthesiologists, we will continue to ensure the best in clinical care and patient outcomes and, by extension, we will continue to advance the full potential of the practice of cardiac anesthesiology.

Sean Dickie MD, FRCP C
Fellowship Program Director, University of Ottawa Heart Institute
Staff Anesthesiologist, University of Ottawa Heart Institute
Assistant Professor, University of Ottawa
Fellowship Program,
Children’s Hospital of Eastern Ontario

Report from the Fellowship Program Director

CHEO’s Department of Anesthesiology and Pain Medicine offers a one-year clinical fellowship for those interested in a pediatric subspecialty or academic career. Our department consists of 19 fully certified anesthesiologists with subspecialty interests including acute and chronic pain, education, simulation, and regional and cardiac anesthesia. Our fellowship program attracts both national and international anesthesia graduates who have moved on to successful careers in community care and academic positions throughout Canada and internationally.

We provide excellent one-on-one clinical teaching with a particular focus on complex patient and/or neonatal surgical cases. Our fellows are exposed to a diverse experience of pediatric cases including cranial vault reconstruction, neurosurgery, scoliosis, neonatal airway, and major abdominal and congenital cardiac anesthesia. Fellows are educated on the use of Pediatric trauma and acute life support protocols and are part of the code team.

They have opportunities to learn a variety of anesthetic techniques from sedation, inhalational inductions, TIVA, and regional. We have a thriving pediatric regional anesthesia program including peripheral, truncal, and ambulatory continuous nerve blocks and are one of the leading hospitals in Canada in this area. Furthermore, our fellows participate in our Acute Pain Service and have access to chronic pain education.

In preparation for future academic practice, fellows have the opportunity to teach both anesthesia and non-anesthesia residents. This past year, one of our fellows was involved in undergraduate residency education through the simulation centre. They are also provided non-clinical time to pursue research, quality assurance and educational interests to help further their academic career.
(left to right) Dr. Philipp Mossdorf, Dr. Heather O’Reilly (Fellow) and Dr. Amy Roeske at the Department of Anesthesiology and Pain Medicine 2017 Annual Awards Dinner
Photo: Ryan Mullen

Darlene Weekes, MD
Fellowship Coordinator, CHEO
Department of Anesthesiology and Pain Medicine
Staff Anesthesiologist, Children’s Hospital of Eastern Ontario (CHEO)
Assistant Professor, University of Ottawa
Simulation Program

Report from the Simulation Program Director

The philosophy underlying our simulation program has always been “Innovate to Educate” and 2016-2017 was no exception. Highlights of our departmental simulation activities over the last academic year include:

- Collaboration between Drs. Purnima Rao (Simulation), Stéphane Moffett (Thoracic Anesthesiology) and James Villeneuve (Thoracic Surgery) to introduce a new interdisciplinary scenario for senior Anesthesiology Residents and Thoracic Surgery Fellows. This challenging scenario highlighted the importance of team communication and collaboration. Evaluation results of this successful scenario were presented at the Canadian Surgery Forum in Victoria, BC.

- Introduction of Faculty Simulation-Based CPD sessions (RC MOC Section 3 accredited). These half-day workshops provided an opportunity to practice crisis resource management skills in the perioperative setting. Seventeen faculty and one operating room nurse participated in this year’s inaugural sessions. Program evaluation indicated the sessions were well received (see testimonial) and we will continue to offer multiple sessions next year.

- Scholarship in Simulation and Medical Education. Our simulation faculty are active in disseminating our innovative work. Acknowledgment of our expertise is shown by our representation on national/international medical education conference planning committees, and by nomination/receipt of awards in Medical Education. Please see the Research and Scholarship section of this report for more details on our contributions in this area. In summary:
  - 16 publications
  - 7 workshops (6 at national or international conferences)
  - 4 plenaries or presentations (all at national or international conferences)
  - 2 poster abstracts
On behalf of the simulation faculty, I would like to sincerely thank our department members for their interest and continued support. I look forward to updating you next year on our ongoing endeavours!

Michelle Chiu
MD, FRCPC
Director, Simulation Program
Department of Anesthesiology and Pain Medicine
Department of Innovation and Medical Education
Staff Anesthesiologist, The Ottawa Hospital
Associate Professor, University of Ottawa
Simulation Educator, RCPSC

Dr. Michelle Chiu speaking at the China Conference on Residency Education in Beijing

Dr. Michelle Chiu with a “patient” at the University of Ottawa Skills and Simulation Centre
Photo: Mélanie Provancher
Continuing Education & Professional Development
Continuing Education & Professional Development

Report from the Program Director

Looking back on the 2016-2017 academic year, I would like to highlight some notable continuing education and professional development (CEPD) activities including Faculty Development Day, Grand Rounds, and the Visiting Professor Program.

Considerable planning was undertaken for our 2016 Faculty Development Day. Responses to a faculty needs assessment survey revealed that there was great interest in Point-of-Care Ultrasound (POCUS). As a result, preparations were made with Dr. Rob Chen from the University of Ottawa Heart Institute, in conjunction with Drs. Ashraf Fayad and Hesham Talab from TOH, to offer a full day section 3 accredited POCUS course. We had 22 faculty in attendance representing TOH, the Heart Institute, Hôpital Montfort and Hôpital de Hull. Overall, feedback from our Faculty Development Day was very positive. This course has been accredited for three years from the University of Ottawa's Office of Continuing Professional Development and will continue to be offered at the Lower and Upper Canada Anesthesia Symposium (LUCAS).

As part of the CEPD umbrella, I organize Grand Rounds for both the Civic and General Campuses of The Ottawa Hospital, as well as liaise with rounds coordinators at the Heart Institute and CHEO.

Our CBD residents are required to present at TOH Grand Rounds twice during their residency training, led by Dr. Dan McIsaac in the Scholar Role. During their first two years of the program, they present Critical Appraisal Rounds and, during their last two years, they will present a structured literature review of a particular topic. By reducing the number of resident Grand Rounds presentations while adding more structure, we have been able to provide more opportunities for faculty from both inside and outside the department to present during this valuable time slot. During the 2016-2017 academic year, we had presentations from Dr. Rob Chen, Dr. Manoj Lalu, Dr. Meghan McConnell, and Dr. Ted Crosby. This number will continue to increase in subsequent years.

We had an engaging group of Visiting Professors during the 2016-2017 academic year. Dr. Davy Cheng from the University of Western Ontario delivered our J. Earl Wynands Endowed Lectureship in Cardiac Anesthesiology in October 2016. Later that month, we welcomed Dr. Mark Ware from McGill University for
our David Power Memorial Lecture. In January 2017, the Rachel Waugh Memorial Lecture was presented by Dr. James O’Leary from the University of Toronto. Finally, in March 2017, our John Wrazej Memorial Lecture was delivered by Dr. Jason Frank from the University of Ottawa.

Many thanks to all those who remain supportive of, and engaged in, CEPD. I look forward to working with you in the future and am always open to any suggestions for future CEPD programming.

Robert Jee MD, FRCP
Director, Continuing Education and Professional Development
Staff Anesthesiologist, The Ottawa Hospital
Assistant Professor, University of Ottawa
## 2016–2017 Visiting Professors at a Glance

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<th>Date</th>
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<th>Institution(s)</th>
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<td>J. Earl Wynands Endowed Lectureship in Cardiac Anesthesiology</td>
<td>Dr. Davy Cheng</td>
<td>Western University</td>
<td>Health technology assessment and knowledge translation—evidence to guidance to practice</td>
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<td>David Power Memorial Lecture</td>
<td>Dr. Mark Ware</td>
<td>McGill University</td>
<td>Cannabis and Pain Management: Plants, Patients, and Policy</td>
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<td>January 18, 2017</td>
<td>Rachel Waugh Memorial Lecture</td>
<td>Dr. James O'Leary</td>
<td>University of Toronto</td>
<td>Clinical perspectives on pediatric anesthesia neurotoxicity</td>
</tr>
<tr>
<td>March 29, 2017</td>
<td>John Wraez Memorial Lecture</td>
<td>Dr. Jason Frank</td>
<td>University of Ottawa</td>
<td>Competency-based medical education at the bedside</td>
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2017 Inaugural Lower and Upper Canada Anesthesia Symposium (LUCAS)

Report from the Planning Committee Co-chair

The Ottawa Winter Anesthesia Symposium and the McGill Anesthesia Update were amalgamated into a single conference in 2016. A collaboration was formed between the McGill University Department of Anesthesia, Queen’s University Department of Anesthesiology and Perioperative Medicine and the University of Ottawa Department of Anesthesiology and Pain Medicine to create the Lower & Upper Canada Anesthesia Symposium (LUCAS), 23rd Ottawa Winter Anesthesia Symposium and the 57th McGill Anesthesia Update.

The partnership is designed to enhance the relationships between our three institutions and continue our strong history of delivering an outstanding educational experience. The conference will move between host cities and continue to draw participants from across Canada and the world at-large.

The first LUCAS event was a resounding success. Feedback on meeting content was excellent and the Westin Hotel in Ottawa provided a wonderful venue. The weather even cooperated to have the Rideau Canal Skateway open just in time.

Once again, the ACUDA (Association of Canadian University Departments of Anesthesia) Department Chairs and the Canadian PACT (Perioperative Anesthesia Clinical Trials) Group Winter meetings were hosted in conjunction with the conference.

Some of the conference highlights included the pre-conference workshops on regional anesthesia and cardiac ultrasound, the Dr. J. Earl Wynands Lecture delivered by Dr. Angela Enright, and the “Great Echocardiography Debate” by Drs. Rob Chen and Glenio Mizubuti. The inaugural “Best of Grand Rounds Resident Speaking Competition” was met with unanimously positive feedback and included excellent presentations by Drs. Kathryn Wheeler and Joanne Bleackley.
The enhanced presentation style and topic selection added flair to the afternoon session, despite McGill taking home the top prize. The Order of Canada Gala Dinner on Saturday evening was a very special event which benefited the Canadian Anesthesiologists’ Society International Education Foundation. Dr. Roanne Preston moderated an inspiring discussion with Drs. Joanne Douglas, Angela Enright and Alison Froese.

We look forward to the future of our new collaborative venture as the conference and relationships between our departments continue to grow.

Jason McVicar MD, FRCP
uOttawa Co-Chair, 2017 LUCAS Planning Committee
Staff Anesthesiologist, The Ottawa Hospital
Assistant Professor, University of Ottawa
Presenters for the inaugural Best of Resident Grand Rounds Competition at the LUCAS Gala Dinner: (left to right) Drs. Kathryn Wheeler (uOttawa), Joanne Bleackley (uOttawa), Alexander Amir (McGill), Cyrus McEachern (McGill), Jordan Leitch (Queen’s)

Photo: Ryan Mullen

Dr. Jason McVicar (left) at the Order of Canada Gala Dinner honouring (left to right) Dr. Joanne Douglas, CM, Dr. J. Earl Wynands, OC, and Dr. Angela Enright, OC

Photo: Ryan Mullen
Research & Scholarship
Research and Scholarship

Report from the Vice-Chair of Research

Anesthesiology and Pain Medicine Faculty and trainees continue to create knowledge and spread word about our department. They have been busy publishing, securing grants, and taking home awards from well beyond the department.

We are pleased to report 77 peer reviewed publications in journals ranging from familiar anesthesiology journals (Canadian Journal of Anesthesia, Anesthesia & Analgesia, Anesthesiology) to new, innovative online journals (PLOS ONE, eLife, Cureus Journal of Medical Science). This represents a 20% relative increase in the number of publications in the 2015 calendar year.

This academic activity has been fueled by a steady procurement of grant funding. Department investigators carried 30 grants valued at $2.2M through the 2016–17 academic year. Please refer to the list of grants at the end of this report for details. An increasing proportion of these awards is coming from multidisciplinary groups led by Department investigators who apply to larger funding agencies. Examples include Dr. Manoj Lalu, who led two different teams to success in 2016–17: a regenerative medicine team securing funds from the Canadian Vascular Network and a translational medicine group who secured funds from BioCanRx.

Similarly, Dr. Sylvain Boet and Department colleagues, Drs. Meghan McConnell and Louise Sun, were successful in securing funds from the Canadian Institutes of Health Research (CIHR) for work evaluating gender roles in the operating room.

The Department’s researchers are winning competitions near and far. Dr. Dylan Bould won Best Oral Presentation and Dr. Emma Harris (PGY2) won Best Poster for New Investigator at the Department of Innovation in Medical Education’s 2017 Meredith Marks Day. Dr. Homer Yang’s Post-Op Home Monitoring after Joint Replacement (POHM) project was recognized as the “Most Innovative, Transformative, and Adoptable Program in Chronic and Patient-Centered Care” by the Academic Physicians of Ontario. Dr. Gavin Hamilton won the 2017 Ontario’s Anesthesiologists—CAS Residents’ Research Grant. Ms. Emma Grigor (supervisor Dr. Sylvain Boet), was granted a CIHR Canada Graduate Scholarships—Masters Award (CGS-M).
Lastly, Dr. Daniel McIsaac was awarded the 2017 Canadian Anesthesiologists’ Society (CAS) Career Scientist Award for his research program, *Enhancing the Care and Outcomes of our Aging Surgical Population: Design and implementation of a Perioperative Surgical Home for the Frail Elderly.*

This two-year salary award was last held by our colleague, Dr. Sylvain Boet, making this four consecutive years that CAS’s only salary award has been held by the Department of Anesthesiology and Pain Medicine at the University of Ottawa.

Our investigators are looking forward to creating knowledge in Anesthesiology and Pain Medicine in the year ahead.

Gregory L. Bryson MD, FRCP, MSC
Vice-Chair, Research
Department of Anesthesiology and Pain Medicine
Staff Anesthesiologist, The Ottawa Hospital
Associate Professor, University of Ottawa
2017 Annual Gary Johnson Research Day

Report from the Gary Johnson Research Day Coordinator

The 46th Annual Gary Johnson Research Day was held May 12, 2017 at Roger Guindon Hall. Trainees conducting research within the Department offered 21 presentations in total: six ten-minute podium presentations and 15 three-minute bullet summaries. Adjudicators Drs. Meghan McConnell, William Splinter, Colin McCartney, Mark Warner, and Greg Bryson had a formidable task in selecting the winners of the day’s awards. The Department was pleased to recognize the following individuals and their research:

(left to right) Dr. Gavin Hamilton, Dr. Greg Bryson, Ryan McGinn (MS3), Dr. Mark Warner, Benjamin Walker (MS3) and Dr. Colin McCartney
First Prize:
Gavin Hamilton, MD (PGY3)
*Comparative Assessment of Two Frailty Instruments*

Second Prize:
Ryan McGinn, MS3
*Safety and Efficacy of MSC for Chronic Stroke: A Systematic Review and Meta-Analysis*

Third Prize:
Benjamin Walker, MS3
*Research Productivity and Rankings of Anesthesiology Departments in Canada and the USs*

Dr. Mark A. Warner, President of the Anesthesia Patient Safety Foundation and former President of the American Society of Anesthesiologists, then provided a unique insight into improving patient outcomes by discussing the “Top 10 Patient Safety Issues at the Anesthesia Patient Safety Foundation.” To finish the day, winners of the 2017 Department of Anesthesiology and Pain Medicine Research Grants were announced. Congratulations to:

- **Boet S.** *Enhancing surgical care and outcomes through education and knowledge translation (Phase 1): Advancing intraoperative teamwork assessment with the Operating Room Black Box* ($27,500)
- **Bould MD.** *Challenging leadership in the perioperative care: the influence of psychological safety and leadership inclusiveness* ($15,000)
- **Lalu MM.** *Stem Cell Therapy for Perioperative Myocardial Infarction (STOP-MI): The Ottawa Excelerator* ($27,500)
- **McIsaac DI.** *Structured preoperative polypharmacy management in older patients having elective surgery: a qualitative study of process implementation* ($27,500)
- **Tran DTT.** *Strategies to Optimize Postoperative Atrial Fibrillation (STOPAFib): Prophylaxis—a before and after implementation cohort study* ($27,500)

Gary Johnson Research Day represents the culmination of a full year (or more) of effort from our trainees, faculty, and research personnel. The Research Committee would like to thank all department members for their support of knowledge creation in anesthesiology and pain medicine. The future of our specialty is bright.

*Gregory L. Bryson MD, FRCPC, MSC*
Vice-Chair, Research
Department of Anesthesiology and Pain Medicine
Staff Anesthesiologist, The Ottawa Hospital
Associate Professor, University of Ottawa
Grants

July 1, 2016–June 30, 2017


2. Lalu MM, Stewart, D. Mesenchymal stromal cell exosomes as a therapy for microvascular hyperpermeability in sepsis. CIHR Canadian Vascular Network. $50,000 Year 2 of $100,000.00 June 2016–May 2018.


14. McDonald B. Heyland D. Sodium SeleniTe Administration IN Cardiac Surgery (SUSTAIN CSXr-Trial)—multicenter RCT. Hecht Foundation. Year 2 $800,000 of $2,980,000. January 1, 2016–August 2020.


Peer-Reviewed Publications

July 1, 2016–June 30, 2017


**Book Chapters and Other Publications**

Covering July 1, 2016–June 30, 2017


Abstracts and Posters

Covering July 1, 2016—June 30, 2017


14. Wilson B, Tran DTT, Dupuis JY, McDonald B. Validation of a modified SOFA score as a mortality risk prediction model in cardiac surgical ICU. 46th Congress of the Society of Critical Care Medicine, Honolulu, HI, January 2017.


48.
Presentations, Lectures and Workshops

Covering July 1, 2016–June 30, 2017

Local


9. Chaput A. Update on CBME. Department of Medicine Program Directors’ Retreat, Ottawa, ON. February 2017.


25. **Dupuis JY.** Airway pressure release ventilation in cardiac surgical patients requiring prolonged mechanical ventilation. Cardiac Division of Anesthesiology, University of Ottawa Heart Institute, Ottawa, ON. September 2016.

26. **Dupuis JY.** Complications during CPB—What is the problem? Lecture to CSICU Residents and Cardiac Anesthesiology Fellows, University of Ottawa Heart Institute, Ottawa, ON. October 2016.

27. **Dupuis JY.** Perioperative Hemodynamic Monitoring. Lecture to Anesthesia Residents, Cardiovascular Core Program in Anesthesiology, University of Ottawa. Ottawa, ON. December 2016.

28. **Dupuis JY.** Mechanical ventilation in critical care. Lecture to CSICU Residents and Fellows, University of Ottawa Heart Institute, Ottawa, ON. May 2017.


30. **Dupuis JY.** Experiencing airway pressure ventilation and proportional assist ventilation. Lecture to CSICU Residents and Fellow, University of Ottawa Heart Institute, Ottawa, ON. May 2017.


33. **Gagné S.** Choosing Wisely Canada, Resource Management, and Blood Conservation—From recommendations to implementation in the perioperative period. Canadian Society for Transfusion Medicine, Ottawa, ON. April 2017.


38. **McDonald B.** Venovenous ECMO for ARDS in the Ottawa Region. City-wide Critical Care Rounds, Ottawa, ON. November 2016.

39. **Murto K.** What does it mean to deliver high quality healthcare services? Research Rounds, Children's Hospital of Eastern Ontario—Ottawa Children's Treatment Centre, Ottawa, ON. June 2017.

40. **Naik VN.** Medical Assistance in Dying: Policies, Procedures, and Lessons Learned. Winchester Hospital, Ottawa, ON. September 2016.


43. **Naik VN, Grdisa V, Thibault S.** Interprofessional Collaboration. MHA Bear Pit Session, Telfer School of Management, University of Ottawa, Ottawa, ON. November 2016.


52. Rao P. Primer on Simulation in Medical Education. Presentation. Bethune Round Table, Ottawa, ON. June 2017.


National/International


8. **Bryson GL.** Abstract Accepted. Now What? How to get your work published. Research Day. Department of Anesthesiology and Perioperative Medicine, Queen’s University, Kingston, ON. March 2017.


13. **Bryson GL.** Grocott H. Should we monitor intraoperative brain function with devices such as the bispectral index (BIS)? Perioperative Care Congress, Toronto, ON. June 2017.


15. **Chaput A.** The Resident in Difficulty. International Conference on Residency Education Pre-Conference Workshop for new Program Directors, Niagara Falls, ON. September 2016.


27. **Eipe N.** Perioperative Multimodal Analgesia. Visiting Professor, Bangalore Baptist Hospital, Bangalore, India. August 2016.


34. **Lambert S.** Challenges in Perioperative TEE. World Congress of Anaesthesiologists Annual Meeting, Hong Kong. September 2016.


38. **McCartney CJL.** Continuous Peripheral Nerve Blocks: Theory and Practice. Visiting Professor Grand Rounds, Kingston General Hospital, Queen's University, Kingston, ON. February 2017.


58. Naik VN. Interprofessional Education: Moving from Theory to Practice. Medical Education Conference, Hong Kong Academy of Medicine, Hong Kong. May 2017.

59. Naik VN. Interprofessional Education and Collaboration: Quality Care is a Team Sport. Medical Education Conference, Hong Kong Academy of Medicine, Hong Kong. May 2017.


63. Naik VN. Quality Improvement with Competency Based CPD. Canadian Anesthesiologists’ Society Annual Meeting, Niagara Falls, ON. June 2017.


66. Naik VN. I’m a Clinician Teacher...Don’t Know Where to Begin with Research. ConfESS Conference, Sudbury, ON. June 2017.


80. Tran D. Postoperative Atrial Fibrillation, Not Just a Nuisance Rhythm. Visiting Professor Grand Rounds, Kingston General Hospital, Queen’s University, Kingston, ON. June 2017.

81. Tran D. Ventricular Support for the Failing Heart. Visiting Professor Resident Core Lecture, Kingston General Hospital, Queen’s University, Kingston, ON. June 2017.


Global Health
Global Health

Report from the Program Director

The Global Health Program has continued to develop in its second year, building on the long history of staff and trainee support for global health initiatives.

The Department of Anesthesiology and Pain Medicine’s overseas programming is dedicated to supporting the efforts of the Canadian Anesthesiologists’ Society International Education Foundation’s (CASIEF) programs in Rwanda, Ethiopia, Guyana and Burkina Faso. Dr. Nik Rastogi traveled to Guyana in November 2016 as a visiting professor to teach the fundamentals of clinical care at Georgetown Public Hospital. Drs. Karim Mohamed (PGY4) and Jason McVicar travelled to Black Lion Hospital in Addis Ababa with CASIEF as an initial visit from our department to Ethiopia, with time spent between the critical care unit and the operating theatre assisting the residents in the delivery of safe perioperative care. We encourage our members to continue to support this essential organization. More information can be found at www.casief.ca.

Dr. Dylan Bould has continued his ongoing relationship with the University Teaching Hospital in Lusaka, Zambia. In addition, Drs. Siva Mahalingam and Kaitlin Duncan traveled to Lusaka to assist with the Zambia Anaesthesia Development Program, an international healthcare partnership between the United Kingdom and Zambia, and Dr. Purnima Rao traveled to Lusaka to deliver the Inspire Through Clinical Teaching course, a program she developed to improve the quality of medical education in low and middle-income countries. The Global Health Travel Bursary Fund supports opportunities for residents to travel on Global Health electives. We thank our department members for their continued generosity.

Our program is also establishing a focus on improving perioperative care for populations in Canada who have limited access to surgical care. In September 2016, Drs. Colin McCartney and Jason McVicar visited Qikiqtani General Hospital in Iqaluit to begin developing a relationship with our colleagues and patients in Nunavut. They met with Drs. Sandy Macdonald and Chelsey Ricketts, two General Practice Anesthetists who provide a broad range of clinical care over a very large area of the territory. Qikiqtani General Hospital is the only surgical center in Nunavut supported by a single general surgeon and a variety of visiting surgeons from The Ottawa Hospital. We will be supporting their anesthesia department through
a variety of initiatives such as Continuing Professional Development through broadcasting Grand Rounds and by extending invitations to the Lower & Upper Canada Anesthesia Symposium, as well as by facilitating clinical exposures in Ottawa and potentially providing locum relief in Iqaluit. Ottawa is also the tertiary referral center for Baffin Island so do not be surprised if you get a phone call from our northern colleagues while on call, asking for advice on a challenging case.

The 2016 World Congress of Anaesthesiologists was held in Hong Kong in August, where three members from the Department were appointed to World Federation of Societies of Anesthesiologists (WFSA) committees: Dr. David Rosen (Paediatric Committee), Dr. Dylan Bould (Education Committee), and Dr. Jason McVicar (Pain Committee). The WFSA represents over 134 societies representing anesthesiologists from over 150 countries. The work of the organization is quite fulfilling and rewarding. The next World Congress will be in Prague, Czech Republic in September 2020. More information can be found at www.wfsahq.org.

Jason McVicar MD, FRCP  
Director, Global Health  
Staff Anesthesiologist, The Ottawa Hospital  
Assistant Professor, University of Ottawa