



NORTH
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GENERAL

Making a World of Difference since 1968

CHIEF EXECUTIVE OFFICER'S YEAR IN REVIEW

HIGHLIGHTS AND AWARDS

June 2017 - June 2018

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A Year in Review: Our leadership



It is hard to imagine that a little more than 50 years ago, Leslie and Sheppard was a small hamlet serviced by a church and gas station. Today the area is a bustling part of the City of Toronto with every amenity, including North York General Hospital (NYGH). We have evolved into one of Canada's leading community academic hospitals, leading the way in areas such as health information technology and access to care.

It has been 50 years since the hospital was built – with just 50 beds when the doors opened to the public on May 15, 1968. The well-known saying, “nothing worth having comes easy” would appear fitting when looking back at how committed and persistent the local community was in response to the need for a public hospital in North York Township. The idea garnered little political support, which meant it was up to members of the community to raise the funds to build a new hospital and get the first shovels in the ground. This was only the beginning of a five-decade journey to building a leading community academic hospital.

As you turn the pages of the *Year in Review*, you will find highlights of the hospital's successes, awards recognizing our staff, physicians and volunteers, and our achievements displayed in the media during this past year. By all accounts, it has been a transformative 12 months.

For one, we continue to make headway in enhancing our exceptional care environments to match the exceptional care we provide. In late 2017, we joined four other hospitals in transforming Humber River Hospital's Finch site into the Reactivation Care Centre, a hub of specialized care for Alternate Level of Care patients. In April 2018, we were delighted to announce two new locations for our Branson Ambulatory Care programs and services. Both locations are accessible by public transit and will be newly built spaces designed specifically for the needs of the programs to be delivered there. Spaces will be fresh, bright and accessible for all of our patients, visitors and staff.

We have continued to plan for the construction of a new ambulatory tower and planned additions and renovations to NYGH's General site. These projects will enable us to continue to transform and enhance the care our patients receive and create an even better patient experience for the future.

We've also accomplished a great deal at North York General to ingrain Patient- and Family-Centred Care into every aspect of our hospital. Our staff, physicians and volunteers have had tremendous success in creating exceptional experiences for everyone who comes through our doors. Reflected in our strong employee engagement results, one of our biggest strengths is our people. NYGH has a distinct culture that enables staff, physicians and volunteers to pool their unique talents to create exceptional experiences for patients and families. Together, we are *making a world of difference*.

Karyn Popovich
President & CEO
North York General Hospital

Murray J. Perelman
Chair, Board Of Governors
North York General Hospital

A Year in Review: Highlights

Hospital celebrates 50 years

To mark 50 years of providing exceptional care at North York General, a special celebration took place at the General site in April for staff, physicians, volunteers and invited guests. The celebration included the unveiling of the 50th Anniversary Commemorative Book that is available for purchase in the hospital's gift shop and an electronic copy has been posted on our website.



Province supports proposal for new care environments

In June 2017, NYGH was awarded a capital planning grant from the Ministry of Health and Long-Term Care intended to support the planning stage to develop our care environments. The grant was the result of a successful strategic capital investment and development plan submitted earlier by NYGH to the ministry.

In May 2018, the Ontario government passed the Plan for Care and Opportunity Act (Budget Measures), 2018, which supports the government's plan to invest in health care, child care, home care and mental health. The budget specifically notes North York General is approved for the construction of a new ambulatory tower and planned additions and renovations to NYGH's General site.

Top cancer surgery wait times performer

Cancer Care Ontario (CCO) presented North York General with a certificate for being the Top Performing Hospital in the province for 2016-2017 in Cancer Surgery Wait Times – Time from Decision to Treat to Treatment. Since 2012, the Surgical Program has been the provincial leader for wait times in the four specific areas: hips and knees, cataracts and cancer surgery. For the second year in a row, the CCO recognized the hospital for meeting all targets for wait times (Time from Referral to Consult). Pathology was also awarded best Post Surgical Turn Around for All Disease Sites for 2016-2017, a title held since 2013-2014.

Cerner's FirstNet 'live' in the Emergency Department

A new eCare project was implemented in North York General's Charlotte & Lewis Steinberg Emergency. The first phase of the eCare project involves a tracking and triage component of Cerner's emergency module, called FirstNet. FirstNet was customized by NYGH to meet the needs of our

hospital and with the ability to integrate patient information with our other Cerner systems.

NYGH a top performing hospital in employee engagement results

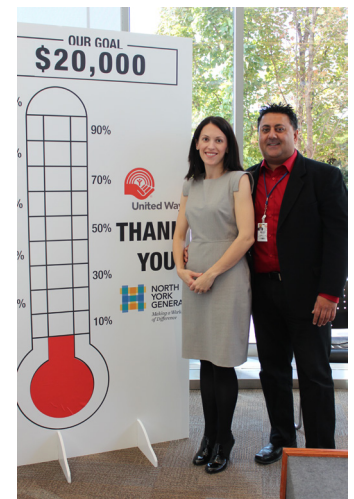
NRC Health Corporation Canada shared that North York General's Employee Engagement Survey maintained a high employee engagement score of 77.9%. North York General continues to have one of the highest employee engagement scores in the province.

Partnership offers specialized care to patients

The Central Local Health Integration Network (LHIN), in collaboration with NYGH, Humber River Hospital, Southlake Regional Health Centre, Mackenzie Health and Markham Stouffville Hospital, opened the new Reactivation Care Centre – A Central LHIN Hospitals Collaborative at the former Humber River Hospital Finch site. North York General was provided a 30-bed unit for Alternate Level of Care (ALC) patients, functioning as an extension of the hospital. The addition of 30 beds has helped us better manage surge from our Emergency Department as well as patient flow, and has been able to better accommodate the unique needs of the ALC patient population.

Another successful NYGH United Way campaign

The North York General United Way Campaign kicked off in partnership with the Flu Shot Campaign. Similar to last year, the Senior Leadership Team at North York General donated \$1 to the United Way for every flu shot given to staff, physicians, and volunteers during the two-week campaign. Through raffles, gifts, flu shot partnerships and payroll deduction pledges, NYGH raised \$16,634.00 and built awareness about how the United Way positively impacts lives and our communities.



New electronic room signs improve communication

NYGH's Information Services introduced CareAware Roomlink, a Cerner-based notification system that enhances communication between the care team and patient safety on the 7th and 8th South East Neuro/Stroke units. Pertinent patient information is displayed on seven-inch touchscreens, which are mounted to the outside of each patient room.

A Year in Review: Highlights

Funding secured for streamlining hospital processes

The Ministry of Government and Consumer Services granted two funding requests for hospital-wide initiatives. The first initiative, a 6S methodology to create standardized processes and streamline supply chain management in major clinical areas, was awarded \$900,000 in funding. The second initiative, an Operating Room (OR) supply chain transformation – case costing project, was awarded \$1.7 million. Its purpose is to modernize technology, to streamline current management processes and to optimize storage space in the OR supply chain with the goal to reduce inventory costs and improve quality of care.

New material safety data sheet facilitates safer use of chemicals

The Material Safety Data Sheet (MSDS) system went live at NYGH. With this new database, the hospital will experience a more user friendly and faster system to look up material safety data for various chemical products. The MSDS is an online system that provides users with information about the chemical product they are working with, including proper procedures for handling, personal protective equipment required and first aid information.

NYGH second hospital to implement OR Black Boxes

North York General became the second hospital in Canada to join the OR Black Box Project, a project that applies similar technology used in the aviation industry to improve patient safety and quality of care. NYGH will collaborate with St. Michael's Hospital — along with hospitals in the United States and Europe — to pool data from surgeries that will provide necessary insight into what needs to change in order to make surgeries safer. The technology is made possible thanks to the Steinberg Family Surgical Safety Program.

New app helps manage care after discharge

North York General partnered with the software developers of DashMD to introduce a free app to our patients that will help them manage their care at home after they are discharged from hospital. Hip and knee surgery patients will be the first to pilot the app at NYGH. Staff, nurses and physicians have worked closely with the app's developers to pull together relevant information to guide patients through their recovery at home.

Branson Ambulatory Care Centre new locations revealed

The two new locations for Branson Ambulatory Care Centre programs and services were announced this year. The first location will house outpatient services comprising Adult Mental Health & Addiction Services, the Diabetes Education Centre, the Centre for Complex Diabetes Care, Ontario Breast Screening Program and the Bone Mineral Densitometry program. Situated at 2 Champagne Drive,

this location supports patient populations that often require repeat visits. The second location will house primarily minor procedure services comprising the regional eye surgery centre, diagnostic cystoscopy services, the Gale and Graham Wright Prostate Centre, the urology outpatient program, and Specialized Geriatric Services. Situated at 243 Consumers Road, this location will be supported with equipment sterilization services that will occur at the General site. Both locations are accessible by public transit, will be newly built spaces and designed specifically to the needs of the programs. Spaces will be fresh, bright and accessible for all of our patients, visitors and staff.

InnovationEX 2018 another great success

On May 4, the Joint Centres for Transformative Healthcare Innovation hosted InnovationEX 2018, the fifth annual exposition of innovations and exchange of ideas between the seven hospital partners. This year's showcase began with an invitational forum to discuss innovations to reduce harm, featuring Patricia Trbovich, NYGH's Badeau Family Research Chair in Patient Safety and Quality as the keynote speaker, who spoke about human factors and their involvement in harm reduction. Dr. David Smith, Department of Surgery, also presented on his approach to raising awareness on reducing harm. NYGH showcased two exhibits, *A New Approach to Falls Prevention Programs*, which focused on a multi-faceted approach to improving care by collaborating with technology services. The second exhibit, *Addressing the Specialized Needs of Seniors with Multimorbidity: The KeepWell Tool*, is an innovative mobile health application to respond to the needs of seniors with multiple chronic diseases.



Transfusion Medicine Laboratory receives provincial certificate

North York General's Transfusion Medicine Laboratory was awarded the Long Standing Certificate by the Regional Blood Coordinating Network for its overall reduction in outdates (Rate of discard due to expiration of the Unit of Blood) of Red Blood Cell units across the province. This important recognition highlights the laboratory's adherence to best practices in transfusion medicine.

A Year in Review: Highlights

Physicians recognized by community

Dr. Sharifa Himidan was awarded a Canada 150 Heritage Pin from Ali Ehsassi, MP for Willowdale, for her contributions to the Willowdale community as a paediatric surgeon at North York General. The Canada 150 pin not only honours the rich history of our nation, but individuals in local communities who have improved the lives of others. Dr. Himidan's drive to continually improve care for young patients reaches beyond our community, impacting those abroad.

Dr. Fahima Osman was awarded a Canada 150 Heritage Pin from MP Geng Tan, Don Valley North, for her work with young boys and girls within the Somali-Canadian Community. This recognition honours Dr. Osman's clinical work as a breast cancer surgeon at North York General, which also has a significant impact on the patients and families in the Don Valley North community.

Research ever-expanding at NYGH

NYGH researchers' initiatives were awarded a series of grants by both provincial and national agencies, totaling almost \$1.3 million, to support their work finding new ways to create an even better patient experience for the future:

- **Patricia Trbovich**, Badeau Family Research Chair in Patient Safety and Quality Improvement, and her team's project *"Development of an automated detection algorithm to improve efficiency of Operating Room Black Box analyses, Voucher for Innovation and Productivity (VIP)"* was approved for \$50,000 funding under an Ontario Centres of Excellence – Natural Sciences and Engineering Research Council of Canada (OCE – NSERC) Engage grant.
- **Dr. Michelle Greiver**, Department of Family and Community Medicine, as well as a Scientist at North York General and her team's project *"SPIDER-NET, A Structured Process Informed by Data, Evidence and Research-Network: An approach to support primary care practices in optimizing the management of patients with complex needs"* was approved for \$1 million in funding under a Canadian Institutes of Health Research funding Competition, Strategy for Patient-Oriented Research (CIHR-SPOR), Operating Grant: SPOR PIHCl Network: Programmatic Grants. Dr. Greiver's work will help facilitate seamless integration in primary care organizations.

Dr. Greiver was also assigned part of a major CIHR grant from the University of Toronto to become a hub for the Diabetes Action Canada National Diabetes Repository. Diabetes Action Canada is a Strategic Patient Oriented Research Network, a national collaborative research network involving researchers, patients, policy makers, academic health centres, health charities and other stakeholders. The mission of the National Diabetes

Repository is to transform the health outcomes of people living with diabetes and its related complications.

- **Katie Dainty**, the new Research Chair in Patient Centred Outcomes and her team received \$40,000 under a CIHR-SPOR, Patient-Oriented Research Collaboration Grant for *"Building Capacity for Patient Engagement & Priority-Setting in Resuscitation Science."* Katie's research will provide guidelines and a framework for engaging patients and their families in health care decision making.
- **Monika Kastner**, Research Chair in Knowledge Translation and Implementation received an Early Researcher Award from the Ontario Ministry of Research, Innovation and Science for a project *"Optimizing the health of older adults with multiple chronic conditions: The development and evaluation of an innovative self-management tool."* Monika was awarded \$140,000 for her project in the area of advanced health technologies and chronic disease management.

Thanks to Volunteer Services

Thanks to the NYGH volunteers for all of their fundraising efforts including their recent donation that helped complete



their \$3-million pledge towards the Volunteer Services Centre for Medical Imaging. Their unwavering commitment in supporting the hospital through their many fundraising initiatives is a testament to the dedication of our volunteers. Whether volunteering as service volunteers, spiritual and religious care volunteers or patient and family advisors, volunteers have

been an integral part of our history, and continue to play an important role in making a world of difference for our patients, residents, families, staff and physicians.

Thanks to NYGH Foundation

As partners for 50 years, North York General Foundation has supported the hospital's mission to provide exceptional care for our patients, right here in their own backyard. Throughout the two organizations' history, funds raised by the foundation have provided state of the art equipment, redeveloped clinical space, and support for education and research. This year, thanks to the foundation, we broke ground on Phillips House, brought the Black Box technology to our operating room, and received lead gifts for the

A Year in Review: Highlights

redevelopments of the Steinberg Family Paediatric Centre and the Baruch/Weisz Cancer Centre. In 2017-2018, the foundation raised over \$16 million in fundraising revenue and \$20 million in total revenue – both the highest in the foundation's history. In addition, the foundation continued its efforts to raise the hospital's profile with the publication of 'Women of North York', 'Partners of North York', and 'Revolutionizing Breast Cancer Care', which were distributed throughout the community in The Globe and Mail and Post City Magazines.

A Year in Review: Awards

Hip and Knee ICC receives Minister's Medal honour roll

The Hip and Knee Integrated Care Collaborative (ICC) was named to the 2017 Minister's Medal Honour Roll. The theme of this year's Minister's Medal was "Patients as Partners," which highlights the importance of partnering and collaborating with individuals with lived experiences. For nearly five years, the ICC has enabled us to improve on all provincial targets, decrease our costs, and improve satisfaction for hip and knee replacement patients. The creation of the Patient Navigator role also provides patients with timely, individualized assistance across the care continuum.



Margo Twohig, Patient and Family Advisor, wins Minister's Medal

The first ever Patient, Family, and Caregiver Award was presented to Margo Twohig, a Patient and Family Advisor at North York General. Since becoming a Patient and Family Advisor in 2012, Margo has made valuable contributions to 15 projects that range from redesigning the chemotherapy clinic to better consider privacy and comfort for cancer patients, to developing information pamphlets for alternate level of care patients.

NYGH winners in the Smart Commute program

North York General won Silver and Bronze in the Smart Commute program. NYGH has been a member of Smart Commute, a program of Metrolinx, since 2007. This program is dedicated to reducing the number of people who drive to work alone by encouraging the use of public transit, biking, and carpooling.

Medical Imaging Department recognized for excellence in teaching

The Medical Imaging Department at NYGH was awarded the Michener's Institute Award for Excellence in Clinical Teaching and Supervision Team, Ultrasound. The prestigious award recognizes excellence in the medical imaging community, and is a reflection of the great job that Medical Imaging technologists are doing in terms of education and quality.

Physician receives national medical education award

Dr. Rick Penciner, Director of Medical Education, was awarded a 2018 Certificate of Merit from the Canadian Association for Medical Education (CAME). The CAME Certificate of Merit award recognizes faculty committed to medical education in Canadian medical schools and their contributions to teaching, evaluation, leadership and course coordination.

NYGH study recognized for contributions to infectious diseases

Sumit Raybardhan, Clinical Pharmacist Practitioner, and Dr. Kevin Katz, Medical Director, Infection Prevention and Control and Research and Innovation, were awarded the 2017 Lindsay E. Nicolle Award for their publication "Self-stool banking as a source for fecal microbiota transplantation: A pilot study" published in the Journal of the Association of Medical Microbiology and Infectious Disease Canada. The award recognizes the study's significant contribution to infectious diseases and medical microbiology. This study was made possible thanks to the North York General Exploration Fund.

A Year in Review: Awards

Several NYGH physicians receive accolades from the University of Toronto

- Dr. Rick Penciner, Director of Medical Education, was the recipient of the 2018 Helen P. Batty Award for Excellence and Achievement in Faculty Development. The award is presented by the Centre for Faculty Development (a partnership between the University of Toronto and St. Michael's Hospital) and the University of Toronto's Faculty of Medicine
- Dr. Anton Helman, Department of Emergency Medicine, was awarded the Excellence in Course/Program Development Award from the University of Toronto's Department of Family & Community Medicine
- Dr. Kimberly Wintemute, Department of Family and Community Medicine, was the recipient of the Quality Improvement Award of Excellence from the University of Toronto's Department of Family & Community Medicine
- Dr. Jodine Rosenberg, Department of Family and Community Medicine, was awarded the Foundations Faculty Teaching Award for Clinical Skills -1 from the Peters-Boyd Academy, MD Program at the University of Toronto
- Drs. Everton Gooden, Department of Surgery, and Danny Robson, Department of Medicine, were the recipients of the Clerkship Faculty Teaching Award for Clinical Teaching (LInC) from the Peters-Boyd Academy, MD Program at the University of Toronto
- Dr. Peter Stotland, Department of Surgery, was awarded the Faculty Award of Merit, Peters-Boyd Academy, MD Program at the University of Toronto
- Dr. Nancy Down, Department of Surgery, was awarded the Robert Mustard Mentorship Award from University of Toronto General Surgery residents
- Dr. Phil Shin, Chief of Medicine and Medical Director of Critical Care, was promoted to the rank of Assistant Professor at the University of Toronto. The new position recognizes Dr. Shin's continued academic achievements in the Department of Medicine at the university

A Year in Review: Media highlights

Local coverage highlights Branson transition

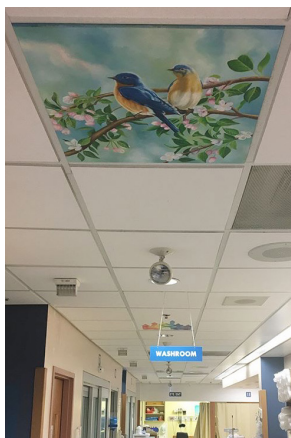
Throughout the year, the North York Mirror reported on a series of developments related to the Branson Ambulatory Care Centre transition. The coverage included a piece featuring a statement from Tim Rutledge, then President and CEO of NYGH, underscoring the hospital's commitment to enhancing access to care and to the focus on working with key stakeholders, including the community and our LHIN to find ways to best meet the needs of the Westminister-Branson community. In a follow-up article, the paper reported that the Central LHIN heard from residents of the Westminister-Branson neighbourhood on what health care services need to be in place to better serve the community. The paper also highlighted that as interim measure, NYGH established the Westminister-Branson Primary Care Clinic to provide additional resources while a comprehensive primary care model was established.

NYGH Interim CEO profiled

The North York Mirror noted that the NYGH Board of Governors appointed Karyn Popovich as Interim President and CEO. Karyn was Vice-President of Clinical Programs, Quality and Risk, and Chief Nursing Executive, and began her new role following Tim Rutledge's departure on March 19, 2018.

Toronto Star features NYGH healing ceiling

The Toronto Star highlighted 50 pieces of tile artwork that were created by students at Cardinal Carter Academy for the Arts to display on the ceilings in North York General's Charlotte & Lewis Steinberg Emergency. The purpose of the art was to lift the spirits of the nearly 400 patients who come to the ED every day and to bring warmth to the hospital environment.



Local newspaper highlights breastfeeding program

In a North York Mirror article, the Maternal, Newborn and Paediatric Program at North York General reminded people of the importance of breastfeeding. The article stated that breast milk provides all of the nutrients, vitamins and minerals an infant needs during the first six months, and it also creates a special bond between a mom and baby.

CBC News features NYGH family doctor

CBC News interviewed Dr. Kimberley Wintemute, Department of Family and Community Medicine, on at-home glucose testing related to Type 2 diabetes care. She

said testing can create anxiety for patients who may obsess about their numbers and the test strips can be costly. She recommended that those with Type 2 diabetes should focus on everyday activities known to improve overall health.

Reactivation Care Centre profiled nationally

The Globe and Mail reported on the RCC's opening day. Mackenzie Health, Southlake Regional Health Centre, North York General and Humber River Hospital each moved 30 patients into the centre. The article also noted that the five hospitals staff their own wings with nurses, physiotherapists, social workers, occupational therapists, dietitians and speech-language pathologists, among others.

CBC Metro morning highlights new NYGH research on opioid prescriptions

CBC Metro Morning conducted two live radio interviews with NYGH's Dr. Sanjho Srikandarajah about the recent opioid study for day surgery patients at the hospital. The segments noted that if a patient has had surgery, they receive a prescription for painkillers but that until recently, they were being prescribed too many. Dr. Srikandarajah's research, which took a multi-disciplinary approach, has led to new prescribing standards, which have significantly reduced the number of unnecessary opioids being sent home with patients.

Liberals pledge additional hospital funding

CBC News reported the Ontario Liberals announced an additional \$822 million investment for the province's hospitals in its upcoming pre-election budget. The extra money was intended to reduce wait times, address ongoing capacity issues, provide better care and prepare facilities for an influx of aging patients. Premier Kathleen Wynne made the announcement at North York General.

National coverage of van attack

The Globe and Mail reported on Toronto's van attack at Yonge and Finch. The article noted that at least 10 people died and 15 were injured – many of them critically. Along with the 10 victims initially rushed to the trauma unit at Sunnybrook Health Sciences Centre, at least six more patients were transported to other hospitals. Four victims were taken to North York General. Two of those patients were well enough to be released the next morning. Karyn Popovich, President & CEO, was quoted in the article saying this incident happened right in our own backyard and we felt so connected to our community we wanted to be able to do everything we could.

North York General was also mentioned in 36 other news outlets (comprising radio and print) including the Toronto Star, National Post, Global News and CP24.

A Year in Review: Media highlights

North York Mirror features NYGH's 50th

The North York Mirror highlighted North York General's Board Chair, Murray J. Perelman's vision for the hospital's future. In a column, Murray wrote that, 50 years ago, there were no CT scanners, cataract operations required a weeklong hospital stay and we certainly had not envisioned smartphones. Murray also emphasized that the next 50 years at NYGH will bring further changes: new technologies, new procedures and new discoveries that will dramatically impact our health and health care.

In the same edition, the North York Mirror also highlighted North York General's rich history. Karyn Popovich was interviewed and mentioned that more than 50 years ago, North York was growing and people wanted access to a hospital. Karyn emphasized that the hospital was born from a real need for care closer to home. John Aldis, CFO, and Vice President of Information & Corporate Services noted that nowadays there is virtually no paper, adding digital displays and mobile electronic work stations are standard. The article also featured an interactive slideshow highlighting NYGH's history.



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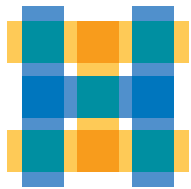
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NORTH YORK GENERAL

GENERAL SITE

4001 Leslie Street
Toronto, Ontario M2K 1E1
416.756.6000

BRANSON AMBULATORY CARE CENTRE

555 Finch Ave. West
Toronto, Ontario M2R 1N5
416.633.9420

SENIORS' HEALTH CENTRE

2 Buchan Court
Toronto, Ontario M2J 5A3
Long-Term Care Home 416.756.0066
Specialized Geriatric Services
416.756.6050 ext. 8060

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