



EcoTex
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Year in Review
Highlights

2019-
2020



**NORTH
YORK
GENERAL**

*Making a World
of Difference*

LEADERSHIP MESSAGE

This has been a year of two tales. The first is all we have accomplished to prepare for our future, the second of course is our response to COVID-19. While the pandemic may have been how we ended our year, it by no means defines it.

In the following pages you will find highlights of the exceptional work undertaken. While our accomplishments are far greater than the stories included within, they provide a glimpse into how North York General Hospital is seizing opportunities to shape our healthcare system and is leveraging our strengths to care for the broader North York community.

Patients and families have long been our inspiration for making a world of difference. Each year we set our sights higher and our efforts haven't gone unnoticed. In its 2020 rankings, *Newsweek* placed North York General as one of the Top 5 Hospitals in Canada and one of the Top 100 Hospitals in the World.

We spent significant time this year building our new strategic plan to take us forward to 2025. Informed by our people and community, the resulting strategy which will be launched later in 2020 truly captures the essence of who we are and the work we do. In the face of unprecedented changes, it has demonstrated that the directions are accurate and grounded, and that it will indeed stand strong for the next five years.

The work of North York General extends well beyond our walls. With our newly formed Ontario Health Team, North York Toronto Health Partners, we are working with patient, primary care and community leaders to build new models to care for our community to add value and ensure seamless, wrap-around care for our patients. For those with mental health conditions and addictions, we are leading new models of care. The opening of Phillips House has moved mental health care out of the traditional hospital setting

to transform how we support struggling young people and new our Rapid Access Addiction program is connecting vulnerable patients with access to services when they need it most.

No adjectives can describe the impact of the COVID-19 pandemic. We express our collective appreciation and profound admiration to our staff and physicians who care for our community. Everyone across the North York General community has shown incredible commitment and responded with resolve despite challenging conditions. Their poise and compassion are a model of unparalleled leadership. Our response to the COVID-19 pandemic will be published in a separate report in September 2020.

We would like to extend a heartfelt thank you to our donors and community. Your unwavering support and generosity are enabling us to provide exceptional health care to our diverse community.

As we look ahead, we are well poised to continue to lead. We are prepared for what the future may hold and remain committed to stewarding our vision for our patients, people and community.



Karyn Popovich
Interim President & CEO



Samuel Elfassy
Chair
Board of Governors



INTEGRATING CARE

We know when patient leaders and healthcare partners across our community work together, exceptional care happens. By leveraging the power of partnerships, we are greater than the sum of our parts and can co-design a seamless and integrated system of care that is best for our patients, their families and our entire community.

CO-DESIGNING A SYSTEM OF CARE



Announcement of North York Toronto Health Partners December 2, 2019

On December 2, 2019, North York General Hospital became one of the founding members of North York Toronto Health Partners (NYTHP) - one of the first 24 Ontario Health Teams in the province.

NYTHP is focused on improving how we deliver care to our local community by creating new and better partnerships across the healthcare continuum. While it is still early days, NYTHP is changing the way patient leaders and health care providers work together. Grounded in local partnerships, the NYTHP understands the need to support and empower communities.

Our vision reflects the needs of patients and caregivers, who have been front and centre, sharing their perspectives, with an equal say in the decisions made by the partnership. The model of care has been designed locally to create solutions that address the specific needs of the people who live in North York community. It has also helped to inform the initial areas of focus:

- Mental health and addiction
- Palliative Care
- Seniors' Health

In February 2020, NYTHP hosted its inaugural community planning symposium with nearly 200 people from health and social service organizations, patients and caregivers, homecare, law enforcement and paramedics. The result was a new shared purpose that will fuel the implementation of the NYTHP's Year One Priorities.



21

CORE COMMUNITY PARTNERS

34

ALLIANCE PARTNERS

In 2018, despite substantial efforts, opioid use in Ontario was associated with more than 9,000 emergency department visits, 2,100 hospitalizations and almost 1,500 deaths. This past year North York General took two significant steps to help respond to this crisis.

TACKLING THE OPIOID CRISIS



Dr. Caryn Green is the North York General family physician who supports the RAAM Clinic.

“Using a patient-centred lens allows me to collaborate with my patients to try to meet their goals,” says Dr. Caryn Green, a North York General family physician who serves at the RAAM Clinic. “I strive to provide a safe therapeutic space for my patients, and offer them evidence-based treatments appropriate to their goals and stage of recovery.”

Rapid Access Addiction Medicine

North York General together with North York Toronto Health Partners opened a Rapid Access Addiction Medicine (RAAM) Clinic to provide low-barrier, walk-in care for those looking to address substance use. There is often stigma and shame associated with substance abuse disorders, stopping people from seeking help. Providing low-barrier access to addiction care based on a harm reduction philosophy is an essential service for people who struggle with their substance use.

A partnership with Addiction Services for York Region, the RAAM clinic offers quick access to quality care. RAAM clinics do not require an appointment and provide personalized treatment plans for problematic use of substances such as alcohol, opioids, or stimulants and for problematic behaviours such as gambling.

Reducing Opioid Prescriptions

Studies show that unused prescription opioids often find their way into the hands of teenagers and people with addiction issues. This was reinforced in a study lead by Dr. Sanjho Srikandarajah, an anesthesiologist at North York General, that found a majority of surgery patients took only a fraction of their prescribed pain medication. In response, in 2018 North York General took steps to reduce the number of opioids prescribed to day surgery patients by almost 50%. Our success helped inform Health Quality Ontario's campaign, *Cut the Count*, which was launched in 2019. Now, 47 hospitals across the province are working together to cut the number of opioids prescribed by 30%.

CARING FOR OUR COMMUNITY



IN-PATIENT
HOSPITAL
BEDS

403



INCUBATORS
AND
BASSINETS

52



REACTIVATION
CARE CENTRE
BEDS

32



RESIDENTS
AT SENIORS'
HEALTH
CENTRE

192



NUMBER OF BIRTHS

4,954



NUMBER OF ADMISSIONS

29,491



OUTPATIENT VISITS

359,956

OUR PEOPLE

Organizations are defined by their people, and we have some of the best. The staff, physicians, learners and volunteers at North York General know no limits to their compassion and dedication.

CHARTING OUR COURSE TOGETHER



The past year was pivotal for North York General. With a focus on how we can serve our communities and support all those who work, train and volunteer at North York General, we began the development of our 2020-2025 Strategic Plan as well as our Master Plan which focuses on our physical growth including facilities and infrastructure as our population grows.

Both of these plans have been informed by the extensive engagement of our staff, physicians, learners, patients and broader community. By listening to both those who need care and make health care happen, we can harness the collective thoughts, ideas and inspiration to capture opportunities and ensure we are doing best for our people and the community.

While the launch of our strategic plan was briefly paused to respond to COVID-19, it will be our guidepost as we move through 2020 and into the years ahead.

INSPIRING LEADERSHIP

On April 23, 2018, tragedy struck on Yonge Street when 10 people were killed and another 16 injured in a senseless attack. Just minutes from our Emergency Department, Dr. Meeta Patel, an emergency physician and clinical educator for the past 11-years, was there to receive and treat the victims of this heinous crime.



In recognition of the exceptional response and care, Dr. Patel was featured in the November 2019 issue of Post City Magazine. North York Post City's Woman of the Year profiles the most inspirational women each year, recognizing those who made a significant impact on their neighbourhoods.

CELEBRATING OUR DIVERSITY

Black History Month

Staff, physicians, volunteers, patients and families at North York General proudly came together throughout February to celebrate and honour Black History Month. Black History Month is an opportunity for all of us to recognize the past and present contributions of Black members in our community. Celebrations included educational displays in the cafeteria and inspiring speakers.



(Left to Right) North York General President and CEO, Dr. Joshua Tepper, Dr. Neil Isaac, Dr. Mojola Omole, Dr. Modupe Tunde-Byass and Dr. Kareem Morant celebrate Black History Month at North York General.

Pride Month

In support of creating safe and welcoming spaces for our patients, visitors and colleagues who are members of the LGBTQI2S community, this past June we proudly started a new tradition of flying the Pride flag at our main site.



OUR PEOPLE



STAFF
3,560



PHYSICIANS
813



VOLUNTEERS
891



LEARNERS
1,981

BUILDING OUR FUTURE

Our community is growing and peoples' needs are changing. That's why North York General is transforming our environment to prepare for the future of health care. This means creating modern spaces that nurture healing, embrace 21st century thinking and provide the best experiences for the thousands of people that walk through our doors each day.

CAPITAL REDEVELOPMENT HIGHLIGHTS

A Year of Refresh and Redevelopment

This past year North York General Hospital saw a record number of projects to modernize our spaces and ensure we have the right space to deliver the best care. With the support of the North York General Hospital Foundation, several public and clinical spaces underwent extensive renovations with improved lighting, flooring, new paint and furniture including:

- Grace's Place, Day Surgery Waiting Room (Fran and Ed Clark Waiting Room)
- Interventional Radiology - second suite
- Critical Care Unit refresh
- Karen, Heather and Lynn Steinberg Breast Centre (Charlotte and Lewis Steinberg)

In addition, we created the Specialty Care Clinic (anonymous donor) where patients can access a number of outpatient programs including hand therapy and the Total Joint Assessment Centre.

Baruch/Weisz Cancer Centre

The newly created Baruch/Weisz Cancer Centre and renovated Anne Tanenbaum Chemotherapy Clinic opened in April 2019 for patients receiving

cancer treatment at North York General. Thanks to a generous donation from the Baruch and Weisz families and support from our donor community, the Baruch/Weisz Cancer Centre and Anne Tanenbaum Chemotherapy Clinic feature modern, comfortable treatment areas designed to enhance privacy and space for patients and their families. As part of these exciting changes, we also partnered with ArtWorks for Cancer to bring donated works of art to cancer treatment units.

New Reactivation Care Centre at the Branson site

On February 20, Deputy Premier and Minister of Health, the Honourable Christine Elliott, announced a \$1.5 million planning grant to develop a new Reactivation Care Centre (RCC) at the Branson site to help end hallway health care. The funding will provide up to 130 new transitional care beds for North York General and other hospitals facing capacity challenges. Patients receiving care in a RCC have access to specialized activation therapies in a setting designed to support their transition to home, or other destinations such as long-term care.



First floor refresh



Anne-Marie Cusimano, a patient at the Baruch/Weisz Cancer Centre.

ADVANCING CARE AND HEALING FOR YOUTH



Phillips House

On September 4, North York General marked the opening of Phillips House, the new home of our child and adolescent outpatient mental health programs. Located up the street from the hospital, this 15,000 sq. ft. redesigned mansion, reimagines how the hospital treats young patients facing a number of mental health conditions.

Through the generosity of community donations, and in partnership with the North York General Foundation and Hospital, the building and landscape have been transformed into a beautiful, serene space to promote healing and well-being.

Phillips House provides centralized access to a number of outpatient services for treatments and programming related to mood disorders, attention deficit hyperactivity disorder, adjustment and conduct disorders, substance abuse and other mental health conditions.

The facility is home to one of the largest hospital-based eating disorder programs in southern Ontario, serving Toronto, York Region, Peel Region and beyond. Patients at Phillips House have access to a communal kitchen where they can cook and eat together with their families, as part of the treatment and healing process.



Maddie's Healing Garden

One of the leading community-based contributors to Phillips House is The Maddie Project, a group dedicated to bringing awareness to the mental health needs of children, reducing the stigma of adolescent depression and making mental health care services more accessible to adolescents in need. Set up in memory of Madeline "Maddie" Grace German Coulter, the group helped fund Maddie's Healing Garden, a 1.2-acre green space surrounding Phillips House.

RESEARCH & INNOVATION

Knowledge is our pathway to a better tomorrow. North York General Hospital is uniquely poised to transform and improve patient and family-centred health care in our community and beyond.

NEW RESEARCH CHAIR

Dr. Ervin Sejdić

Research Chair, Artificial Intelligence for Health Outcomes

Dr. Ervin Sejdić was appointed in October as the inaugural Research Chair in Artificial Intelligence for Health Outcomes. He returns to Canada to continue a program of research using basic scientific discoveries to build new therapies or medical procedures. Dr. Sejdić is our fifth Research Chair and we are grateful to our donors and the North York General Foundation who are helping to strengthen the spirit of inquiry and our capacity to generate evidence to transform the delivery of health care in Ontario.



OUR RESEARCH



RESEARCHERS

69



PUBLISHED
RESEARCH
PAPERS

91



RESEARCH
GRANTS
RECEIVED

12



ACTIVE
RESEARCH
PROJECTS

118

SELECTION FROM AWARDED RESEARCH GRANTS

Badeau Family Research Chair in Patient Safety and Quality Improvement

Badeau Family Research Chair in Patient Safety and Quality Improvement, Dr. Patricia Trbovich, and collaborators were awarded a Natural Sciences and Engineering Research Council of Canada Discovery grant entitled: “Designing Tools to Support Cognitive Decision Making Under Uncertainty”. Over the next five years, the team will conduct research to inform the organizational and policy decision-makers on decision-making in ambiguous circumstances.

The Trbovich team also received a grant from the Canadian Institutes of Health Research (CIHR) for a project entitled: “Developing a Pan-Canadian Risk-Assessment Tool to Proactively Assess Hospital Opioid Safeguards”. They are working to improve hospital opioid safety to minimize harm to patients, staff, hospitals and the larger community.

Research Chair in Knowledge Translation and Implementation

The team led by Research Chair in Knowledge Translation and Implementation, Dr. Monika Kastner, was awarded a CIHR Catalyst Grant for a proposal entitled: “Understanding How to Engage Socially Frail Older Adults in Research”.

Research Chair in Patient-Centred Outcomes

Research Chair in Patient-Centred Outcomes, Dr. Katie Dainty, received an Early Researcher Award from the Province of Ontario for a project entitled: “Improving Long-Term Patient-Centred Outcomes for Survivors of Sudden Cardiac Arrest and their Families.”

Gordon F. Cheesbrough Research Chair in Family and Community Medicine

Gordon F. Cheesbrough Research Chair in Family and Community Medicine and Director of the University of Toronto Practice-Based Research Network (UTOPIAN), Dr. Michelle Greiver, and team received an Applied Health Research Question grant from the Province of Ontario. Their work focuses on the question: “Using readily available Electronic Medical Records data, can we identify and predict which patients with type 2 diabetes in the North York Toronto Health Partners, Ontario Health Team lack guideline-recommended services?”

Innovation Award

Occupational Therapist in Specialized Geriatric Services, Kristin Collins, received an Innovation Award from the Centre for Aging + Brain Health Innovation for “Exploring the Benefits of Cognitive Stimulation Therapy as a Tool for Chronic Disease Self-management for Persons with Dementia,”.

EDUCATION

As a community academic health centre, we are helping to shape the future of community and family health providers. Each year we welcome nearly 2,000 learners from 50+ post-secondary institutions.

LEARNING THROUGH SIMULATION

On February 25, North York General hosted its first Spotlight on Simulation - a hands-on simulation workshop. North York General staff and community partners came together and participated in simulation education escape rooms, caring for your simulators, and moulage (the art of applying mock injuries for the purpose of training emergency response teams), all while building partnerships and a simulation community. The jam-packed day also featured guest speakers from George Brown College, Ontario Tech University, and North York General and colleagues had the opportunity to share their own simulation posters. The enthusiasm and passion for healthcare simulation was on full display throughout the workshop as members continued to learn and use simulation to improve the care and outcomes for all patients and residents.



OUR LEARNERS



MEDICAL
STUDENTS &
RESIDENTS
697



NURSING
STUDENTS
920



HEALTH
PROFESSIONAL
STUDENTS
274



ADMINISTRATIVE/
OPERATIONAL
STUDENTS
90

EDUCATION AWARDS

Canadian Association for Medical Education Award

Dr. Risa Bordman was awarded a 2020 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.

University of Toronto Awards

University of Toronto honoured North York General physicians and staff for their commitment and pursuit of excellence.

Nicolas Colapinto Teaching Award
Division of General Surgery, Department of Surgery
Peter Stotland

Excellence in Emergency Medicine
DFCM, Division of Emergency Medicine
Arun Sayal

Postgraduate Community Paediatrics Teaching Award
Department of Pediatrics
Giuseppe Latino

Community Site Teaching Award
Interdepartmental Division of Critical Care Medicine
Donna McRitchie

Community Site Teaching Award
Interdepartmental Division of Critical Care Medicine
Phil Shin

Dr. E. Mary Hollington Teaching Award for Excellence in Clinical Teaching
MD Program
Karthika Devarajan

Teaching Award of Merit
Peters Boyd Academy
Clare Hutchinson

Clerkship Teaching Award
Peters Boyd Academy
Kim Zhou

Portfolio Teaching Award
Peters Boyd Academy
Desmond Leung

Portfolio Teaching Award
Peters Boyd Academy
Stella Arbitman

Recognition Award
Faculty of Medicine Department of Physical Therapy
Elisa Weinstein

Recognition Award
Faculty of Medicine Department of Physical Therapy
Elham Haddadi

Recognition Award
Faculty of Medicine Department of Physical Therapy
Teresa Carley

Excellence in Clinical Teaching and Supervision Award
The Michener Institute of Education at UHN
Craig Galezowski

Early Practice Experience Preceptor of the Year Award
Leslie Dan Faculty of Pharmacy
Nichole Crichton

Fieldwork Educator Recognition Award
Department of Occupational Science & Occupational Therapy
Wanh Porter
Irena Domb
Lisa Chin-Curtis
Navreet Reen
Denise Tolios

Teaching Excellence Award - Undergraduate Education
Department of Family & Community Medicine
David Silver

Excellence in Mentorship Award - Undergraduate Education
Department of Family & Community Medicine
Jodine Rosenberg

Teaching Excellence Award - Family Medicine Clerkship
Department of Family & Community Medicine
Jodi Sonshine

Role Modelling Clinical Excellence Award - Undergraduate Education
Department of Family & Community Medicine
Eric Stutz

PATIENT ENGAGEMENT

KEEPING PATIENTS CONNECTED

MyChart™

North York General has taken an important step in connecting patients to their health information with the launch of MyChart™. Providing free online access to health records 24/7, patients can now easily view test results, clinical reports, and other health information.

MyChart™ is a secure portal used by over 40 hospitals across the province. Launched at North York General in March 2020, MyChart™ quickly became a vital tool for keeping patients connected to their health information during our COVID-19 response. Additional features include the ability to share health information with primary care providers and loved ones, a personal appointment calendar, and health tracking.



Virtual Care

In collaboration with the Ontario Telemedicine Network (OTN), early in 2019 North York General expanded our ability to offer telemedicine visits for a select number of clinics in the Maternal, Newborn and Paediatric Care Program. Patients now have access to virtual care options, via telemedicine, for the Mother and Baby Follow-up Clinic, the Paediatric Complex Care Clinic and the Paediatric Feeding Clinic.

This approach provides families and patients with additional options to access care. The move to adopting this technology proved invaluable as we responded to the COVID-19 pandemic. Virtual care became a mainstay in providing care while allowing patient to remain in the safety of their home to help prevent the spread of COVID-19.

PATIENT EDUCATION



Margo Twohig, Michelle Hannikainen and Vittoria Pasquini, Patient and Family Advisors at North York General, recently helped co-design educational videos for patients receiving chemotherapy.

Patients receiving chemotherapy have to receive a large volume of information about their treatment and potential side effects. While a pharmacist reviews all of this information during a first appointment, it can be a lot to take in.

In response, 16 short educational videos were produced for patients to view on an iPad during their appointment, or at home on their personal computer or mobile device to re-watch or show a family member.

"When I was a patient at North York General, I received a tremendous amount of information and remember being a bit overwhelmed given everything that was happening," said Margo Twohig.

Our Patient and Family Advisors were involved from the infancy stages of the initiative to ensure the patient and family perspective and voice was included.

AWARDS & RECOGNITION

LEADING THROUGH EXCELLENCE

North York General ranked in top 5 hospitals in Canada

In a comprehensive review of hospitals in 11 countries, Newsweek ranked North York General as one of the top 5 best hospital's in Canada and one of the top 100 hospitals in the world. One thousand hospitals were ranked based on recommendations from medical professionals, patient surveys and medical performance measures, such as data on the quality of treatment, hygiene and patient safety.

North York General top wait time performer

For the sixth year in a row, North York General received the Cancer Care Ontario (CCO) award for Top Performing Hospital for Wait Times and for the third year in a row, meeting all targets for time from referral to consult. North York General was also recognized as a Top Performer for Systemic Treatment Wait Times.

North York General recognized by Canadian Society of Hospital Pharmacists

The Canadian Society of Hospital Pharmacists recognized North York General with the "Excellence in Pharmacy Practice – Interprofessional Collaboration Award" for the development of standardized opioid prescriptions following laparoscopic appendectomy and cholecystectomy surgeries and implementation of patient information sheets on proper opioid use. This recognized a quality initiative to reduce the number of unnecessary opioids prescribed to surgery patients.

American College of Surgeons National Surgical Quality Improvement Program

North York General achieved an impressive "meritorious" status for "high risk" surgical patient care by the American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP). ACS NSQIP® has recognized 88 of an eligible 592 hospitals (in Canada and United States).

Toronto Paramedic Allied Services Awards

Andrea Ennis, Clinical Team Manager, Charlotte and Lewis Steinberg Emergency, and the entire North York General Emergency Department (ED) were recognized at the Toronto Paramedic Allied Services Awards. Andrea was recognized for her numerous contributions and dedication to patient care and the ED was recognized for its seamless patient transitions and off-load times.

Trillium Gift of Life Network (TGLN) Achievement Award

North York General was awarded a 2018/19 Trillium Gift of Life Network (TGLN) Achievement Award for its dedication to organ and tissue donation. North York General is among 27 Ontario hospitals to receive the Provincial Conversion Rate Award for meeting or exceeding the conversion rate target (63%) set by TGLN.

Cancer Care Ontario Human Touch Awards

Marsha Butler, a Social Worker at North York General's Freeman Centre for the Advancement of Palliative Care was recognized with the Human Touch Awards from Cancer Care Ontario in recognition of exemplary compassionate patient care. Recently Marsha played a pivotal role in developing a unique pilot project to integrate four specially trained volunteers to spend time with and support critically ill patients and their families.

North York General Hospital
4001 Leslie Street
Toronto, ON M2K 1E1

www.nygh.on.ca

