



**NORTH
YORK
GENERAL**

*Making a World
of Difference*

Proud to offer
exceptional health
care to our diverse
communities.

North York General
Chief Executive Officer's
Year in Review:

HIGHLIGHTS AND AWARDS 2014/2015

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A Year in Review: Our leadership

CHAIR, BOARD OF GOVERNORS



DUNBAR RUSSEL
CHAIR, BOARD OF
GOVERNORS

Dunbar Russel was appointed Chair of the North York General Hospital (NYGH) Board of Governors on June 21, 2010 at the Annual Meeting of Members.

Mr. Russel was first appointed to the Board of Governors in June 2003. As a Governor he has chaired key committees of the board including the Quality and the Governance committees. He was elected Secretary in 2007 and Vice Chair and Secretary in 2009.

Mr. Russel has more than 40 years of business experience, gained mainly in Canada's financial services industry. He worked as a senior executive at MONY Life Insurance Company of Canada, Ontario Blue Cross, TD Life Group, and President's Choice Financial. He retired from the Royal Conservatory of Music, where he was the Chief Operating Officer.

PRESIDENT & CEO



TIM RUTLEDGE
PRESIDENT & CEO

The Board of Governors appointed Tim Rutledge to the position of President & CEO effective April 1, 2011.

Tim Rutledge, President & CEO of North York General, has focused on building a strong values-based culture as a foundation to the hospital's pursuit of excellence in integrated, patient- and family-centred care. He is also a passionate advocate for the continued evolution of North York General as a community academic hospital.

As one of the founding leaders of the Joint Centres for Transformative Health Care Innovation, Tim is committed to seeking and sharing innovative ideas that improve service delivery and add value across the health care system.

A Year in Review: Highlights

NYGH scores top marks in engagement

North York General launched its 2014 Engagement Survey to find out what matters to staff, physicians and volunteers. A report from the National Research Corporation Canada, Ontario hospitals' main engagement surveyor, highlighted top performers among partner organizations and North York General was a clear leader in engagement. Out of 24 hospitals, our physicians had the highest level of organizational commitment and job satisfaction in seven out of the eight themes which included patient safety, patient care, and work team. The hospital was also the top performer in the employee engagement survey on the theme of how staff perceived their respective work teams.

Baruch/Weisz Outpatient Care Clinic opens

The Baruch/Weisz Outpatient Care Clinic features state-of-the-art equipment and a waiting room that has tall glass windows and a calming blue skylight to bring natural light. All outpatient services on 8 North of the General site, excluding OT-Hand Therapy Clinic, moved to the renovated space located on the ground floor. The clinic was designed to give patients privacy, comfort and improved access to services.

NYGH recognized by Cancer Care Ontario

Cancer Care Ontario presented North York General with a certificate for being the top performing hospital in the province for 2013-2014 in Cancer Surgery Wait Times – Time from Decision to Treat to Treatment.

NYGH recognized for commitment to mental health at work

Excellence Canada awarded North York General the prestigious Mental Health at Work® – Bronze award for its commitment to mental health-related programs in the workplace. The hospital was commended for its focus on enhancing mental health promotion and support, illness prevention and anti-stigma initiatives for staff, physicians and volunteers. The hospital was also recognized for its commitment to developing holistic mental health programs using an evidence-based approach.

NYGH leads vaccinate-or-mask policy

North York General joined a number of Toronto area hospitals in adopting a new vaccinate-or-mask policy. This approach gave NYGH staff, physicians, volunteers, students and contract workers the choice of being vaccinated annually or wearing a procedural mask during influenza season in areas where patient care is provided. The policy was well accepted with 89% of physicians, 72% of staff (averaged between three sites) and 71% of volunteers vaccinated – and the remaining wore masks where required.

NYGH and Ebola Virus Disease

While the risk posed by Ebola remains low in Canada, NYGH continues to screen patients for Ebola related risk factors (including travel to West Africa). NYGH's processes and protocols meet the standards which include an ongoing safety training program for at-risk areas to keep them protected.

Call for Strategic Plan input and community engagement

Over 1,100 staff, physicians and volunteers shared their thoughts and ideas on the hospital's refreshed Strategic Plan. The Strategy team reported that over 400 people responded to the survey and over 750 internal stakeholders participated in focus group sessions. As part of refreshing the Strategy, NYGH held a community agency engagement session on January 7. This session was well attended with 14 representatives from agencies in the area including community support services, mental health and addiction agencies, long-term care facilities, and disease specific organizations.

North York General goes green

NYGH managed to reduce gas and electricity consumption through several initiatives. The hospital has slowly moved from being one of the worst energy consumers to being better than over 50% of the hospitals in Greening Healthcare, an organization with over 60 members across Canada. Toronto Hydro also presented the hospital with a rebate check for over \$92,000 for participating in the saveONenergy program. This energy conservation program, targeted to homes and businesses, helps manage electricity usage, suggests energy-saving measures and provides financial

A Year in Review: Highlights

incentives to assist in achieving these savings. Thanks to these green and cost-saving initiatives, North York General eliminated the annual equivalent of 134 passenger cars from our roads in our annual greenhouse gas emissions.

Inaugural patient- and family-centred care education event

The Patient Experience and Quality team held an inaugural patient- and family-centred care education event featuring a day-long series of workshops. Wayson Choy, a Canadian author, shared how he had been personally impacted by health care professionals. The event also celebrated Pat (Patricia) Mackey, an inaugural member of North York General's Patient and Family Advisory Council, who passed away on February 24, 2014. In recognition of Pat's contributions, her family established *The Patricia Mackey Patient- and Family-Centred Care Educational Award* to support the advancement and sharing of knowledge of patient- and family-centred care at North York General.

Launch of eCare Phase 5

eCare Phase 5 went live in the Mental Health Program including our Adult, Geriatric, and Child and Teen inpatient units and Day Hospital. Patient records are now electronic, physician orders are linked to evidence-based orders sets, and safer medication delivery is supported by eCare's closed loop system. Better access to vital patient information and improving patient safety are driving forces of eCare.

Laboratory Medicine and Genetics shines during accreditation process

Laboratory Medicine and Genetics completed their accreditation process by the Institute for Quality Management in Healthcare (formally OLA). The laboratory received 97.5% overall. As a subset, Genetics had 100% overall, including 100% received through the administration and quality manuals. The reviewers acknowledged how well the labs were integrated into the operations of the hospital, and how highly they are regarded by other staff members.

NYGH leader in ED pay-for-results performance

The hospital led the provincial ranking of Emergency Department (ED) pay-for-results (P4R) in 2014. Seventy-four hospitals in Ontario participate in ED P4R where funding allocation is determined by each hospital's performance over time against five indicators. Performance is then adjusted for patient volumes. In the past three years (2012-2014), we improved our ED P4R from an overall performance rank of 24 to 11 while managing a 10% increase in patient volumes. When volumes are adjusted, NYGH's funding rank is first among the 74 hospitals.

North York General launches responsive web design

North York General became one of the first hospitals in the GTA to launch a responsive website. This technology transforms the experience of any patient, family or community member coming to nygh.on.ca on a smartphone. Previously, visitors on smartphones saw a tiny version of the full website that was not easy to navigate on their mobile. Mobile traffic to the hospital's website has grown dramatically in the past few years with an increase of over 90% from 2013 to 2014. It now represents 20% of website visits and that percentage continues to grow exponentially.

NYGH hosts second InnovationEX

NYGH once again hosted InnovationEX, an exposition of innovations and exchange of ideas presented by the Joint Centres for Transformative Healthcare Innovation. The day began with an invitation-only think tank that explored innovations that go beyond the acute care setting and transform the entire health care system. Discussions also focused on the concepts of accountable care, integrated care and patient- and family-centred care. Following the think tank, an estimated 300 guests visited 12 exhibits from all six Joint Centres hospitals as well as participated in an Idea Café, where they could enjoy a latte while sharing ideas on health care innovation. Formal presentations were held in the atrium, including a keynote address by Susan Fitzpatrick, Associate Deputy Minister for the Ontario Ministry of Health and Long-Term Care, and a video highlighting the spread of innovation amongst the Joint Centres hospitals.

A Year in Review: Highlights

Thanks to NYGH Foundation

Philanthropic investment continues to play a critical role in allowing the hospital to meet the emerging needs of our patients. Funds raised by the Foundation support the purchase of leading-edge equipment and technology, fund vital research to improve patient care, provide continuing staff education and enable facility investments to give patients the ideal environment in which to heal. This year, the hospital was able to plan for several important capital projects wholly funded by the Foundation. Thanks to their support, we eagerly await the upcoming redevelopments of the *Charlotte & Lewis Steinberg Emergency*, the *Steinberg Acute Care Unit*, Phillips House, and a second full-service Interventional Radiology Suite. We are also grateful for their funding of radioactive seed localization – an innovative new technology that is wholly donor funded and ensures breast cancer patients receive the most accurate surgical care possible. In 2014-2015, the Foundation raised a record \$19.2 million in revenues and made an unprecedented grant of \$6.1 million, moving us closer to our \$150 million campaign goal with a new grand total of nearly \$100 million raised to date.

Thanks to Volunteer Services

Thanks to the NYGH volunteers for all their fundraising efforts related to the \$3 million pledge towards the Volunteer Services Centre for Medical Imaging. In 2014, our volunteers raised \$210,000, bringing us to an incredible total of \$2.2 million. Alex's Mitten Tree had another successful year and it was also a stellar year for the much anticipated Christmas Holiday Sale. Our volunteers go above and beyond to help the hospital run efficiently. Be it by working in the Gift Shop or by delivering mail, they offer countless hours of service to help North York General make a world of difference. As we continue to evolve as a leading community academic hospital, NYGH takes great pride in knowing that volunteers support the organization in this important journey.

A Year in Review: Awards

Cerner ACE Awards recognize excellence in advancing health care in Canada

Cerner, a leading provider of health care information technology, announced the winners of the 2014 Cerner Advancing Clinical Excellence (ACE) Awards. The awards honoured clients that have positively impacted health care quality and efficiency across four categories. North York General was the winner of the Physician Improvement Award for their ambulatory endoscopy project.

North York Family Health Team recognized

The North York Family Health Team was honoured with a Bright Light award by the Association of Family Health Teams of Ontario for using data to improve transitions of care and care coordination, making it easier for teams to access data. The awards recognized individuals for their leadership and the work being conducted to enhance the value of services delivered by primary care teams in Ontario.

Dr. Wintemute awarded Ontario College of Family Physicians Award

The Ontario College of Family Physicians awarded seven family physicians (one from each region of the province) the title of Family Physician of the Year. North York General's Dr. Kimberly Wintemute was named Family Physician of the Year for Region 5.

The Change Foundation announces 20 Faces of Change Award winners

The Change Foundation announced 20 Faces of Change Award winners, an award created to honour those who have inspired positive changes in Ontario's health care system. Among the recipients was Patricia (Pat) Mackey, Patient Advisor and Inaugural Member of the Patient and Family Advisory Council at North York General. Pat shared her personal health care journey and experiences through a series of YouTube videos and helped further the culture of patient- and family-centred care at NYGH.

Integrated Community Care Team wins award

The Toronto Central Community Care Access Centre (CCAC), as part of the Integrated Community Care Team, was awarded Baycrest Hospital's Advancing Interprofessional Collaboration Award. This award honours innovation and initiative in the delivery of health care, and is shared with the team of Central CCAC, North York General, Regional Geriatric Program, local primary care physicians and Baycrest.

Dr. Peter Stotland awarded Robert Mustard Mentorship Award

Dr. Peter Stotland, Surgical Oncologist at North York General Hospital, was awarded the Robert Mustard Mentorship Award from the Division of Surgery at the University of Toronto. This award recognizes a physician mentor who is devoted to excellence in clinical training, and who provides exemplary teaching, leadership, mentorship and expertise to senior general surgery residents from the University of Toronto. The award is voted on by these residents, and is given out on an annual basis.

Dr. Rick Penciner recognized for excellence in interprofessional education

Dr. Rick Penciner was the recipient of the 2014-2015 Ivy Oandasan Leadership Award for Outstanding Leadership in Advancing Interprofessional Education. This award honours excellence in interprofessional education and recognizes a leader whose unique and innovative contribution has had a significant impact on the development of interprofessional education at the University of Toronto.

A Year in Review: Media highlights

North York General Hospital transforming Ontario's health care system

North York General Hospital's Hip and Knee Integrated Care Collaborative was featured in the Ministry of Health and Long-Term Care's "Transforming Ontario's Health Care System Care Stories." The piece highlights North York General Hospital's journey in implementing the integrated care model: from working with Health System Funding Reform to make patient care more efficient, to looking at the gaps and searching for ways to make the journey seamless.

NYGH eHealth progress profiled

Hospital News highlighted NYGH's steady organization-wide implementation of advanced clinical systems. It noted that the hospital is now almost entirely electronic and is one of only three large hospitals in Canada to earn an Electronic Medical Record Adoption Model Stage 6 designation from the Healthcare Information Management System Society in 2011.

CBC's White Coat Black Art podcast mentions NYGH

North York General was mentioned in a podcast talking about visiting hours. The host, Dr. Brian Goldman, noted that his mother died peacefully at the hospital and highlighted the great doctors and nurses who cared for his mother and the overall approach to patient- and family-centred care at NYGH.

NYGH outpatient care clinic profiled

The North York Mirror, MyKawartha.com and InsideToronto.com featured North York General in an article about the newly renovated Baruch/Weisz Outpatient Care Clinic. The article noted that rather than sending patients who have serious conditions but don't need hospitalization "into the abyss" while they wait to see a specialist, the hospital's outpatient care clinic ensures they can be seen promptly for follow up care with an interdisciplinary team.

NYGH recognized for adopting barcode scanning

Both Global News and CBC featured North York General's barcode system in celebration of the barcode's 40th anniversary. The segment highlighted that North York General was one of the first hospitals in Canada to implement the barcode system for drug doses in 2010. It also featured President & CEO Tim Rutledge who said that the barcode system for drug doses has prevented more than 2,000 potential medication errors.

Study tracks diabetes patterns using EMRs

Canadian Healthcare Technology featured a study on Canadian researchers using electronic medical records of family physicians to track the prevalence and patterns of care for diabetes across Canada. The findings open the door for future mass-scale exploration of chronic diseases using information technology. Several of these physicians were affiliated with North York General.

Ebola and NYGH in the news

The Globe and Mail and 680 News noted that the Ministry has issued 50 compliance orders to 13 hospitals and one paramedic service since August, most citing failures to properly train staff, provide personal protective equipment for everyone who needs it, or to draw up adequate plans to contain the virus. Only two hospitals, North York General and Lakeridge Health, were noted as passing the inspections without compliance orders.

Post City Magazine noted that North York General was recognized as one of the most prepared facilities to handle any cases of the Ebola Virus Disease and quoted North York General's Dr. Kevin Katz, Medical Director of Infection Prevention and Control.

NYGH researcher finds cooking classes key to children trying new foods

CBC News reported that cooking classes can help children eat more fruits and vegetables and try new foods, according to a new review of research. NYGH pediatrician Dr. Glenn Berall, who specializes in nutrition, said providing cooking classes is a positive step for schools.

A Year in Review: Media highlights

CT scanner at NYGH reduces wait times, improves outcomes

Canadian Healthcare Technology highlighted how NYGH's Volunteer Services Centre for Medical Imaging is the first medical centre in Ontario to implement Siemens' SOMATOM Definition Flash CT scanner with Stellar Detector and Edge Technology. The new CT scanner uses flash speed to capture even the smallest anatomical details with up to 50% lower radiation and contrast dose using Siemens' unique Dual Source Dual Energy mode to improve diagnosis and optimize treatment choices for patients.

NYGH's support of Choosing Wisely highlighted

Several media outlets including CBC.ca, MetroNews, TheProvince.com, OttawaCitizen.com, CTVNews.ca and CalgaryHerald.com picked up a Canadian Press article that talked about Choosing Wisely, a campaign to reduce inappropriate use of health care in Canada. The story noted that North York General has embedded Choosing Wisely's recommendations into its electronic ordering system.

Dr. Kevin Katz discusses flu prevention

The Toronto Star featured an article written by Dr. Kevin Katz, North York General's Director of Infection Prevention and Control. The article noted that the best way to prevent influenza is to get the flu shot, and for general sickness prevention, wash your hands or use alcohol hand rinse.

Dr. Ian Weinroth on understanding adult autism and mental health

North York General's psychiatrist Dr. Ian Weinroth wrote an article on autistic spectrum disorder and about improvements in diagnosis, early intervention, support and his personal experience. The article was featured in the Ontario Hospital Association's newsletter, HealthScape, and was also tweeted out.

Mural supports Step Up campaign to take stairs at NYGH

The North York Mirror featured a group of grade 11 students who painted a mural on the landing between the first and second floors of a stairwell at North York General Hospital. This decorative mural is part of a health and wellness campaign called Step It Up aimed at encouraging people to choose the stairs over the elevator. The mural is the first of many to come, thanks to a partnership between North York General and Earl Haig Secondary School that will see art students from the school paint a mural in the stairwells.

Article features maternity ward's goodwill over holidays

The Toronto Star featured a front cover story on how the festive spirit took over the maternity ward at North York General on Dec. 25. In what has become an annual tradition, the team of family doctors who deliver at the hospital host a turkey appreciation dinner for the maternal nursing staff. Charge nurse Anne O'Connor and Dr. David Kaplan, as well as happy new parents, were quoted in the article.

North York General's New Year's baby

CityTV News, CTV, Toronto Star, Toronto Sun, and CP24 featured a story about New Year's babies which included a baby boy named Shukrani who was born at 12:14 a.m. at North York General.

Dr. Chan featured in falls prevention story

NDTV.com, the largest Chinese television news network, featured North York General's geriatric specialist, Dr. Gabriel Chan, in a Chinese segment on fall prevention during the winter months, which can be dangerous for seniors.

Dr. Frank Sullivan mentioned in a Canadian Medical Association Journal blog

Dr. Sullivan was mentioned in "Reflections on the NAPCRG Annual Meeting," a blog by Domhnall MacAuley, CMAJ Associate Editor and a professor of primary care in Northern Ireland. Dr. Sullivan, along with other NYGH delegates, participated in the North American Primary Care Research Group (NAPCRG) Annual Meeting.

A Year in Review: Media highlights

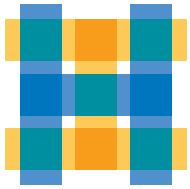
New procedure for patients with early stage breast cancer

CTV News Toronto featured a new procedure offered at North York General called Radioactive Seed Localization (RSL) for breast surgery patients. The segment highlighted that North York General is the first hospital in the GTA to offer RSL for patients needing breast surgery. The clip included an interview with the hospital's first RSL patient Dorothy MacNeill and interviews with Dr. Susan Armstrong and Dr. Nancy Down. This segment was also featured in the Globe and Mail video section and was picked up by CTV News Ottawa, CTV News Northern Ontario, CTV News Kitchener and CTV Morning Winnipeg. The hospital is able to provide RSL thanks to the support of the North York General Foundation, BMO Financial Group and proceeds from the Foundation's 2014 Heart of Fashion event.

Toronto-area hospitals share expertise at InnovationEX

Canadian Healthcare Technology Magazine noted that the second InnovationEX was held at North York General. The article featured keynote speaker Susan Fitzpatrick, Associate Deputy Minister for the Ontario Ministry of Health and Long-Term Care, who said more mechanisms were needed to share best practices amongst hospitals. InnovationEX highlighted three projects that have been shared among the partner organizations and also provided a forum to develop further projects to collaborate on.





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