



**NORTH
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*Making a World
of Difference*

Providing exceptional health care
to our diverse communities



**CHIEF EXECUTIVE OFFICER'S YEAR IN REVIEW
HIGHLIGHTS AND AWARDS
2015-2016**

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A Year in Review: Our leadership



North York General Hospital celebrates another year of outstanding achievements. We continue to raise the bar in providing high quality and safe patient-and family-centred care. 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 expertise and achievements highlighted in the media.

Among many hospital highlights, we were very proud to be named one of the *10 Most Admired Corporate Cultures of 2015: Broader Public Sector* by Waterstone Human Capital reaffirming our commitment to fostering a supportive and collaborative culture.

This year, significant effort was directed at preparing for a visit from Accreditation Canada. Every four years, health care organizations participate in a voluntary accreditation process to assess their care delivery and administrative processes. North York General was measured against 2,500 criteria and met over 99% of the requirements, resulting in a final designation of "Accredited with Exemplary Standing", the highest designation from Accreditation Canada. In true NYGH fashion, a celebration with music and speeches was held to recognize the success.

We could not have achieved a spectacular 2015-16 without the staff, physicians and volunteers putting patients first at all three sites.

I hope you share our pride in all we have done to improve the experience our patients and families have at NYGH. Together with our patients and community partners, we are *making a world of difference*.

Dr. Tim Rutledge
President & CEO
North York General Hospital

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

Dr. Tim Rutledge has been President and CEO of North York General Hospital since 2010. He has a background in Emergency Medicine and has held a number of leadership positions, including Medical Director of the Emergency Services Program at North York General from 1996 to 2007, and Chair of the Medical Advisory Committee from 2002 to 2004.

Murray Perelman became Chair of North York General Hospital's Board of Governors in 2015 and sits on all of the hospital's committees as well as on the board of the North York General Foundation. Murray is a corporate commercial lawyer and trusted business adviser whose more than 40 years of practice has spanned all areas of business law including advising on corporate governance, M&A transactions, business financings, and partnership and shareholder arrangements.

A Year in Review: Highlights

Strategy 2015-2018: Our patients come first in everything we do

North York General Hospital (NYGH) launched its refreshed 2015-2018 Strategy in June 2015 to fulfil its vision of excellence in integrated patient-centred care through learning, innovation and partnerships. Building from the success of the previous strategic plan, the hospital set ambitious goals for the next three years to provide exceptional health care to its communities and further define what it means to be a leading community academic hospital for the community.

Another year of sound fiscal health

NYGH is proud to have achieved a balanced budget for the 14th year in a row. The hospital's funding formula, like all hospitals in Ontario, is complex and comes from multiple sources. The Ministry of Health and Long-Term Care, through the Central Local Health Integration Network (LHIN), and Cancer Care Ontario, are the major sources, accounting for about 80% of operating revenues. This past year, the strong financial performance reflected in our quarterly forecasts allowed the hospital to allocate previously unbudgeted funds to improve access to high-demand surgical and other services, including CT and MRI, and invest in additional staff training, minor equipment and renovations.

Exemplary Standing from Accreditation Canada

The hospital received Accreditation with Exemplary Standing, the highest designation from Accreditation Canada. In addition, the hospital was recognized for going above the requirements and demonstrating a commitment to creating a strong and sustainable culture of quality and safety. Over four days in March, five surveyors from Accreditation Canada used over 2,500 criteria to evaluate the hospital. North York General met over 99% of requirements which includes all patient care programs and administrative functions like strategic and operational planning, and community engagement.

Breast Program first in Canada to receive international accreditation

Surveyors from the National Accreditation Program for Breast Centers (NAPBC), based in Chicago, accredited the Karen, Heather & Lynn Steinberg

Breast Services, North York General's breast cancer integrated care collaborative. Breast programs accredited by the NAPBC provide the most efficient and contemporary breast care using scientific evidence about what works best for patients. The NAPBC program ensures the highest standards of breast cancer diagnosis and treatment, emphasizes the importance of interprofessional teamwork, case conferences, quality management programs, and integrated care. The NAPBC is administered by the American College of Surgeons. NYGH's breast program is the first hospital in Canada and only the second hospital in the world outside the United States to be accredited by the NAPBC.

Lowest rate of *C. difficile* in the GTA

North York General achieved the lowest rate of health care associated *C. difficile* infection out of all the hospitals in the Greater Toronto Area, with an annual rate of 0.17 over the 12-month period of June 2014 to May 2015. NYGH achieved these remarkable results because of the incredible work of our Antimicrobial Stewardship Program in ensuring the appropriate selection and use of medications, and of our Environmental Services staff in keeping patients safe in a clean and disinfected environment.

Top cancer surgery wait time performer two years running

Cancer Care Ontario (CCO) presented North York General with a certificate for being the top performing hospital in the province for 2014–2015 in Cancer Surgery Wait Times — Time from Decision to Treat to Treatment, and for exceeding the province's annual improvement target. This is the second year in a row that CCO has recognized the hospital for this accomplishment.

Tim Rutledge takes on co-chair role on provincial home and community care initiative

President and CEO Tim Rutledge accepted an invitation to co-chair the Advisory Table on Patients First: A Roadmap to Strengthen Home and Community Care by the Ministry of Health and Long-Term Care (MOHLTC). This appointment is a three-year term, co-chaired with Nancy Naylor, Assistant Deputy Minister, Health System Accountability and Performance, MOHLTC. The project governance includes an Advisory Table and an Implementation

A Year in Review: Highlights

Table. The Advisory Table will provide strategic insight and guidance to ensure Ontario achieves its goals and objectives of strengthening the home and community care sector.

Launch of eCare Phase 6

eCare Phase 6 went live in the Tippet Foundation Neonatal Intensive Care Unit. eCare is NYGH's multi-year project focused on implementing advanced electronic medical record systems, standardizing processes using evidence-based care, ensuring the safe prescription and administration of medications, and providing clinical decision support. Launching ehealth solutions like computerized provider order entry (CPOE) and medication reconciliation systems will ensure our youngest patients receive the highest standard of quality care, reduce the potential for errors and improve clinician access to information.

NYGH project selected in first wave of Ministry initiative

The Ministry of Health and Long-Term Care selected six successful applicants to roll out initiatives which bundle a full episode of care as recommended in *Patients First: A Roadmap to Strengthen Home and Community Care*. North York General is participating in two of the six pilot projects selected. It is the lead organization for a project focusing on patients with moderate to severe Chronic Obstructive Pulmonary Disease and Congestive Heart Failure. This is a collaboration with Central Community Care Access Centre, Saint Elizabeth Health Care, Pro Resp North York Inc., Circle of Care and the North York Family Health Team. The hospital will also be partnering on a Stroke Integrated Funding Model (IFM) led by Sunnybrook Health Sciences Centre. Ministry funding will be provided for project management to support implementation of these IFMs.

First Ontario hospital building awarded BOMA BEST® Silver Level Certification

North York General Hospital's General site was recently awarded a Silver level BOMA BEST® certification for its continued efforts in improving the property's overall energy efficiency and waste diversion programs. It is the first hospital in Ontario to achieve this certification, demonstrating our commitment to decreasing our impact on the environment and the communities we

serve. BOMA BEST® is a leading environmental certification program for commercial buildings that provides a blueprint for making properties more environmentally responsive and energy efficient while reducing operating costs.

NYGH achieves silver status for Green Hospital Scorecard

October 2015 was the third year of the Green Hospital Scorecard, an Ontario Hospital Association program designed to enable a high-level assessment of hospital's environmental performance, and to assist in identifying areas for improvement. With several new energy conservation initiatives and a renewed commitment to tracking waste and recycling rates, the hospital was awarded silver status.

Great culture – great engagement scores

North York General's 2015-16 staff and physician engagement survey results are in! A report from the National Research Corporation Canada, Ontario hospitals' main engagement surveyor, highlighted that our employee engagement scores are the top performer within the participating Ontario Hospital Association organizations in the work themes related to employee engagement, health and safety and patient care themes. The report also highlighted that the physicians' engagement score was at 89.4%.

Choosing Wisely initiative receives ARTIC grant

Following the successful implementation of the Choosing Wisely Canada (CWC) campaign to reduce unnecessary medical care at NYGH, the Adopting Research to Improve Care (ARTIC) Program, co-led by Health Quality Ontario and the Council of Academic Hospitals of Ontario (CAHO) proudly announced the newest ARTIC project, Choosing Wisely: An Idea Worth Spreading. With ARTIC support, the Choosing Wisely spread project will enable the sharing of strategies to reduce unnecessary lab tests and other procedures with members of the Joint Centres: North York General Hospital, Markham Stouffville Hospital, St. Joseph's Health Centre Toronto and Southlake Regional Health Centre. The announcement was featured in Canadian Healthcare Technology Magazine.

A Year in Review: Highlights

Top ranking for residency training

NYGH's residency training ranked first with the highest average 'rotation evaluation score' of all hospitals and rotations combined. In the last learner engagement survey, 91% of respondents would recommend a placement at NYGH to their fellow students and 92% would recommend their preceptors or supervisors to future students. North York General has over 2,000 learner rotations (placements) per year.

ConnectingGTA goes live at NYGH

ConnectingGTA (cGTA) went live at North York General in June 2015. cGTA is a database that contains a wealth of data from acute health care facilities, all Community Care Access Centres in the region as well as provincial lab results from the Ontario Laboratories Information System. NYGH is one of only 10 early adopter hospitals in the GTA working with eHealth Ontario over the last five years to implement, test and provide feedback on the program. NYGH and other health care facilities are now feeding patient data to cGTA so that clinicians within the patients' circle of care can have timely access to the latest patient information from other facilities.

Seniors' Health Centre 30-year anniversary

North York General's Seniors' Health Centre (SHC) celebrated its 30-year anniversary. This major milestone highlights three decades of SHC staff putting residents first in everything they do. Celebrations with staff, residents and their families throughout the month included cultural-themed nights, a live band and a visit from The Honourable Michael Coteau, MPP Don Valley East. Since 1985, SHC has grown from a two-floor, long-term care home to a four-floor facility with over 190 residents. The 30-year anniversary was featured in the North York Mirror and InsideToronto.com.

New Research Chair in Knowledge Translation and Implementation

The hospital welcomed Monika Kastner, the new Research Chair in Knowledge Translation and Implementation. Monika is an Assistant Professor in the Division of Epidemiology in the Dalla Lana School of Public Health at the University of Toronto. She earned a PhD in e-health and health

services research from the Institute of Health Policy, Management and Evaluation at the University of Toronto and then won the Canadian Institutes of Health Research (CIHR)-Banting Postdoctoral Fellowship. Monika is our second Research Chair, joining the Gordon F. Cheesbrough Research Chair in Family and Community Medicine Dr, Frank Sullivan.

NYGH research chair awarded CIHR grant

North York General Hospital's new Research Chair in Knowledge Translation and Implementation, Monika Kastner, was awarded a \$707,558 CIHR grant for her project to develop and implement an electronic tool for seniors who have multiple chronic diseases. The research is also supported by a matching grant of \$707,560 from QoC Health, a patient-focused health care technology company.

InnovationEX 2016 a success

On April 7, government officials, hospital representatives and members of the public attended the third annual InnovationEX at Markham Stouffville Hospital to learn about recent innovations in the community health care setting. InnovationEX was hosted by the Joint Centres for Transformative Healthcare Innovation (Joint Centres) and featured innovative exhibits and pioneering ideas from the six member hospitals. Attendees also gathered to hear speakers, including the Honourable Jane Philpott, federal Minister of Health, the Honourable Helena Jaczek, Minister of Community and Social Services, and Dr. Robert Bell, Deputy Minister, Ministry of Health and Long-Term Care.

New partnership with Sunnybrook's Ethics Centre established

North York General announced a new partnership with Sunnybrook Health Sciences Centre's Ethics Centre that will strengthen and enhance its existing ethics framework and toolkit, with renewed education and training. Working at both NYGH and Sunnybrook, the new ethics team comprises three clinical ethicists.

Seniors' video series provides information to the community

The Medicine Program's Specialized Geriatrics team created a six-video education series on Parkinson's

A Year in Review: Highlights

disease, chronic disease management, osteoporosis, falls prevention, dementia and delirium. These videos provide information and education for both patients and their caregivers, and promote North York General's outpatient geriatric services. The videos were funded by the North York General Foundation.

North York General introduced free Wi-Fi for patients and visitors

In the summer of 2015, North York General introduced free wireless internet at the General site, making it easier for our patients and visitors to stay connected with family and friends.

Thanks to Volunteer Services

Thanks to the NYGH volunteers for all their fundraising efforts related to the \$3-million pledge towards the Medical Imaging Centre. In 2015, our volunteers raised \$225,000, bringing us close to \$2.5-million. The final quilt raffle was launched, bringing a close to a 30-year tradition of quilting and fundraising. Our volunteers go above and beyond to help the hospital run efficiently. Whether volunteering as service volunteers, spiritual and religious care volunteers or patient and family advisors, 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.

Thanks to NYGH Foundation

North York General Foundation plays a critical role in our hospital's journey to provide excellence in integrated patient- and family-centred care through learning, innovation and partnerships. Funds raised by the foundation put life-saving tools in the hands of staff and physicians; ensures our hospital has state-of-the-art equipment; and helps us create care environments that contribute to the best possible outcomes for our patients. Thanks to the foundation's support, this past year we have completed renovations to the *Charlotte & Lewis Steinberg Emergency*. The *Steinberg Acute Care Unit* is under construction on the 7th and 8th floors, and we are closer than ever to transforming Phillips House into the future home of outpatient mental health services for women, children and youth.

In 2015-16, the foundation raised \$13 million in revenues and granted \$10.2 million to our hospital – the highest amount granted in the foundation's history. Together, we are moving closer to the foundation's \$150 million Campaign for North York General goal, with a new grand total of over \$113 million raised to date.

A Year in Review: Awards

North York General Hospital one of Canada's 10 Most Admired Corporate Cultures of 2015

North York General was named one of Canada's 10 Most Admired Corporate Cultures of 2015: Broader Public Sector. The award is founded and presented by Waterstone Human Capital, a leading executive search firm specializing in recruiting for fit. Awards are presented to organizations with cultures that have helped them enhance performance and sustain a competitive advantage.

North York General receives 2015 Quality Healthcare Workplace Award

North York General was awarded the Gold Quality Healthcare Workplace Award at the Ontario Hospital Association's HealthAchieve conference. The awards program recognizes organizational efforts to improve health care workplaces in ways that contribute to providers' quality of work life and the quality of care and services they deliver.

NYGH physician recognized with OMA award

The Ontario Medical Association honoured Dr. Bonnie Madonik with the Physician Achievement Award in Addiction Medicine. The award recognizes a clinical physician who consistently achieves high standards in the practice of addiction medicine.

Dr. Jeremy Theal awarded Minister's Medal

Dr. Jeremy Theal, a gastroenterologist and Chief Medical Information Officer at North York General, received a Minister's Medal from Eric Hoskins, Minister of Health and Long-Term Care, for his leadership on eCare, a medical record transformation project. eCare replaces manual paper systems with advanced digital tools to improve the quality and safety of patient care.

Several NYGH physicians receive accolades from the University of Toronto

- Dr. Frank Sullivan was awarded the 2016 Department of Family Medicine and Community Medicine Award of Excellence, Outstanding Contribution to Family Medicine Research from the University of Toronto. Dr. Sullivan, Gordon F. Cheesbrough Research Chair in Family and Community Medicine at North York General Hospital, was recognized for his outstanding contributions to research productivity, mentoring, departmental contributions and national and international recognition.
- Dr. Anton Helman was recognized by the Awards of Excellence, Excellence in Creative Professional Activity from University of Toronto Department of Family & Community Medicine (DFCM). DFCM categorizes creative professional activity as pursuits that lead to professional innovation and creative excellence; exemplary professional practice, and significant contributions to the development of professional practice.
- Dr. Nina Horvath was awarded the Excellence in Community-Based Clinical Teaching Award from the Faculty of Medicine. The award recognizes her contributions to the education of University of Toronto medical students and residents, and for excellence in community-based clinical teaching.
- Three North York General physicians have been honoured by the Peters-Boyd Academy of Medicine. Dr. Rick Penciner, Director of Medical Education and Co-Lead of the Centre for Education at North York General, is the recipient of the *Director's Special Award*. Dr. Brian Wall and Dr. Ed Jin are the recipients of the *2015–2016 Peters Boyd Academy Clerkship Faculty Teaching Award* for their contributions to clinical teaching.
- North York General Hospital physicians were recently honoured by the University of Toronto's Department of Family and Community Medicine for their outstanding work and commitment to teaching excellence. Physicians recognized include: Drs. Kim Lazare, Ann Li, Rebecca Stoller, Katherine Ker, Risa Bordman and Val Rachlis.
- Dr. Dinesh Krishna, Emergency Department physician, is the recipient of the 2015 Anna Jarvis Award for Postgraduate Teaching Excellence in Emergency Medicine. Named after one of the University of Toronto's most respected teachers in emergency medicine, this award is a tribute to Dr. Krishna's passion for teaching and commitment to resident education.
- Dr. Ronik Kanani, Chief of Paediatrics and Dr. Jordan Carr, paediatric physician at North York General, received the Lionel Weinstein Clerkship Teaching Awards on June 8, 2016 from the Hospital for Sick Children for demonstrating excellence in clerkship teaching.

A Year in Review: Media highlights

First to use RFI technology to reduce medication errors

Hospital News and the Canadian Journal of Hospital Pharmacy highlighted that North York General is the first hospital in Canada to use Radio Frequency Identification as a medication management solution, significantly improving accuracy and efficiency within its pharmacy operations and ultimately improving patient safety. The Canadian Journal of Hospital Pharmacy also published a study by Edith Rolko and Thomas Chan from North York General.

North York General's healing garden a special place for mom dealing with son's illness

The Etobicoke Guardian and InsideToronto.com noted that Nathan Rhee was admitted to North York General's Neonatal Intensive Care Unit, where he has remained for two weeks. Nathan's mother discovered NYGH's Healing Garden a few days after Nathan's birth when she needed fresh air to catch her breath, noting her Fitbit was reminding her to get her steps in. Cliff Harvey, Vice President of Planning, Facilities and Support Services, said the garden provides patients, family, and staff with the opportunity to step into a natural setting.

New York Times features North York General's pilot stool bank

The New York Times featured a story about fecal transplant and noted that North York General recently completed a pilot study banking incoming patients' own stool. Had any of these patients developed infections after antibiotics, their own microbes were on hand for reconstitution. None fell sick in this case, so the transplants weren't needed. But the project proved feasibility, and achieved a processing time — gathering, blending and freezing — of less than one hour.

Post City magazine honours NYGH physician as person of the year

Post City Magazine featured Dr. Fahima Osman, a surgeon at North York General, as Bayview person of the year. The article noted that Dr. Osman specializes in breast cancer surgery and received a grant in January 2015 to research oncoplastic surgery in Ontario. The article highlighted that when the Globe and Mail contacted her in 2003, she realized she was going to be the first Canadian-trained medical doctor in Canada's Somali community.

North York General volunteers collect hand-knit gloves and mitts to give to social agencies

The North York Mirror noted that since 2008, Alex's Mitten Tree has helped keep the less fortunate warm over the cold winter months. More than 6,000 knitted mitts, hats, scarves and socks have been collected over the past six years by volunteers at North York General and are distributed to social service agencies including New Circles and The Scott Mission. The event was founded by the late Alex Hornibrook, who volunteered at the hospital. After his death in 2010, the Mitten Tree was renamed Alex's Mitten Tree.

North York General Hospital's New Year's baby

CBC News featured the first Toronto baby in 2016 born 36 seconds after midnight at North York General. Julian arrived by way of a C-section, weighing eight pounds and 11 ounces, according to NYGH obstetrician Dr. Nicholas Pairaudeau. This story was also featured in: Toronto Star; Toronto Sun; CityTV; Global News; CTV Toronto; 680 News; CP24; Markham Economist and North York Mirror.

Thoughts on "Atomic Data" — Dr. Frank Sullivan lecture

Dr. Frank Sullivan, the Gordon F. Cheesbrough Research Chair in Family and Community Medicine at North York General, delivered the James Mackenzie Lecture — one of the most prestigious eponymous lectures of the Royal College of General Practitioners. His talk, "Atomic Data," explored how big data — or large volumes of data — could transform medical research. Domhall MacAuley, Canadian Medical Association Journal Associate Editor, captured the crowd reaction to Dr. Sullivan's ideas on a CMAJ blog.

Charlotte & Lewis Steinberg Emergency renovations featured

The North York Mirror noted that in an effort to better serve patients, North York General is undergoing a \$5 million redevelopment of our emergency department. In the article, Cliff Harvey, Vice President, Planning, Facilities and Support Services, said that the hospital has seen an increase of patients as our community is growing and that the emergency department would have to be reconfigured and renovated to meet their needs, and to enhance our patients' and families' experience.

A Year in Review: Media highlights

Choosing Wisely success lauded in Globe and Mail

The Globe and Mail's André Picard highlighted that North York General has become the poster child for Choosing Wisely Canada (CWC). The CWC campaign has a simple goal: to identify and promote care that is evidence-based, not duplicative, free of harm, and truly necessary. North York General is an early adopter and key champion of the CWC campaign. In the article Dr. Donna McRitchie, Vice President of Medical and Academic Affairs, said that a lot of tests are done by routine, or because we've always done them, not because they're helpful.

New NYGH volunteer initiatives featured in national health care publication

Hospital News featured an article on North York General Hospital volunteers. In January 2015, a multi-disciplinary group of NYGH staff, physicians and volunteers met to discuss new service volunteer programming that would enhance the patient and family experience. The three new initiatives are an ambassador program placing volunteers at the entrances to greet patients and visitors; the Hospital Elder Life Program — a comprehensive patient-care program that ensures optimal care for older adults while in the hospital; and volunteers who now provide refreshments to patients and their loved ones in the emergency department to offer some comfort and relief to patients and families who may not want to leave the bedside for long periods of time.

Energy efficiency successes featured in industry news story

Energy-manager.ca noted that energy efficiency projects are not new to North York General; the hospital has been actively retrofitting its facility over the last eight years. After tackling projects like lighting retrofits, air compressor audit and chiller recommission to upgrade the hospital, Graham Crouse, Manager of Building Services at NYGH, is quite aware of opportunities to more efficiently manage the building's systems. Andrew Blair, Director of Building Services, was also quoted in the article.

North York General partners with Earl Haig students for second mural

The North York Mirror noted this was the second time students from Earl Haig's visual arts program painted a mural in the hospital's staircase. In 2014, students created a colourful kite between the ground and first floors, to encourage staff, physicians, volunteers, patients and visitors to take the stairs instead of the elevator. This year a dandelion and its floating seeds were chosen for the new mural.

North York General's breast cancer surgery program highlighted in community newspaper

The North York Mirror featured Maria Medeiros who was diagnosed with stage 2 breast cancer. She was sent to Dr. Fahima Osman at North York General who performed an oncoplasty surgery — a hybrid of breast cancer removal surgery combined with plastic surgery to improve cosmetic appearance and reduce need for future surgeries. This hybrid surgery was performed by both Osman and plastic surgeon Dr. Ron Somogyi last September. For the past two years, Osman and Somogyi have worked as a pair in the BMO Breast Diagnostic Centre — she removes the tumour, he reconstructs the breasts through plastic surgery — to not only help cut down the need for future procedures, but to boost the self-esteem of patients, who don't have to incur the deformities associated with lumpectomy.



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Funding support provided by:

