



**NORTH
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GENERAL**

*Making a World
of Difference*

Providing exceptional health care to our
diverse communities

CHIEF EXECUTIVE OFFICER'S YEAR IN REVIEW



HIGHLIGHTS AND AWARDS 2016-2017

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A Year in Review: Our leadership



North York General Hospital (NYGH) celebrates another year of providing exceptional health care to our diverse communities. In the following pages, you will note real examples that bring to life our vision of excellence in integrated patient-centred care through learning, innovation and partnerships.

Our many hospital highlights include being the first acute care hospital in Canada presented with the HIMMS Davies Award of Excellence. North York General was awarded this distinction for its eCare initiative, a multi-year, hospital-wide health care information technology transformation strategy. Our eCare work has made a demonstrable difference in patient outcomes and has prevented errors, saved lives, and improved efficiency. To be recognized on the global stage for this initiative is both humbling and inspiring.

Providing timely access to quality patient care is another notable success this year as North York General was recognized by Cancer Care Ontario as a top cancer surgery wait times performer for the third year in a row. Also for the third year in a row, we led the provincial ranking in the Emergency Department Pay-for-Results program. You can read more about these important achievements in the highlights that follow.

We have also made great strides in aligning our exceptional care environments with the exceptional care we provide. For one, our newly revitalized Charlotte & Lewis Steinberg Emergency officially opened in 2016. With over 100,000 visits annually, our Emergency Department provides care to hundreds of patients every day, and the new design has enhanced both patient flow and the patient experience. We redeveloped the 7th and 8th floors of the Steinberg Family Acute Care Unit, providing mostly private rooms to our patients with sweeping, healing views of the city. Projects like these are made possible thanks to the generous support of the North York General Hospital Foundation.

Finally, after careful consideration and analysis, we began the transition of services and programs out of the Branson Ambulatory Care Centre to either the General site or a more strategic location in the Branson community. The move reflects our commitment to provide the right care in the right place.

Reflected in our strong employee engagement results, one of our biggest strengths is our people. We work together to meet our challenges and create outcomes that provide the greatest benefit to our patients and families. Together, 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

A Year in Review: Highlights

NYGH top performing hospital for employee engagement

National Research Corporation Canada shared that North York General Hospital (NYGH) was a top performer among all participating Ontario hospitals for employee engagement. Thirty participating hospitals shared their employee data collected between 2014-2016. From this information, North York General scored top marks in overall engagement, health and safety, patient care and trust in the organization. The report highlighted that our physician engagement score increased from 89.4% to 91.1%. The results reaffirm NYGH's commitment to fostering a supportive and collaborative culture.

Charlotte & Lewis Steinberg Emergency is revitalized

The newly renovated Emergency Department (ED) was designed to positively impact the patient and family experience in the ED and improve wait times as the hospital manages the growing and aging population. The redevelopment also addresses some of the challenges associated with serving patients with acute mental illness in the ED environment through the remodeling of mental health crisis rooms to create safer and a more calming atmosphere.

Canadian Diabetes Association recognizes NYGH

North York General's Diabetes Education Centre and Centre for Complex Diabetes Care were formally recognized by the Canadian Diabetes Association (CDA) for meeting criteria of the CDA's Standards Recognition Program (SRP). The SRP acknowledges and formally recognizes diabetes centres across Canada that strive to provide the best possible care to people living with diabetes and those at risk.

Another successful United Way Campaign

The United Way Campaign kicked off in partnership with the Flu Shot Campaign. This 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 over \$20,000 and built awareness about the many initiatives the United Way is leading in the community.

Seniors' Health Centre receives full accreditation

Seniors' Health Centre (SHC) received the Three-Year Accreditation for Person-Centred Long-Term Care Community, the highest designation from the Commission on Accreditation on Rehabilitation Facilities (CARF) International. Over two days in October 2016, two surveyors from CARF International visited SHC to evaluate the long-term care home against international standards. This accreditation achievement is an indication of the centre's dedication and commitment to improving the quality of the lives of residents.

Top cancer surgery wait times performer three years running

For the third year in a row Cancer Care Ontario presented North York General with a certificate for being the Top Performing Hospital in the province for 2015-2016 in Cancer Surgery Wait Times — Time from Decision to Treat to Treatment. A number of measures have been implemented and sustained to decrease wait times for all cancer surgeries, resulting in North York General meeting or exceeding provincial and Central Local Health Integration Network (LHIN) targets for the past five years.

Leader in ED pay-for-results performance

North York General led the provincial ranking of emergency department (ED) pay-for-results (P4R) in 2016. Seventy-four hospitals in Ontario participated 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 (2013-2016), when volume is adjusted, NYGH's funding rank is first among the 74.

Branson Ambulatory Care Centre transition begins

NYGH began to transition services from the Branson Ambulatory Care Centre in anticipation of its lease expiration in 2019. Tim Rutledge emphasized the compelling rationale for the transition and that the best interests of patients and families have been and will be foremost in decision-making. A message to the community stressed that the hospital has spent months, if not years, reviewing the care needs of the Branson community. Following the announcement, North York General hosted a telephone town hall for the Branson community regarding the future of Branson Ambulatory Care Centre. Over 20,000 randomly selected households within the community were contacted and more than 3,500 attendees participated in a productive dialogue.

A Year in Review: Highlights

Tim Rutledge appointed investigator for Brant Community Healthcare System

Tim Rutledge accepted the role as an investigator for the Brant Community Healthcare System (BCHS), to review the hospital's operations and ensure it is delivering the best possible care to patients and families in the region. In the role, he worked closely with the hospital, the community, key stakeholders and the Hamilton Niagara Haldimand Brant LHIN to examine and review issues concerning the management and governance of BCHS.

CIHI report highlights Choosing Wisely success

The report *Unnecessary Care in Canada*, released by Canadian Institute for Health Information (CIHI) and Choosing Wisely Canada, found that up to 30% of selected medical tests, treatments and procedures in Canada are potentially unnecessary. The report used data to measure the extent of unnecessary care associated with eight tests and procedures that span the health system. North York General was highlighted as an early adopter of Choosing Wisely Canada's campaign and recommendations.

NYGH receives funding for innovative breast cancer survivorship program

North York General was selected as one of the new pilot projects of the Health Technologies Fund. The hospital received \$500,000 from the Ontario Centres of Excellence for a *Portal for Breast Cancer Survivorship* pilot project. The project developed with partners and led by Dr. Fahima Osman, Breast Surgical Oncologist, aims to create a link between patients, their oncologist and their family physician to guide treatments through the survivorship stage in an coordinated and efficient manner.

Genetic Molecular Lab expands testing

North York General's Genetics Program's Molecular Lab expanded its testing for genes that cause hereditary breast and ovarian cancer. The previous test was for BRCA1 and BRCA2 genes, which are the most common genes associated with hereditary forms of these cancers. The lab began offering an 18-gene panel (genetic testing that identifies and analyzes 18 genes affecting breast and/or ovarian cancer risk). The expanded panel detects even more gene mutations and allows patients to have targeted cancer surveillance and prevention based on their personal genetic information. North York General is one of the first to offer this expanded panel in Ontario.

NYGH shines at InnovationEX 2017

On April 5, government officials, hospital representatives and members of the public attended the fourth 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. Invited attendees also gathered to hear for a morning forum on patient safety and harm reduction in hospitals with welcoming remarks from the Deputy Minister of Health, Dr. Bob Bell, who shared some of his perspectives on conditions for success in learning from incidents of harm.

NYGH achieves silver status for Green Hospital Scorecard

North York General achieved silver status for our 2016 submission for the Green Hospital Scorecard. The Green Hospital Scorecard is the only comprehensive health care benchmarking tool in Canada measuring energy conservation, water conservation, waste management and recycling, corporate commitment and pollution prevention. With several new energy conservation initiatives and recycling rates, the hospital was awarded silver status.

Family Presence Policy launches

North York General launched the Family Presence Policy enhancing the ability of defined family members to have improved patient access. Family presence policies let patients designate one or more family members or significant people in their lives to have enhanced access to them during hospitalization, regardless of the time of day. This approach allows family members to more fully participate in patient care by being present for physician and team rounds, and help with transitions in care.

A Year in Review: Highlights

New home from Medicine and Neuro-Storke Unit

The new Steinberg Family Acute Care Unit on the 7th and 8th floors opened its doors to welcome patients and families. The unit will be a specialized Neuro-Stroke unit in addition to caring for other Internal Medicine patients. Almost all the patient rooms in the new unit — 16 out of 18 rooms — are private while two are semi-private. Patients reap immediate benefits from the ample space in each room, bathroom and corridors due to increased safety with ease of mobility. Leading edge technology was used in the unique two-floor layout to ensure nurses and other staff have the ability to work together effectively.

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. The dedication and commitment of our volunteers has not gone unnoticed. Their donation of \$239,000 in 2016 towards the Volunteer Services Centre for Medical Imaging is a testament to the unwavering dedication of our volunteers. 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 and experiences for our patients. Thanks to the foundation's support, this past year we have completed the development of the Steinberg Family Acute Care Unit on the 7th and 8th floors, and are well underway in the renovation of our Interventional Radiology suites.

In 2016-2017, the foundation raised over \$13 million in fundraising revenue – the highest amount in our history. The foundation also granted \$4.4 million to the Hospital towards redevelopment projects, equipment, research chairs, education, and other prioritized needs. Together, we are moving closer to the foundation's \$150 million Campaign for North York General goal, with a new grand total of over \$127 million raised to date. In addition, the foundation has worked diligently to raise the profile and brand recognition of both the foundation and the hospital, highlighting the excellence that exists here at NYGH, both in terms of the programs, and the people.

A Year in Review: Awards

NYGH receives HIMSS Davies Award of Excellence

North York General was the first acute care hospital in Canada to be presented with the HIMSS Davies Award of Excellence. Only about 50 hospitals around the world are recipients of this award by the Health Information Management Systems Society, known as HIMSS. North York General was awarded this distinction for its eCare initiative, a multi-year, hospital-wide health care information technology (IT) transformation strategy. Since implementing eCare, an estimated 7,700 unintentional adverse drug events and 11,000 potential medication errors have been prevented at North York General. NYGH staff, physicians and volunteers were joined by partners and stakeholders along with special guests, the Honourable Dr. Eric Hoskins, Minister of Health and Long-Term Care, the Honourable Michael Coteau, MPP for Don Valley East, and Minister of Children and Youth Services, as well as Minister responsible for Anti-Racism, and the Honourable David Zimmer, MPP for Willowdale, and Minister of Indigenous Relations and Reconciliation.

Freeman Centre for the Advancement of Palliative Care receives leading practice award

Accreditation Canada presented the Freeman Centre for the Advancement of Palliative Care with a 2016 Leading Practice award. Winners of these awards are included in a searchable Leading Practices Database on Accreditation Canada's website. The database includes nearly 1,000 practices recognized as being particularly innovative and effective in improving quality. These leading practices are often implemented by organizations with limited resources, showing how innovative and creative strategies can achieve positive results at a minimal cost.

Dr. Everton Gooden wins Harry Jerome Trailblazer Award

Dr. Everton Gooden, Chief of Staff and Chair of the Medical Advisory Committee was the recipient of the 2017 Harry Jerome Trailblazer Award. The prestigious Harry Jerome Awards, administered by the Black Business and Professional Association, recognize and honour excellence in African-Canadian achievement. The awards were established in memory of Harry Jerome, an outstanding African-Canadian Olympic athlete, scholar and social advocate. The annual awards celebration pays tribute to outstanding and inspirational African-Canadians.

Earth Award recognizes hospitals environmental focus

North York General was awarded BOMA Canada's Earth Award which recognizes the excellence in resource preservation and environmentally sound commercial building management. The Earth Awards are presented to organizations who have made significant efforts to address environmental issues.

Several NYGH physicians receive accolades from the University of Toronto

- Dr. Clare Hutchinson, Department of Paediatrics, was the recipient of the *2017 Helen P. Batty Award for Excellence and Achievement in Faculty Development* in the category of *Innovation in Program Development and Design*. The award, presented by the Centre for Faculty Development (a partnership between the University of Toronto and St. Michael's Hospital), recognized Dr. Hutchinson's great work in developing the Longitudinal Integrated Clerkship at North York General.
- Dr. Shaheen Doctor, Department of Paediatrics, was awarded the Department of Paediatrics teaching award for Excellence in Community-based Post Graduate Teaching. The award recognized Dr. Doctor's outstanding achievements and commitment to excellence in teaching.
- Pharmacist Bonnie Chung was awarded the 2016 Advanced Pharmacy Practice Experience Preceptor of the Year Award from the University of Toronto, Leslie Dan Faculty of Pharmacy. The Preceptor of the Year Award recognizes preceptors in the Advanced Pharmacy Practice Experience program who embody the qualities, skills, and values of the ideal preceptor, and who exhibit a commitment to excellence in teaching and practice.
- Dr. Melissa Singer, Department of Family and Community Medicine, was the recipient of the University of Toronto's Teaching Excellence in Clerkship— New Teacher Award, Department of Family and Community Medicine Undergraduate Education Program. The award recognized Dr. Singer's outstanding contributions to teaching and learning at the university and educating our future health care professionals.

A Year in Review: Awards

- Dr. Tarek Abdelhalim, Department of Internal Medicine, was chosen as one of the recipients of the 2017 PARO Excellence in Clinical Teaching Award for the University of Toronto. The award, presented by the Professional Association of Residents of Ontario (PARO), recognized his many invaluable contributions to the education and training of new physicians as well as his commitment to excellence as a clinician.
- Dr. Michael Quejada, Department of Family and Community Medicine, was the recipient of the University of Toronto's New Teacher Award, Postgraduate Clinical Teaching, Department of Family and Community Medicine. The award recognized Dr. Quejada's outstanding contributions to teaching and learning at the university and educating our future health care professionals.
- Dr. Sidney Feldman, Department of Family and Community Medicine, was honoured by the University of Toronto's Faculty of Medicine. Dr. Feldman was awarded the *Sustained Excellence in Community-based Clinical Teaching (Office/Clinic) Award*. This award recognized his exemplary teaching skills, demonstrated ability to stimulate learners to think critically, analytically and independently.
- Dr. David Eisen, Chief of Family Medicine, was honoured by the University of Toronto's Faculty of Medicine. Dr. Eisen won the *2017 Award for Excellence in Community-based Teaching (Office/Clinic)*. The award recognizes his commitment to the enhancement of the learner experience.
- Dr. Maggie Shu, Department of Paediatrics and Dr. Darryl Irwin, Department of Anaesthesia both received the University of Toronto's *2016-2017 Peters-Boyd Academy: Clerkship Faculty Teaching Award* for their contributions to *Clinical Skills Teaching in the LInC format*.
- Dr. Matthew Krievins, Department of Emergency Medicine was honoured by the University of Toronto's *2016-2017 Peters-Boyd Academy: Preclerkship Faculty Teaching Award* for his contributions to *(MMMD) Mechanisms, Manifestations and Management of Disease ~ (PBL) Problem-Based Learning*.
- Dr. Gordon Soon, Department of Paediatrics, received the *Undergraduate Community Paediatric Teaching Award* from the University of Toronto's Department of Paediatrics for his exemplary work in teaching and mentoring future health care professionals.
- Dr. Rob Simard, Department of Emergency Medicine, was the recipient of the *Outstanding Clinical Teacher Award*, Division of Emergency Medicine, Department of Medicine, University of Toronto. The award recognizes Dr. Simard's ongoing commitment to excellence in teaching.

A Year in Review: Media highlights

Nurses drive NYGH's closed loop medication administration success

Canadian Healthcare Technology highlighted that North York General's closed loop medication administration system (CLMA) is helping NYGH rack up some impressive benefits. CLMA is part of the eCare initiative that the hospital has been undertaking since 2007. The clinicians' eCare efforts made NYGH the first community academic hospital in Canada to climb to Level 6 certification of the HIMSS EMR Adoption Model.

North York General receives a \$1.9 million provincial Health Infrastructure Renewal Fund grant for facility upgrades

The North York Mirror highlighted that North York General would receive more than \$1.9 million from the provincial government to keep the site in a state of good repair. The provincial government provided \$175 million in 2016–2017 to hospitals across the province to keep them in a state of good repair so patients can continue to receive high-quality care in a safe and healthy environment.

New program making a world of difference for COPD patients

Hospital News featured a story about North York General's North York Central Integrated Care Collaborative program for Chronic Obstructive Pulmonary Disease (COPD) that focuses on coordinated care and communication between hospital, community and primary care providers during and after hospital discharge. With this program, patients with COPD will receive a coordinated approach to care that starts at North York General with a Clinical Care Consultant, and continues for up to eight weeks after discharge.

Dr. Nancy Down featured on CBC Radio

CBC Metro Morning featured North York General's Dr. Nancy Down, surgeon and medical director of the breast cancer care program. She discussed the changes in which we as a society and hospitals in particular treat breast cancer.

Dr. Kimberly Wintemute profiled in CBC News

CBC News highlighted the connection between poverty and conditions such as diabetes, heart disease, mental illness and trauma. Dr. Kimberly Wintemute, Medical Director of the North York Family Health Team, has found that doctors can in fact screen their patients for poverty, much like they would for medical conditions.

CTV news profiles new method for prostate biopsies

CTV News discussed that North York General has recently started using a different method of biopsies for prostate cancer to help prevent infections. The Gale and Graham Wright Prostate Centre at Branson Ambulatory Care Centre is the only place in Canada using this method. This method uses a transperineal approach instead of the traditional transrectal biopsy. Dr. Stanley Flax, Urologist, discusses the lower rates of infection and how the procedure improves care.

Local news profiles NYGH's NICU program

The North York Mirror discussed how the new Neonatal Intensive Care Unit (NICU) Volunteer Cuddler Program launched at NYGH. This program offers specialized trained volunteers to cuddle, read, sing and help soothe babies who are too sick to go home when their parents can't be at the hospital.

Dr. Sharifa Himidan featured in Reader's Digest

Reader's Digest's Canada's Health Heroes featured Dr. Sharifa Himidan, Paediatric, General and Thoracic Surgeon at SickKids Hospital and North York General. As a child growing up in Saudi Arabia, Dr. Himidan dreamed of becoming a human-rights lawyer, but medicine eventually won out.

CBC and CTV profiled NYGH regarding hospitals extending visiting hours

CBC News noted that a growing number of hospitals in Ontario are allowing visitors around the clock, citing the benefit to patients of having as much support as possible from family members in the hospital room. According to the Canadian Foundation for Healthcare Improvement, 28 hospital organizations in the province have either switched to 24/7 visiting hours or are considering the move. Karyn Popovich, Vice President Clinical Programs, Quality and Risk, CNE told news outlets that the hospital was looking at 24/7 visiting hours.

A Year in Review: Media highlights

Heart Function Clinic and Supportive Cardiology profiled

The North York Mirror noted that over 600,000 Canadians are living with heart failure – it's the leading cause of hospital admissions for adults 65 and older. Unfortunately, one in five heart failure patients in Canada will be readmitted to hospital within 30 days of discharge. The Mirror mentioned that North York General's Heart Function Clinic and Supportive Cardiology works with patients and their families to educate, manage symptoms and provide access to care, thereby helping to avoid visits to the Emergency Department and reducing readmission to the hospital.

Local news highlights NYGH HIMSS Davies Award of Excellence

InsideToronto reported that North York General has been awarded the HIMSS Davies Award of Excellence for its eCare initiative. NYGH is the first acute care hospital in Canada to be presented with the Health Information Management Systems Society (HIMSS) award, which is awarded annually to about 50 hospitals worldwide. NYGH was also featured in Canadian Healthcare Technology for its multi-faceted eCare program.

Genetic Counsellor profiled on CBC News

CBC News featured genetic counsellor Clare Gibbons and her work with Bill S-201, the Genetic Non-Discrimination Act, which prohibits anyone from requiring a person to undergo or reveal the results of a genetic test as a condition of employment or before selling that person a good or service. In 2014, Gibbons was called to testify before the Senate standing committee on human rights where she urged the government to pass the bill.

Branson Ambulatory Care Centre transition featured

Post City Media magazine discussed that Ward 10 Councillor James Pasternak and some members of the community are concerned about the loss of this historic medical facility and the services it provides to the area. This decision comes after careful consideration which factored in a decreasing number of visitors, the ample availability of walk-in clinics and family doctors nearby and the cost of maintenance and upkeep.

Globe and Mail mentions NYGH Choosing Wisely initiative

The Globe and Mail reported Canadians undergo more than a million medical tests and treatments every year that they may not need, according to a new report that reveals big variations in the ordering of some procedures. In the article, Dr. Donna McRitchie, Vice-President of Medical and Academic Affairs, provided examples from the hospital's experience such as reducing unnecessary routine blood testing.

NYGH lauded as early adopter of Choosing Wisely in CBC News

CBC News noted that the report, *Unnecessary Care in Canada*, was released by Choosing Wisely Canada and CIHI as part of a campaign to reduce unnecessary use of health care. At North York General, it used to be that anyone having surgery would come to the pre-op clinic for routine tests. Now there's a fairly large group of patients that don't need to come to the pre-op clinic. Clinicians using electronic health records also receive automatic prompts reminding them of the risks of sedative-hypnotics in seniors and what the alternatives are.

National news media highlights NYGH's success in ED wait times

The Canadian Press released to national and local Canadian news outlets that five times a day, senior managers at North York General get alerts on the ever-rising tide of patients arriving at the hospital's emergency department. In the article, Tim Rutledge also mentioned that from bed traffic control room to a special outpatient clinic that strives to keep patients out of hospital, there's no single way to drop wait times for the 107,000 patients arriving each year.

The article was picked up nationwide in news outlets and radio stations including the Toronto Star, Waterloo Region Record, Hamilton Spectator, Metro News, Windsor Star, Truro Daily News (NS), The Chronicle Herald (NS), The Whitehorse Daily Star, CTV News, The Sudbury Star, CityNews, 680News, 570News, News1130, Cape Breton Post, Red Deer News, Nanaimo News, Humboldt Journal, Times Columnist, Winnipeg Free Press, and Brandon Sun.

NYGH palliative care doctor profiled on CBC's Metro Morning

North York General's Dr. Desmond Leung with the Freeman Centre for the Advancement of Palliative Care discussed that many people fear palliative care will ultimately lead to less care, and that accepting it means doctors will stop trying to help. Dr. Leung notes the benefits of early palliative care for living well with Matt Galloway on CBC's Metro Morning.



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