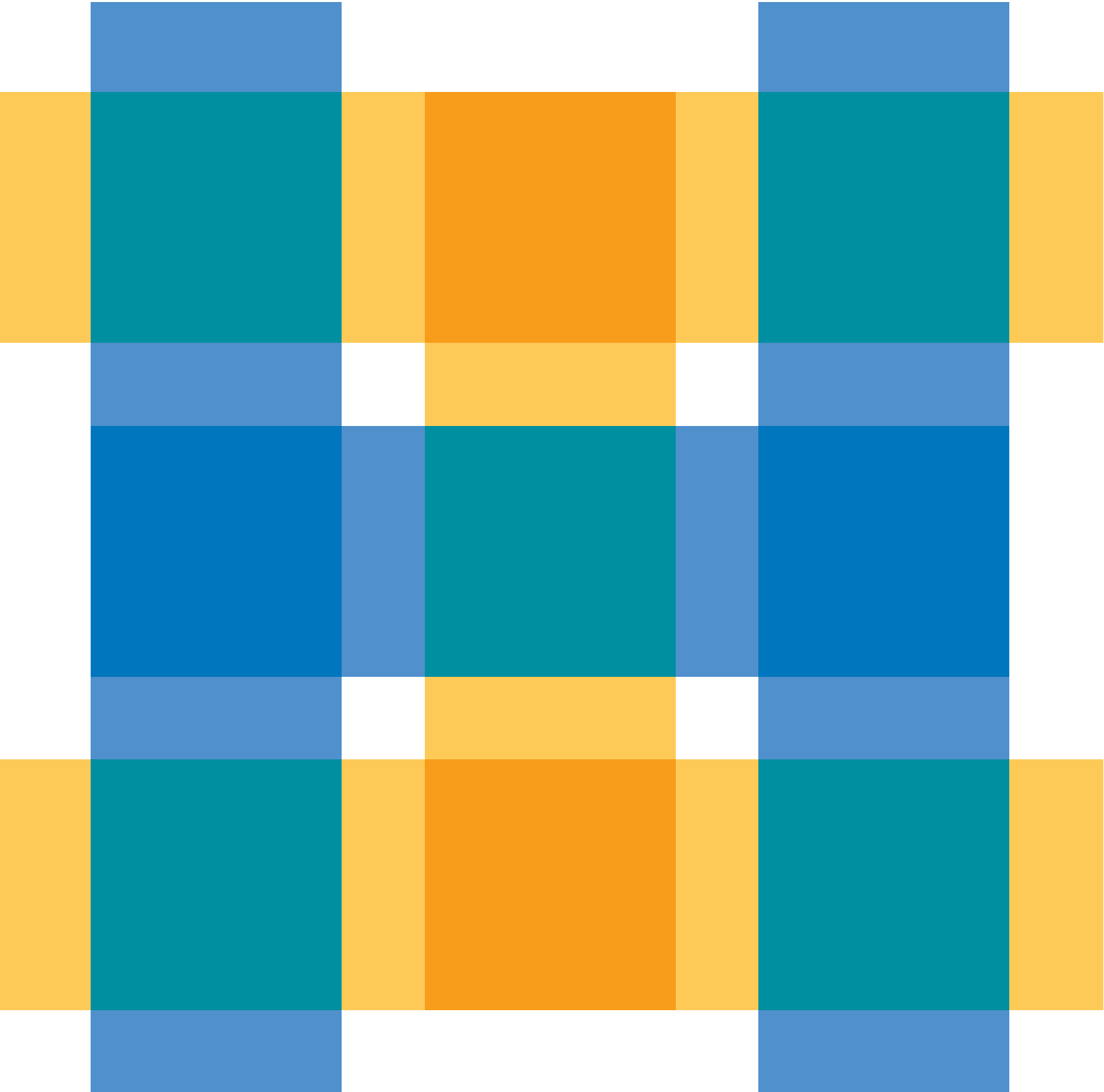




**NORTH
YORK
GENERAL**

*Making a World
of Difference*

North York General
Chief Executive Officer's
Year in Review: Achievements
and Awards 2012/2013





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A Year in Review



TIM RUTLEDGE, MD, CCFP(EM), FCFP
PRESIDENT & CEO

It is my pleasure and privilege to introduce the North York General CEO's Year in Review for 2012-2013.

As we look back on the past year, it is clear we are well on our way to transforming the way we provide high quality, safe and efficient care to patients in our community. We are reaching new heights in operational and clinical excellence and have made great strides in research and education.

Excellence, as seen through the eyes of our patients, means quality, safety, access to care, patient- and family-centred and efficiency. Front and centre has been our commitment to implementing the new Strategic Plan, a blueprint that outlines our pursuit of excellence. Our two strategic directions, Excellence in Integrated Patient-Centred Care and Building on our Academic Foundation, are at the core of the work we do, and we are on a clear path to success.

Our unique combination of clinical and academic excellence, patient volumes and diversity provide us with the opportunity to be leaders who adopt the most innovative practices and technologies, and visionaries who dream and work towards the ideal patient experience.

We have also aligned our visual identity with this revitalized culture, strategy and vision. Our new logo is a tapestry that represents integration and collaboration as well as the diverse communities we serve. It comprises two letters H, one blue and one melon-yellow, intersecting to form a pattern of multiple colours. These interwoven Hs reflect the continuity of care and integrated services that the General Site, the Branson Ambulatory Care Centre and Seniors' Health Centre work to provide. Our new tagline, "Making a World of Difference," truly captures the positive impact made by our staff, physicians, and volunteers, every day at North York General.

Regards,

A handwritten signature in dark ink that reads "Tim Rutledge". The signature is written in a cursive, slightly stylized font.

Tim Rutledge
President & CEO

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Our Strategy

STRATEGIC INITIATIVES

Our strategic initiatives leverage our successes, strategic investments and strengths as an engaged health system partner with a high-performance culture.

We are building on our culture of quality, safety and patient-centred care, an area in which we have been nationally recognized. Recently, we were named one of Canada's 10 Most Admired Corporate Cultures, an award that celebrates great workplaces where culture drives performance.

At the same time, we continue to carve our niche in the education and research landscape. We are a training hospital of choice for future health care professionals and we are paving the way for research and innovation in the community hospital setting.

With individual and collective contributions from staff, physicians and volunteers, North York General has made significant progress towards achieving our three-year Strategic Plan.



ACCESS TO CARE

Our patients want and deserve timely access to high-quality and safe care. The Access to Care initiative aims to improve our average lengths of stay and reduce conservable days, thereby creating capacity, and improving patient flow. These important aspects of quality and safety will be improved while enhancing the efficiency of our care. These efforts will also be important in creating capacity to accommodate anticipated growth in volumes.

KEY MILESTONES

- [Wait Time Targets](#) – North York General is the first hospital to meet 100 per cent of Ontario’s wait time targets for surgery, including cancer surgery.
- [There’s No Place Like Home Philosophy](#) - Our new discharge philosophy supports patients as they return home after their treatment finishes in the Hospital.
- [New General Internal Medicine Division](#) - The newly created Division provides care for general medical inpatients, coverage of the Medical Surgical Clinic as well as additional Emergency Department support.
- [Opening of Four Short-Stay Service Beds](#) -The 7 West Inpatient Psychiatric Unit opened four Short-Stay Service Mental Health (3SMH) beds, and provides a unique opportunity of delivering treatment to psychiatric patients.
- [New Emergency Department Pay-For-Results Provincial Rankings](#) - NYGH ranked 4th highest (best score) in the province and received a congratulatory letter from the Central Local Health Integration Network (LHIN) for achieving remarkable performance results and for contributing to the Central LHIN meeting all provincial wait time targets.

INTEGRATED CARE COLLABORATIVES

The Integrated Care Collaboratives (ICC) initiative involves a multi-year plan designed to improve health outcomes of selected patient populations by improving the coordination of care of these patients across the care continuum with a patient- and family-centred care approach.

KEY MILESTONES

- [Breast and Hip and Knee ICCs](#) - Both the Breast and Hip and Knee ICCs were launched, providing excellent patient experiences and outcomes through seamless, integrated care.
- [Nurse Navigators](#) - Dedicated nurse navigators have joined the care team to help facilitate the patient experience by providing guidance and support at every stage of the patient’s journey.

CONNECTING CARE

The Connecting Care initiative focuses on improving information sharing, health care integration, and communications between NYGH and Primary Care Physicians.

KEY MILESTONES

- [Physician News Launched](#) - A dedicated physician e-newsletter was launched to help keep community and NYGH-affiliated physicians abreast with Hospital news.
- [Health Links Project Collaboration](#) - NYGH was selected as one of Ontario's first 19 "Health Links". NYGH is the lead organization for the North York Health Link, partnering with the North York Family Health Team, CCAC and Toronto EMS - improving co-ordination of care for high-needs patients.
- [Patient Notification Project](#) - Fax notifications are sent to primary care providers when their patients visit the NYGH Emergency Department, or are admitted or discharged from the Hospital.

CULTURE

The Culture initiative continues to develop our culture of quality and safety, while adding the dimension of patient- and family-centred care. With the commitment that "our patients come first in everything we do," our staff, physicians and volunteers interweave patients' and families' perspectives throughout the fabric of our organization.

KEY MILESTONES

- [Patient- and Family-Centred Care \(PFCC\)](#) - A new culture of PFCC is being incorporated through internal engagement, education and pilot projects throughout the organization.
- [Patient/Family Advisory Council](#) - The Patient/Family Advisory Council was established with over 30 advisors to work in partnership with hospital staff. Their job is to ensure the needs and priorities of patients and families are considered and incorporated into all facets of care.
- [Service Excellence](#) - Work is underway to develop a service excellence program.

CARE ENVIRONMENTS

Care Environments includes a group of projects providing NYGH with a formal, structured and rigorous approach to planning new clinical facilities in a patient- and family-centred fashion. Evidence-based principles are used to create environments that are efficient.

KEY MILESTONES

- [Planning Strategy](#) - A comprehensive planning strategy has been created that is efficient, patient-centred and evidence-based.
- [Master Plan Submission](#) - The first phase of the Master Plan was submitted to the provincial government in late 2012.
- [Ambulatory Care Review](#) - A review of services was completed to ensure our ambulatory care is aligned with the Strategic Plan and health system needs.
- [Wayfinding Improvements](#) - We are improving our directional signage/wayfinding system to enhance the patient experience, and make it easier to navigate through the Hospital.
- [Public Space Revitalization](#) - Our new retail plan includes refreshed cafeteria seating, paint, and flooring, and expanded food offerings; opening a juice bar located in the main lobby; revitalizing the south lobby; and relocating and expanding the pharmacy.

RESEARCH AND INNOVATION

Through the Research and Innovation initiative, we are expanding and enriching our scholarly activities to contribute to leading practices in quality, efficiency and excellence in patient-centred care. By building on our academic foundation through renewed commitments to these activities, our staff and physicians will create, study and teach new and better ways to meet and serve the growing needs of the diverse communities we serve.

KEY MILESTONES

- [Gordon F. Cheesbrough Research Chair in Family and Community Medicine](#) - Recruitment is underway to appoint the first Chair.
- [Key Appointments](#) - North York General has created two new positions to build on our academic foundation. The hiring of the Director and Medical Director of Research & Innovation will advance and integrate a research culture at North York General by developing a strategic vision for research, identifying research endeavours and establishing linkages, partnerships and opportunities.
- [Exploration Fund Established](#) - An Exploration Fund was established and six grants were distributed to support staff and physicians as they create and study new and better ways to meet the growing needs of our community.

EDUCATION

The Education initiative focuses on growing and enriching NYGH's broad educational programs including infrastructure, faculty development, and opportunities to evolve interprofessional education.

KEY MILESTONES

- **Centre for Education** - The Centre for Education has been approved, creating a new organization structure for education at NYGH and conceptual planning for the future Centre for Education space has begun.
- **New Learning Management System** - A Request For Proposal process was started to introduce a new Learning Management System at the Hospital that will be used by teachers, learners, and NYGH staff, physicians, and volunteers.
- **Teaching and Learning Week Celebrations** - NYGH's education achievements and commitment to educational excellence were proudly celebrated.
- **Rotation Evaluation Score Success** - NYGH had the highest Rotation Evaluation Scores among all University of Toronto hospital sites for five disciplines, and was in the top third of all sites for eight disciplines: Emergency Medicine, Family Medicine, Paediatrics, Surgery, Palliative Care, Neurology, Gastroenterology, and Oncology.

Quality Milestones

Lowest Mortality Rates

North York General has the lowest rate of preventable deaths among all Greater Toronto Area (GTA) hospitals, and the second lowest in Canada, according to the latest data from the Canadian Institute for Health Information.

Smart Pump Technology

Smart Pumps were introduced to all units at our hospital. These touch screen pumps are the new generation of infusion devices that will improve large volume intravenous medication administration.

Attainment of a Balanced Budget

NYGH developed an operational plan for the 2013/2014 fiscal year that achieves a balanced budget, while maintaining the high level of quality care expected of us by our patients and their families.

Accreditation Successes

Seniors' Health Centre (SHC) has received a three-year accreditation by the Commission on Accreditation of Rehabilitation Facilities International. The summary report indicates that SHC met 95 per cent of the 1000 standards expected. SHC exceeded the sector benchmark in many areas.

Accreditation Canada extended the Hospital's accreditation status for an additional year based on our 2012 achievement of "Exemplary Status."

The Medical Imaging Department at the Branson Ambulatory Care Centre received full accreditation from the Canadian Association Radiologists Mammography Accreditation Program.

Health-Based Allocation Model (HBAM) Success

HBAM is a population-based funding model and NYGH earned the best 2011/12 results in the Central LHIN with 5.96 per cent on Unit Cost and Service Level components (target was five per cent).

NICU Quality Improvement Initiative

A new quality improvement initiative in our Neonatal Intensive Care Unit achieved a 100 per cent reduction in neonatal blood stream infections.

Connected Health and Wellness Project Underway

NYGH is a participant in the development of innovative software that will help Canadians, their families and their medical teams gain quick access to all their health records using cloud-based tools.

eCare in the Critical Care Unit

The Critical Care Unit (CrCU) and Child and Teen Program went live with Cerner's online flow sheet and bedside medical device integration solutions. The teams are now able to document, analyze and place orders all from within a single view or window.

Acute Care of the Elderly Unit Expanded

The Hospital added an additional four beds in the Acute Care of the Elderly (ACE) Unit.

Participation in the Physician Achievement Review

NYGH will be one of three hospitals in Ontario to participate in the Physician Achievement Review (PAR) survey under the Council of Academic Hospitals of Ontario's Physician Quality Improvement Initiative. By actively encouraging continuous self-improvement, these surveys will help our physicians recognize their strengths and identify areas for improvement.

NYGH Featured in “Idea Book”

The Hospital was featured five times in the Ontario Health Association / Ministry of Health and Long-Term Care “Idea Book” - success stories from across the province featuring initiatives to achieve excellence in patient care.

Integrated Primary Care Team Project Submission Accepted

NYGH and Baycrest submitted a joint application to the BRIDGES Scientific Advisory and Governance Committees, and their submission for the Integrated Primary Care Team project was selected. This project connects complex frail older adults to primary care practitioners, community services (CCAC) and specialty care resources (Baycrest and NYGH). Project outcomes are intended to provide a full continuum of geriatric care in the seamless integration of existing resources.

Falls Prevention Program

Over the past year, NYGH staff worked tirelessly to reduce the number of patient falls and the severity of injury from falls; achieving a 60 per cent reduction in falls classified as critical, serious or moderate.

New Programs & Initiatives

New Online Procurement System

North York General is marking another major milestone in information technology: the launch of the Plexxus Integrated Technology Solution, an integrated suite of business applications will enable us to better manage our supply chain and finance functions. This new infrastructure will mean that all procurement, financial management, and logistics processes will move to a new centralized system.

Mental Health Follow-Up Clinic

NYGH's Mental Health Program has opened an Urgent Mental Health Follow-Up Clinic. The goals of the clinic are to provide patients with timely access to the appropriate services, decrease the volumes of mental health patients in the Emergency Department (ED), and to divert patients in the ED sooner, thereby decreasing their ED length of stay.

New Stroke Unit

As part of the Neurology and Stroke Unit's official designation, 10 beds have been dedicated as stroke beds, four additional Holter monitors have been purchased and an interdisciplinary specialized stroke team is available across the Hospital, seven days a week, to assess patients suspected of having a stroke.

Inaugural Mental Health and Spiritual Care Symposium

NYGH hosted the Inaugural Mental Health and Spiritual Care Symposium. The Symposium promoted understanding of the work between mental health and spiritual care professionals, and provided a forum for dialogue between the two professions. The symposium was the first of its kind in the GTA, and drew over 125 participants from across Southern Ontario and from various professional backgrounds, including mental health, primary care, spiritual care and academia.

Centre for Complex Diabetes Care

The Honourable Deb Matthews, Minister of Health and Long-Term Care, attended the opening of the Centre for Complex Diabetes Care (CCDC). The CCDC supports and treats patients from within the Central LHIN with complex diabetes needs, such as unmanaged diabetes complications, barriers in accessing health care, and recurrent emergency department visits or hospitalizations.

Paediatric Complex Care Clinic

The new Paediatric Complex Care Clinic helps patients and their families manage health concerns, by providing centralized, integrated care, close to home. The Paediatric Complex Care Team oversees a child's care by working in partnership with the family and any other health care provider involved. By reducing wait time for appointments with specialists and increasing access to resources, the team works towards improving the quality of life for each child and their family.

Thanks to the NYGH Foundation

Foundation Achievements

This year was a milestone for the North York General Foundation with the public launch of a \$150 million campaign aimed at enhancing the patient experience for the best possible care. Nearly \$80 million in donor support was raised for our clinical programs, pilot funding, nursing education, capital improvements, research and equipment to help set standards in Canada and around the world for patient safety and quality. The Foundation achieved record-setting revenue this year, granting over \$5 million to support vital initiatives, services and programs in virtually every area of the Hospital.

Thanks to Volunteer Services

National Volunteer Week/ NYGH 45th Anniversary Celebration

North York General volunteers have been dedicating their time for over 47 years, before the Hospital even opened. Their achievements were celebrated in conjunction with the Hospital's 45th anniversary with a special breakfast and retrospective displays. Special 45 year pins were awarded to volunteers who have been giving their time to the Hospital since its beginning.

Volunteer Services Pledge

The volunteers have now raised almost two thirds of their \$3 million pledge for the Volunteer Services Centre for Medical Imaging.

Awards

3M Health Care Quality Team Award

North York General received a 3M Health Care Quality Team Award at the Canadian College of Health Leaders 2012 National Health Leadership Conference. The award was presented to NYGH for its successful eCare project that focused on deploying a computerized provider order entry (CPOE) system and medication barcode scanning.

Containment Challenge Award

An initiative of the Toronto Board of Health, the Containment Challenge targeted workers in Toronto health care facilities in an effort to increase influenza immunization rates. The Branson Ambulatory Care Centre won the Containment Challenge, with the highest improvement rate of health care worker influenza immunization in a Toronto acute care facility for the 2011-2012 influenza season.

Canadian Family Physician Best Original Research Article Award

The College of Family Physicians of Canada and their Research and Education Foundation awarded Dr. Michelle Griever the 2012 Canadian Family Physician Best Original Research Article Award.

Family Physician of the Year Award

Dr. Vivien Brown was awarded the Family Physician of the Year award through the College of Family Physicians of Canada.

Quality Healthcare Workplace Award

NYGH proudly accepted a Gold Quality Healthcare Workplace Award at the Ontario Hospital Association's 2012 HealthAchieve conference. The award recognized the key role Occupational Health, Safety and Wellness department plays in ensuring staff, physicians and volunteers have a healthy and safe work environment.

Canada's 10 Most Admired Corporate Cultures of 2012

North York General had the honour of being awarded the Broader Public Sector: Canada's 10 Most Admired Corporate Cultures of 2012. Awards are presented to organizations with cultures that have helped them enhance performance and sustain a competitive advantage.

2012 Quality and Innovation Awards

The North York Family Health Team and North York General received an Innovation Honourable Mention from the Cancer Quality Council of Ontario, Cancer Care Ontario, and the Ontario Division of the Canadian Cancer Society for its nurse practitioner-led cancer survivorship program for patients who have completed active treatment for colorectal cancer and require five-year surveillance for cancer recurrence or metastases.

Regional Geriatrics Program's 2012 Team Award of Excellence

The 2012 Regional Geriatrics Program Team Award of Excellence was given to the NYGH Geriatric Day Hospital. The award is given each year to a team that demonstrates excellence in service, education, research, advocacy, innovation, teamwork and collaboration in the care of frail seniors.

Momentum and ImagineNation Outcomes Challenge Awards

The NYGH Department of Laboratory Medicine received two awards recognizing their leadership in adopting synoptic pathology reporting (using electronic, standardized templates): Canada Health InfoWay's Momentum Award, and second place in the ImagineNation Outcomes Challenge, developed to accelerate the use of innovative information and communication technology solutions.

Frank Gerstein Charitable Foundation Award for Nursing Education

Kate Zimmerman, Clinical Team Manager, Cancer Care is the fall 2012 award recipient of the Frank Gerstein Charitable Foundation Award for Nursing Education.

IODE Genetic Research Grant

The first round of the Genetics IODE call for research proposals has been completed and Clare Gibbons, Genetic Counsellor, is the Principal Investigator on the proposal which has been selected. The study examines the development and evaluation of a website to assist parents in discussing Huntington disease with their at-risk children.

Communications Gold Quill Award

Elizabeth McCarthy, Sr. Communications Specialist and the Corporate Communications and Public Affairs department received a Gold Quill Merit Award from the International Association of Business Communicators (IABC) for their work to promote and prepare the organization for NYGH's Accreditation 2012.

Peters-Boyd Academy Teaching Award

Joanne Laine-Gossin received the 2012-2013 Peters-Boyd Academy Teaching Award for Clerkship Teaching in Family and Community Medicine.

Toronto Star Nightingale Nurse of the Year Award

Andrea Reynolds, RN, was awarded the 2013 Toronto Star Nightingale Nurse of the Year Award.

Ontario Medical Association Life Membership Award

Congratulations to Dr. Ted Rumble for this prestigious honour.

University of Toronto Department Teaching Awards

Congratulations to all of the physicians for their amazing achievements and recognition.

2013 Nursing Week awards

Congratulations to all the deserving recipients of our Nursing Week Awards.

Media Highlights

Q&A: We ask an expert: What is a nurse practitioner?

Toronto Star, June 2012

A glimmer of the future in how medicine may be practised

Marketwire, June 2012

NYGH to share order sets with other hospitals

Canadian Healthcare Technology, June 2012

New colorectal cancer program

SNAP North York, June 2012

New stroke unit at North York General Hospital provides patients with best quality care

Yahoo Finance, August 2012

Survivorship pioneers: First of its kind NP-led primary care clinic for colorectal cancer survivorship another big step forward for rapidly growing profession. Is this the survivorship model of the future?

Canadian Healthcare Network, August 2012

Patient registration: Your first connection with NYGH

Hospital News, September 2012

North York General opens dialogue between mental health and spiritual care

Hospital News, October 2012

NYGH opens new stroke unit

North York Mirror, October 2012

Hospital benefit raises \$1.1 million

National Post, October 2012

The value of diversity

Montreal Gazette, November 2012

Post Arcade's video game drive for kids

Financial Post, November 2012

NYGH contributes to Huntington disease research and education

Hospital News, November 2012

North York hospitals get good report card on death rates

North York Mirror, December 2012

Firefighters' gifts bring smiles to young patients

North York Mirror, December 2012

Health minister learns of diabetes program's value first-hand

North York Mirror, December 2012

Health minister opens diabetes clinic

SNAP North York, December 2012

Baby Joshua makes debut four minutes into 2013

North York Mirror, January 2013

Mom has 'high hopes' for son's complex medical care

North York Mirror, January 2013

NYGH opens clinic for children with complex illnesses

North York Mirror, January 2013

North York General Hospital set HIMSS Stage 7 certification in its sights

Canadian Healthcare Technology, February 2013

Patient Advisers

CBC Radio Metro Morning, January 2013

Palliative care program at North York General gets funding boost

North York Mirror, February 2013

NYGH first in GTA to introduce patient advisors

North York Mirror, February 2013

Canada's 10 Most Admired Corporate Cultures

National Post, February 2013

North York General Hospital: Anatomy of a culture change

National Post, February 2013

NYGH top performer - rates of preventable deaths lowest in GTA and second lowest in Canada

SNAP North York, February 2013

Hearing voices need not mean you're crazy, says activist

thestar.com, March 2013

NYGH's battery recycling program reduces 800 pounds of chemical waste

HN, Canadian Green Health Care Digest, EnviroRx News, March 2013

NYGH Wellness Fair

SNAP North York, May 2013

Celebrating 45 Years of volunteer services

SNAP North York, May 2013

Toronto hospital uses new method to calm distressed dementia patients in the E.R.

National Post, June 2013

Staff Engagement

Engagement Survey

Engagement Surveys were sent to staff, physicians and volunteers. Feedback was excellent - Staff Engagement was 66 per cent (nine per cent increase); Physician Engagement was 85 per cent (over 20 per cent increase) - and will influence change and improve patient-and family-centred care. Results will help identify strengths and drive improvement initiatives at corporate and program levels.

People Plan 2013-2016

The People Plan is our people strategy which supports all members of the NYGH family, including staff, physicians and volunteers, to act as catalysts for our organization's strategic success. The core elements of the People Plan are: People Plan Philosophy, Diversity, Leadership Development, Total Rewards, Learning, Healthy Workplace, and Workforce Planning.

Intranet - eric

To increase staff engagement and internal communications, a new intranet was launched. It was named eric (standing for NYGH's key values: excellence, respect, integrity and compassion).

Appreciation BBQ for Staff, Physicians and Volunteers

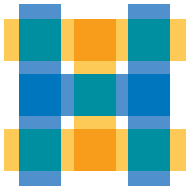
Our Annual Appreciation BBQ is one small way NYGH says thank you to staff, physicians and volunteers for putting patients first in everything they do.

Nursing Week

Celebrations were held across all three NYGH sites to celebrate the profound positive impact our nurses have on the care provided to our patients.

Festivus and Stand Out

An annual event to celebrate the Hospital's achievements over the past year, this year's Festivus also included the inaugural presentation of the three Annual Stand Out Recognition Awards.



NORTH YORK GENERAL

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