

CHIEF EXECUTIVE
OFFICER'S
YEAR IN
REVIEW
ACHIEVEMENTS
+ AWARDS 2011-2012

A Year in Review

LOOKING BACK, AND LOOKING AHEAD

This has been an outstanding year for North York General Hospital (NYGH) and I am pleased to provide you with the enclosed document that summarizes the many achievements of our staff, physicians and volunteers, both as individuals and as members of interdisciplinary teams, in pursuing excellence in patient care.

As you will note in the report, this past year has been both foundational and inspirational. While there are many milestones, honours and awards in the report, there are three that I feel warrant special mention.

In the fall, the entire organization, as well as key stakeholders and other health care providers, engaged in our strategic planning process. The end result was a three-year roadmap with the central theme "Our patients come first in everything we do." The Plan sets NYGH on a course to pursue two complementary strategic directions: Excellence in Integrated Patient-Centred Care, and Building on our Academic Foundation. I look forward to reporting on our progress in implementing the Plan next year.

Our commitment to excellence at NYGH was particularly evident in February when the Hospital was "Accredited with Exemplary Standing" by Accreditation Canada. Surveyors from Accreditation Canada used over 1,800 criteria to evaluate the Hospital. We met 100% of requirements in every area, including all patient care programs and administrative functions like strategic and operational planning, and community engagement. Our strength is our people, and this remarkable accreditation result indicates that we are well prepared to begin the journey towards our bright and bold vision for the future.

Our "eCare" project continues to gain national recognition. It received the "Innovation in the Adoption of Health Informatics Award" from Canada's Health Informatics Association, and 3M Health Care's "Quality Team Award." The eCare project will have an impact beyond our walls as we work with Canada Health Infoway to develop the "Canadian CPOE Toolkit" for other institutions to benefit from our learning, and collaborate with two other hospitals, Grey Bruce Health Services and Toronto East General Hospital, to expand the use of electronic medical records in ambulatory care clinics.

I would like to thank our Board Chair, Dunbar Russel, and the entire Board of Governors for your guidance and wisdom over the past year. I recognize that it is has been a very busy year for our Governors and we are immensely grateful for the extra time and effort you have provided during a transformative and remarkable year.

Sincerely,



Tim Rutledge
President & CEO

A Year in Review: Achievements

JULY - SEPTEMBER 2011

Stand Out Recognition Program Launches

Stand Out, North York General Hospital's (NYGH) new recognition program for staff, physicians and volunteers, launched in July, 2011, to a warm response. The Stand Out recognition program provides everyone in the NYGH family with the opportunity to give and receive thanks and recognition. All NYGH staff, volunteers and physicians are eligible to participate in the Stand Out program.

New Short-Stay Bed Unit Opens to Improve Patient Flow

North York General Hospital opened a short-stay bed (SSB) unit on 5 North, designed to accommodate patients admitted through the Emergency Department (ED). Patients are able to stay for a maximum of 72 hours before being discharged or transferred to another unit. The additional 11 short-stay beds have helped improve the flow of patients throughout the Hospital.

To take advantage of the new unit's capabilities, an inter-professional planning committee worked to develop the processes to assist in early treatment, diagnosis and discharge. These processes will not only help facilitate timely patient flow but also help patients safely transition back to their homes with or without appropriate community assistance.

New Capital Funding Announced

On August 25, 2011, Members of Provincial Parliament announced a capital investment to create an upgraded inpatient unit made up of a mix of single and isolation rooms at North York General Hospital. The North York General Hospital Foundation has set a goal of raising \$1.8 million in donations to support the project.

The new unit, located on the seventh and eighth floors of North York General's south east tower, will be designed to support the best practices in patient-centred care. An increase in the proportion of single-patient rooms in the Hospital will result in greater flexibility and improved patient flow. It will also afford patients more privacy for themselves and their visiting family and friends.

Resource Matching and e-Referral (RM&R) Goes-Live

North York General Hospital's Resource Matching and e-Referral (RM&R) system was launched on September 27, 2011. All referrals from the General Site to the Central Community Care Access Centre (CCAC) and St. John's Rehab are now done electronically through the RM&R.

RM&R improves the speed and accuracy of patient referrals, enabling patients to smoothly transition from one health care setting to another or to home. NYGH was the first of the acute care hospitals in the Central LHIN to go live.

A Year in Review: Achievements

OCTOBER - DECEMBER 2011

Patient Health Records Go Electronic

As of October 24, 2011, all new health records became electronic. This is an exciting change and a big step in the Hospital's health information technology initiative.

By converting clinical and administrative processes to an electronic format we are helping to improve the care our patients receive. The patient experience will be enhanced by saving time for the frontline workers in accessing patient health records.

Emergency Department Course Recognized Nationally

A course created by a North York General Hospital Emergency Department (ED) physician was recognized by the College of Family Physicians of Canada (CFPC) for its innovation and high-quality level of education.

"CASTED: The 'Hands-On' ED Orthopaedics Course" was the winner of the 2011 CFPC Continuing Professional Development Award. The CASTED course (Casting and Splinting Techniques in the Emergency Department) is designed for ED physicians and staff and is the brainchild of NYGH physician Dr. Arun Sayal. So far, Dr. Sayal and a team of NYGH orthopaedic technologists and administrative staff have put on 50 courses across Canada, ranging from Vancouver to St. John's to Moose Factory, Ontario. Over 1,000 participants have attended.

NYGH Gets the Gold from OHA

North York General Hospital was recognized again this year at the Ontario Hospital Association's (OHA) HealthAchieve conference for creating a healthy workplace. NYGH was awarded the 2011 Quality Healthcare Workplace Award: Gold Level. Presented jointly by the OHA and the Ministry of Health and Long-Term Care, this Award recognizes efforts to improve health care workplaces in ways that contribute to providers' quality of work life and the quality of the care and services they deliver.

The Hospital's People Plan articulates a healthy workplace as a key enabler to becoming an employer of choice. A commitment and passion for wellness with a foundation of safety has supported NYGH to attain this prestigious Award.

North York General Hospital Wins Top Health Information Technology Awards!

North York General Hospital was awarded two prizes at the 7th Annual Canadian Health Informatics Awards Gala on November 9, 2011: The Innovation in the Adoption of Health Informatics Award, and the Project Team Innovation & Care Delivery Award, together with Cerner Corporation.

These innovation awards were presented to NYGH for the second phase of its eCare project that achieved several Canadian firsts, including the launch of a computerized provider order entry (CPOE) system that integrates the latest clinical evidence from medical literature into clinicians' workflow. NYGH was also the first hospital in Canada to implement barcode scanning that uniquely identifies each medication and each patient, across all of its medical, surgical and critical care units. This milestone will reduce the risk for medication errors by alerting health care providers if they are about to make an error when administering a medication.

A Year in Review: Achievements

NYGH Online: More Ways to Connect!

NYGH now has a new, dynamic online presence with a refreshed website, social media tools and a new electronic newsletter.

The Hospital's enhanced website better reflects its vibrant community, staff, physicians and volunteers, with more visual appeal and news readers can use. The updated content on programs and services, along with improved navigation, puts useful information right at the visitor's fingertips. The new website, electronic newsletter (The Pulse), and social media tools (Facebook, Twitter, YouTube, Flickr and LinkedIn) help NYGH to better engage with its community and gain valuable feedback.

State-of-the-Art Clinical Teaching Rooms Open

North York General Hospital recently opened three new state-of-the-art clinical teaching rooms. The "simulated patient rooms" have two-way mirrors and audio monitoring equipment to allow for unobtrusive observation of teaching encounters. Audio and video capturing of the teaching encounter is also available for further feedback and debriefing.

The clinical teaching rooms can be used for any level of teaching – including undergraduate, postgraduate and staff/physician education.

JANUARY - MARCH 2012

NYGH Accredited with Exemplary Standing

A team of surveyors from Accreditation Canada spent almost four days at North York General Hospital beginning February 13, 2011. After talking with staff, board members, volunteers and patients, reviewing documentation, visiting many areas of the Hospital, meeting with our stakeholders and generally immersing themselves in Hospital operations, they determined that North York General is a truly exceptional organization. NYGH met every Required Organizational Practice (100%) and every one of the 1,817 standards they assessed.

While the surveyors praised the Hospital in many ways, they noted that one thing stood out in particular: NYGH people are second-to-none. Lead surveyor Patricia Somers described her experience as a warming feeling of pure joy in her heart. It was clear to her the Hospital exemplified inter-professional teamwork in the workplace and a profound respect emanated from staff interactions. Our community partners shared that NYGH is collaborative, humble and eager to share learnings. What resonated with surveyors was the focus on our patient-centred care and how everyone in the Hospital recognizes their role in quality and safety.

Access to Care Deploys Physician Champions

As part of its Access to Care strategy, North York General Hospital developed a plan to improve average lengths of stay by engaging Physician Champions to be active team participants on several inpatient units. Physician Champions were on the units every day for two to four hours in the morning to facilitate patient rounds and ensure every patient has an expected date of discharge (EDD).

A Year in Review: Achievements

The role of the Physician Champion is to support the Most Responsible Physician (MRP) and the patient care team by assisting in the improvement of patient flow throughout the Hospital. These physicians will document their learnings to create new and innovative approaches to improve patient flow in a sustainable way. This “change management project” began on February 21, 2012, and continued for a period of eight weeks.

New Model of Care Helps Prevent Serious Fractures in Higher Risk Patients

A new model of care has been developed between Osteoporosis Canada and North York General Hospital’s Elder Care, Medical Imaging and Ambulatory Care programs to help prevent repeat fractures among high-risk patients.

Led by Dr. Gabriel Chan, Director of Elder Care, the new model was developed after reviewing data that showed 10-15 years after a minor fracture, patients were much more likely than the rest of the population to suffer a hip fracture. In this new model of care, NYGH’s Orthopaedic Surgeons refer patients over age 50 with a minor fracture for a bone mineral density scan. Patients who are determined to be medium to high risk of a repeat fracture are referred to NYGH’s Osteoporosis and Fracture Prevention Clinic, which provides comprehensive assessment and diagnosis, and determines treatment plans for falls and osteoporosis. By intervening early with at-risk patients, suffering from serious fractures can be prevented and patients are able to maintain a better quality-of-life in their later years.

NYGH’s Branson Site Designated a Centre for Complex Diabetes Care

North York General Hospital will be receiving \$1,990,000 in one-time funding over two years from the Ministry of Health and Long-Term Care to support the implementation and operations of a Centre for Complex Diabetes Care (CCDC), located at the Branson site. The Central LHIN’s Diabetes Regional Coordination Centre (DRCC) developed a strong proposal, and recommended NYGH as the preferred site. Written notification of approval for a CCDC at NYGH was received on March 15, 2012.

The CCDC will provide individuals with a single point of access to specialized inter-professional teams using a coordinated approach to assist individuals and their health care providers in managing and navigating their complex care requirements. The CCDC team will work directly with an individual’s primary care provider to maintain continuity of care and avoid service duplication. The CCDC will leverage existing and new partnerships and eHealth capabilities, such as remote monitoring, a diabetes passport system and mobile retinal scanning, to ensure appropriate, high quality care for these patients.

By providing the right care in the right place at the right time, the CCDC will relieve the demand of complex chronic diseases on acute care hospitals, thus reducing ED demand and improve patient flow with shorter lengths of stay.

A Year in Review: Achievements

APRIL - JUNE 2012

Strategy Plan Launched!

In April, 2012, North York General Hospital announced the launch of its 2012-2015 Strategic Plan. The Plan is a roadmap for the next three years, focusing on what matters most: providing quality, safe and efficient care to patients.

The central theme of the Plan is: "Our patients come first in everything we do." It means that NYGH defines its success through the patients' eyes and the Hospital has taken a purposeful approach to meeting and exceeding patients' expectations. This focus is reflected in our renewed mission, vision and values, as well as, our new strategic directions: to pursue Excellence in Integrated Patient-Centred Care, while Building on our Academic Foundation.

These elements are a natural evolution of our previous strategic plan. Our strong foundation and history of excellence has given us momentum. In charting our future, we embarked on a comprehensive process of engagement with our staff, physicians, volunteers, our communities and key health system partners. We are building on our successes and using them to further define the archetype of a community academic hospital.

Fiscal Stewardship

We are proud to have had a longstanding practice of balanced budgets, which has resulted in opportunities to expand patient care services, and invest in and maintain our infrastructure, medical equipment and information technology. Once again, we have balanced our 2011/12 budget by increasing third party revenues, realizing administrative and clinical efficiencies and opportunities for strategic reinvestments. As a result, we have ended the fiscal year with a \$10-million surplus, the bulk of which has been earmarked for investments in our aging equipment and building infrastructure to reduce risk and maintain quality and access to care.

Looking forward, one key component of our budget process for 2012/13 is our Retail Strategy, which aims to identifying new ways to optimize space and revenue. Another source of revenue will come from a modest increase in parking fees for staff, physicians and volunteers. Another priority has been our organization-wide Access to Care initiative designed to enhance patient flow and access to our services. Access to Care aligns closely with the new Health System Funding Reform (HSFR), which moves towards Patient-Based Funding (PBF). Under PBF, health care organizations will be compensated based on how many patients they look after and the services they deliver. Our goal is to treat as many patients as safely and as efficiently as possible. To do so, provincial funding should reflect our patient volumes.

Neuro and Stroke Unit Reaches Every Corner of NYGH

On April 1, 2012, North York General Hospital's Neuro and Stroke Unit became officially integrated throughout the Hospital by adopting best practice recommendations for acute stroke care. Developed by the Canadian Stroke Strategy in association with the GTA Rehab Network, Ontario Stroke System and all of the GTA Stroke Networks, the recommendations adopted by the Stroke Team at NYGH include having a dedicated unit and team to support early admission, access to seven days a week stroke care provided by an interdisciplinary team and discharge to a

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rehabilitation centre within four days of admission. These practices have been proven to improve recovery in patients who have suffered a stroke. The new Stroke Assessment Treatment Team (SATT) will be operational across NYGH in September, 2012, and will be available for consults in our Emergency Department or any other part of the Hospital where it is suspected someone has had a stroke.

Historic \$150 million Campaign for North York General Hospital Kicks Off

North York General Hospital has launched a fundraising campaign, the likes of which has never been attempted in Canada. The Hospital is raising \$150 million, the most ambitious campaign not supporting a redevelopment construction project ever undertaken by a Canadian community hospital. The funds will be used primarily to upgrade facilities, technology, equipment and research. The campaign has raised \$72 million thus far, including major donations from two of the Hospital's most significant donor families. Charlotte and Lewis Steinberg are contributing \$12 million, which will support the redevelopment of the Charlotte and Lewis Steinberg Emergency Department, the establishment of the Steinberg Family Acute Care Unit and the purchase of a new CT scanner. As well, Gulshan and Pyarali Nanji are donating an undisclosed figure towards the purchase of a new CT scanner.

Money raised from the fundraising campaign will be divvied up into four "buckets". The first bucket will contain \$27 million to improve facilities at the Hospital, perhaps most notably the Emergency Department. The second bucket of campaign funding will see \$40 million devoted to technology and equipment, including CT scanners, operating rooms of the future, digital mammography, an echocardiography machine and laparoscopic equipment. The third bucket contains \$22 million for research and education, and the fourth bucket sets aside \$61 million for the Hospital's emerging priorities.

Peters-Boyd Academy Awards Recognizes NYGH

The Peters-Boyd Academy Awards recognize the outstanding contributions of its teaching faculty. North York General Hospital is a partner in the Peters-Boyd Academy, one of four academies training medical students at the University of Toronto. Other Peters-Boyd Academy hospitals include Sunnybrook Health Sciences Centre and Women's College Hospital. North York General Hospital physicians are actively involved in teaching all four years of medical students.

Five NYGH physicians were nominated for these teaching awards. Dr. Adrian Brown and Dr. Sid Feldman are the recipients of the Clerkship Clinical Teaching Award, an award given to individuals who have demonstrated exceptional commitment to clinical clerkship teaching in outpatient and/or inpatient settings. Dr. Risa Freeman and Dr. Nick Mamalias were also nominated for this award. Dr. Sean Caine is the recipient of the Art and Science of Clinical Medicine Teaching Award for teaching first year medical students. Awards were presented at the annual Peters-Boyd Academy Awards Ceremony in May, 2012.

New Colorectal Cancer Survivorship Program the First of its Kind in Ontario

A team led by Dr. Daryl Roitman, Medical Director, Cancer Care at North York General Hospital and Dr. Kimberley Wintemute, Medical Director of the North York Family Health Team (NYFHT), received funding from Cancer Care Ontario to develop and launch the Colorectal Cancer Survivorship

A Year in Review: Achievements

Program (CCSP). On May 8, 2012, the Honourable Deb Matthews, MPP Michael Coteau, the NYFHT, and NYGH celebrated the launch.

The CCSP is a new model of cancer survivorship care that transfers the monitoring of patients, who have finished active treatment, to primary care from oncologists and surgeons. This innovative program, developed by the NYFHT and NYGH, will centralize follow-up care for patients and alleviate wait times for newly diagnosed patients needing to see a cancer specialist. The Program's model follows the latest best practices and includes three important components: nurse practitioners lead and coordinate follow up testing, stoma care is available, and psychological support from a social worker is also provided. Other services offered include group sessions by the Colorectal Cancer Association of Canada and consults with psychiatrists from NYGH who also support the Hospital's Cancer Care Program.

Ontario Hospitals Collaborate to Expand Use of Electronic Medical Records

Grey Bruce Health Services, North York General Hospital and Toronto East General Hospital are participating in a project to expand the use of electronic medical records (EMR) in ambulatory care clinics. Together our facilities have received a \$2.9 million investment from Canada Health Infoway to collaborate on this joint initiative.

The development, testing and implementation of the modules will take between six and eight months and once complete, the hospitals will share the modules they have developed with the other sites and repeat the cycle, ultimately including 21 clinics across the three hospitals. This collaborative approach allows each hospital to save time and resources without duplicating their efforts. This project will also connect the Ambulatory EMR systems to regional and provincial electronic health records systems such as the Ontario Laboratory Information System and local diagnostic imaging repositories so clinicians will have even more access to relevant and timely patient information.

North York General Hospital Advances Patient Safety with Health IT

North York General Hospital is leading an initiative that will help hospitals from across Canada implement technology that improves patient safety. The project, which received a \$1 million investment from Canada Health Infoway, will leverage the investments that NYGH has already made in creating over 350 electronic order sets covering medicine, surgery and critical care, and will add an additional 250 order sets covering paediatrics, maternal/newborn, and mental health. These electronic order sets provide clinicians with up-to-date evidence, guidelines and treatment best practices with links to regularly-updated information from leading medical journals, helping to ensure patients receive the safest and best quality care.

The funding will also support the development of the Canadian Computerized Provider Order Entry (CPOE) Toolkit to help hospitals and health care providers across the country implement CPOE by making NYGH's order sets available for free. CPOE eliminates the need for handwritten orders and prescriptions, reducing the opportunity for errors and enhancing communication between health care team members.

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NYGH Implements New Provincial Standard for Community Mental Health

North York General Hospital has implemented a new provincial standard for assessment and treatment planning that enables patient information to be stored and shared between multiple mental health community providers. The Ontario Common Assessment of Need (OCAN) allows patient information to be stored on the Integrated Assessment Record (IAR). Other community mental health providers have access to the patient information stored on the IAR, which aids in the continuity of care and information sharing. The IAR also stores the mental health inpatient Resident Assessment Inventory (RAI) and other non-mental health services like Community Care Access Centre interventions.

North York General Hospital Wins Prestigious 3M Health Care Quality Award

North York General Hospital 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. NYGH was the first hospital in Canada to implement barcode scanning that uniquely identifies each medication and each patient across all of its medical, surgical and critical care units. Barcode scanning has improved patient safety by alerting health care providers if they are about to make an error when administering a medication. Since the system was implemented, more than 2,300 potential medication administration errors were prevented through the use of barcode scanning.

A Year on Review: Awards

3M Health Care Quality Team Award

North York General Hospital was presented with the 3M Health Care Quality Team Award on June 5, 2012, for its successful eCare project that focused on deploying a computerized provider order entry (CPOE) system and medication barcode scanning across the Hospital.

The Michener Institute's 2011 Annual Clinical Educator's Professional Development Values-In-Action Award

Lena Bell, Clinical Coordinator of General X-Ray and Mammography in Medical Imaging, is the recipient of this Award. The Award is presented to individuals and teams who, through specific actions, are practicing Michener's values.

2012 Peters-Boyd Academy Teaching Awards

This year, three NYGH Physicians were awarded with this Award, including:

- Dr. Adrian Brown, Obstetrics & Gynaecology, and Dr. Sid Feldman, Family and Community Medicine. This Award is given to individuals who demonstrate exceptional commitment to clinical clerkship teaching in outpatient and/or inpatient settings.
- Dr. Sean Caine, Emergency Department, is the recipient of an Art and Science of Clinical Medicine Teaching Award for teaching first year medical students. This Award was presented to Dr. Caine as part of the 2012 Peters-Boyd Academy Teaching Awards.

Dr. Robert Mustard Mentorship Award

In May, Dr. Stan Feinberg was presented with the Dr. Robert Mustard Mentorship Award at the Annual Assembly of General Surgeons 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 and expertise to senior general surgery residents from the University of Toronto.

Best Scientific Poster Presentation at the International American Academy of Ophthalmology

Dr. Joseph J.K. Ma, Ophthalmologist, was honoured with an award at the International American Academy of Ophthalmology (AAO) Meeting in Orlando this past October (2011) for presenting his innovative new research on corneal endothelial transplantation.

Commitment to Care & Service Award for Collaborative Team Initiative

NYGH's Parkinson's Program (Living Well with Parkinson's) and the Parkinson's Clinic is the recipient of this Award. NYGH was selected as a recipient for its collaborative initiative to improve patient care and the management of Parkinson's disease. This Award was presented at the Pharmacy Practice and Drugstore Canada's Commitment to Care & Service Awards - the only national awards program created to recognize, and reward, the many facets of pharmacy.

Outstanding Contribution to the Family Medicine Undergraduate Program Award

Dr. Sid Feldman received a teaching award from the Department of Family & Community Medicine, University of Toronto, for his significant contributions to the Family Medicine Undergraduate Program.

A Year on Review: Awards

Inter-professional Health Teaching Award

Samantha Moe, Clinical Pharmacist Practitioner, was given this Award for her contributions to the Family Medicine and Undergraduate Program at the University of Toronto.

Teaching in the Family Medicine Clerkship Award

Dr. Brian Silver was presented with this Award from the Department of Family & Community Medicine, University of Toronto, for his significant contributions to the Family Medicine Undergraduate Program.

COACH 2011 Innovation in the Adoption of Health Informatics Award

NYGH was the recipient of this Award from Canada's Health Informatics Association for implementing an information technology project (eCare) that was successfully integrated or adopted into the health system at a community or regional level.

ITAC 2011 Project Team Innovation & Care Delivery Award

NYGH and CERNER received this Award from the Information Technology Association of Canada (ITAC) for the successful implementation of a new innovative health-IT solution (CPOE and CareMobile) at a health care organization.

Ontario Hospital Association's HealthAchieve Conference "Gold" Quality Healthcare Workplace Award

NYGH's Occupational Health, Safety and Wellness Team accepted the "Gold" Quality Healthcare Workplace Award at OHA's 2011 HealthAchieve conference. The Award recognizes and promotes effective efforts to improve health care workplaces in ways that contribute to a providers' quality of work life and the care or services they deliver.

CFPC Continuing Professional Development Award

Dr. Arun Sayal, Emergency Department, was given this Award by the College of Family Physicians of Canada (CFPC) for the innovation and high-quality level his course, CASTED: The 'Hands-On' ED Orthopaedics Course.

Marvin Gerstein Award

Dr. Ronik Kanani, Paediatrics, received this Award from the Department of Paediatrics at SickKids Hospital. The Award recognizes an individual who has demonstrated excellence in teaching as nominated by core paediatric residents.

Imagine...
a hospital where everyone is
committed to excellence—
WE DID.
WE ARE.
NYGH.

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