



## Year In Review

Thinking Beyond  
Transforming Community Health  
in North York

# 2021- 2022



**NORTH YORK  
GENERAL**

# Contents

Leadership message	3
NYGH — Canada's Top-Ranked Community Hospital and seven-site organization, proudly Serving North York and beyond	5
Revitalizing services, adapting to life with COVID-19	8
Thinking Beyond	10
People come first in everything we do	10
Driving the future of integrated care	15
Being an exceptional learning community	15
Investing in a Better Tomorrow	23
North York General Hospital's Board of Governors 2021–2022	26
Senior Leadership Team 2021–2022	27

# Leadership message

Last year, with the miracle of vaccination, we hoped the COVID-19 pandemic would soon be over.

Fast forward to 2022, we continue to face daunting challenges and a system and workforce under tremendous strain.

In this context, it's natural to worry about the future. Fatigue and frustration are palpable everywhere in health care. And yet, when we witness the compassionate care delivered at NYGH, the clinical excellence, the camaraderie between teams, and the heart-warming stories of lives changed, we are extremely proud and optimistic.

NYGH accomplished incredible things last year. The 2021–2022 Year in Review highlights just some of our great moments.

During the year, our primary concern was ensuring safe and continuous care for patients. We looked beyond the conventional and adopted new interdisciplinary team models. Our Nursing Resource Team, which is trained to work anywhere in the hospital, has been invaluable. We welcomed 1,248 new staff to NYGH in 2021–2022 including Internationally Educated Professionals, along with new roles to bolster our teams in supporting critical patient care services. This also included support for temporary government-funded initiatives such as our COVID-19 vaccination program. NYGH further restored our operating rooms to between 80% and 100% capacity following the provincial pause on non-urgent surgeries. And we were delighted to welcome more families and visitors to safely return to the hospital.

To our staff, physicians, learners, volunteers, Foundation and donors — thank you from the bottom of our hearts. Because of your talents, efforts and commitment, *Newsweek* ranked NYGH the number one community hospital in Canada in 2022 for the fourth time and we were named among Canada's Best Employers 2022 by Forbes. We are also deeply grateful to North York Toronto Health Partners (NYTHP), community and government partners for another year of strong collaboration.

North York is one of Toronto's fastest growing and ethnoculturally diverse areas, with a large and increasing seniors population. Our Strategic Plan, *Thinking Beyond*, is our path to a healthier future for all our communities. Last year, we made progress on all of our plan's strategic directions.

As part of our commitment to **put people first**, we launched an equity, diversity and inclusion (EDI) framework, which will guide our work to ensure a safe, respectful and inclusive environment for everyone. We also took action to combat Anti-Black Racism and to promote 2SLGBTQIA+ inclusion.

To **drive the future of integrated care**, North York Toronto Health Partners advanced services to meet community needs. Through our Digital Health Strategy, many thousands of people have been supported to manage their health virtually, and health professionals are better able to connect patients to the services they need.



As an **exceptional learning community**, NYGH has more Family Medicine faculty than any other University of Toronto site and its researchers are leading ground-breaking work that is influencing health care across Canada.

As part of our **investment in a better tomorrow**, we announced the largest capital expansion since opening over 50 years ago. We are moving ahead with our leading-edge New Patient Care Tower and plans to build a 384-bed seniors' care home steps from the hospital. The home will be at the heart of a transformational Campus of Care for seniors and the community.

As we move past the pandemic crisis, we will continue thinking beyond — beyond the ordinary, beyond our walls, and beyond today. Thank you again to our wonderful team, community and the patients and families we have the privilege of serving.



*Bert Clark*

Bert Clark,  
Chair, Board  
of Governors



*Karyn Popovich*

Karyn Popovich,  
President & CEO

## Strategic directions



People Come First in  
Everything We Do



Drive the Future of  
Integrated Care



Be an Exceptional  
Learning Community



Investing in a  
Better Tomorrow

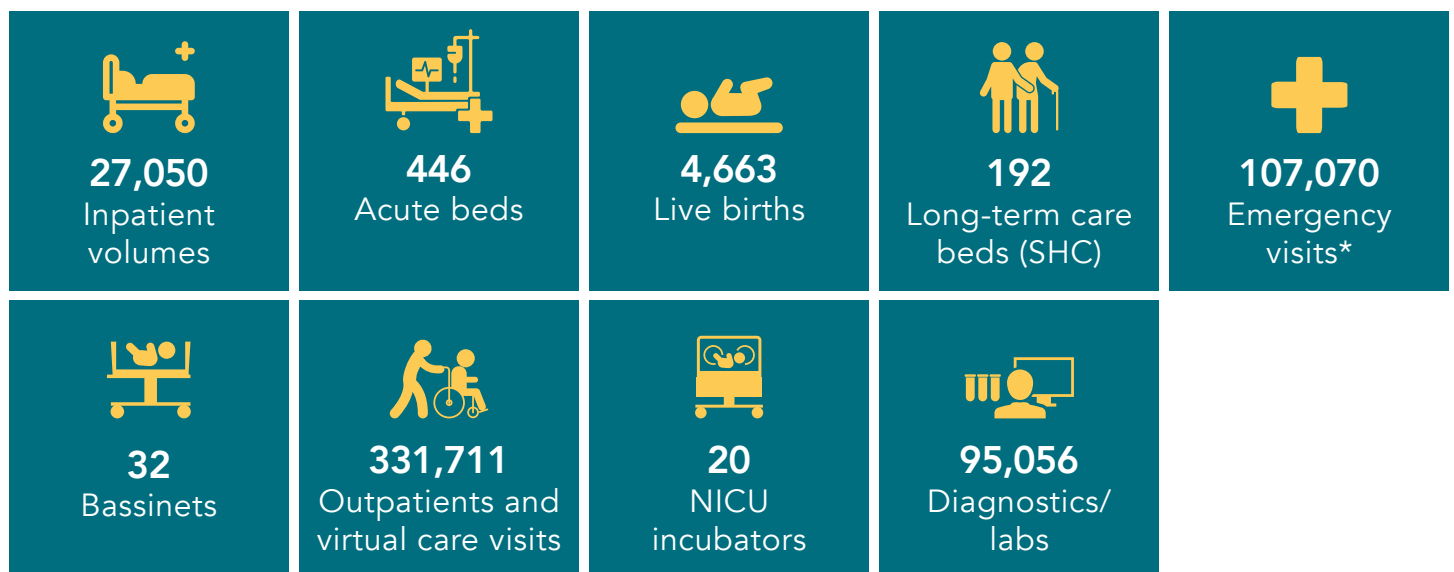
# NYGH — Canada's Top-Ranked Community Hospital and seven-site organization, proudly serving North York and beyond

NYGH is both a leading community academic hospital and an integrated multi-site organization that supports people through all life stages.

NYGH serves a local population of approximately half a million people, which is larger than most medium-sized Canadian cities. People from across Toronto and the GTA come to NYGH for our high-quality specialized services in areas including maternal and newborn care, eating disorders and cancer surgery. Recognized as one of the best hospitals of its kind in Canada and internationally, NYGH is at the forefront of medical education and applied health research that improves community health and care delivery.

Our future is about expanding and modernizing our hospital for our rapidly growing and changing communities and building our programs and services to meet all of people's health needs, close to home.

## NYGH services (2021–2022 fiscal year)





## NYGH's people (2021-2022 fiscal year)



**4,010**  
Staff



**251**  
Volunteers



**839**  
Total active  
physicians



**40**  
NYGH patient and  
family advisors

## NYGH's learners



**665**  
Medicine



**489**  
Nursing



**149**  
Other Health  
Professions



**46**  
Administrative

# NYGH SITES

A world-class 7-site health system



## ABOUT NORTH YORK

One of the city's most diverse and rapidly growing areas\*



**~500,000**

Population of our area



**17%**

Seniors (65+), higher than Toronto average



**25%**

Anticipated percentage of seniors in 2042



**>50%**

Immigrants



**53%**

Visible minority



**20%**

Low-income

\*Based on 2016 census data.



# Revitalizing services, adapting to life with COVID-19

By the end of 2021–2022, we had endured five waves of the pandemic. Vaccinations coupled with protective measures markedly reduced the number of people becoming seriously ill and dying from COVID-19. However, it became clear that COVID-19 will be with us for some time and that our goal must be to reduce its impact while we restore services and help fix the cracks in the system exposed by the pandemic.

At NYGH, we turned our energies to the health and wellbeing of our people, reviving core services, and strengthening our partnership with patients, residents, families and caregivers. We set our sights on the future.

Between January 2020 and March 2022, NYGH has cared for 2,514 COVID-19 patients. At points in 2021–2022, we cared for a higher number of people with COVID-19 than at any other time during the pandemic. We also cared for a growing number of patients with complex needs, in part related to delayed treatment during the last few years. For example, paediatric mental health admissions were up 45% at our hospital last year and one in five NYGH patients could not be discharged because of lack of alternative options including home and long-term care.

We felt the effects of the deepening staffing shortage, as colleagues struggled with stress and exhaustion. Staff wellness, retention and

recruitment remain our top priority as we adjust to the pandemic's long-term impacts.

In the face of these challenges, NYGH was able to increase access to services and is nearly back to regular surgical activity while making progress on clearing its backlog of elective surgeries. Government investment allowed us to increase our transitional care services, and inpatient and outpatient children's and adolescent's eating disorders program serving young patients and families from across North York and Ontario. We joined with North York Toronto Health Partners to administer some 275,000 vaccinations by March 31, 2022.

It's not just the level of service, but the way that care is delivered that made a difference.





## Arezoo's and Liana's story

*Excerpt from Arezoo's letter to the North York Foundation recognizing the extraordinary care she received from the NYGH ICU team and her daughter from the paediatric team.*

**It's been said that it takes a village to raise a child. In my case, it took the village of North York General Hospital (NYGH) to help me bring my first child into the world and care for us both.**

I was 36 weeks pregnant. Another COVID-19 wave was raging in the GTA, but I was excited that within a month, I'd become a mother for the first time. I counted the days until I could hold my new baby and feel that rush of joy flood through me. Then fate handed my husband Javid and me a health crisis we hoped we would never experience. I developed a high fever, a constant cough and struggled to breathe. I was taken to the Charlotte & Lewis Steinberg Emergency at NYGH where the terrifying diagnosis was confirmed — I had COVID pneumonia. My mind filled with questions. How would this affect my unborn baby? Would I even survive to become a mother? I was sick with worry. Before I could process my own condition, the obstetrics team recommended an immediate C-Section as the safest course of action because I was so ill. When I realized that my baby would be three weeks premature, my heart sank. Worse yet, we had no family nearby to help care for the baby, and my husband was now in quarantine. With tears streaming down my face, I felt overwhelmed, afraid and alone. What should have been a joyous occasion was spiraling into a nightmare.

Then something truly amazing happened. The paediatrics team came forward with an extraordinary act of kindness. They offered to care for my newborn at the hospital until I recovered from COVID-19 and could go home. While I had heard NYGH was a welcoming and caring place, I never imagined that so many

people would go to this much effort for me and my child. Within minutes, I was prepped for delivery. The moment my daughter Liana came into the world and I heard her first cries, that joy I had longed for took hold of me. Thankfully Liana was healthy and safe, which gave me comfort and relief. Moments later, I was filled with sadness when Liana and I were separated. She was taken to the isolation room in the Steinberg Family Paediatric Centre, while I was admitted to the Intensive Care Unit (ICU). All the doctors and nurses assured me that we were both in good hands. The committed health care team was going above and beyond for me and my child, and it made all the difference at such a difficult time. Dr. Ronik Kanani, Dr. Giuseppe Latino, Child Life Specialist Esther Huang, and the nursing team at the Steinberg Paediatric Centre cared for Liana. Nurses Zoë, Lisa, Christine and Donna bathed her, trimmed her nails, cuddled her and sang to her. Kendra, the lactation counsellor, helped express my milk and delivered it to the nurses who fed her throughout the day and night. Daily video calls were arranged so that both my husband and I could interact with Liana virtually. Photos of her were brought to my bedside to cheer me up. It was as though the entire hospital had wrapped their arms around me and my family in our time of greatest need.





# Thinking Beyond

While NYGH's transformational Strategic Plan, *Thinking Beyond*, was created before the pandemic, it remains an excellent roadmap for NYGH's future and for improving health care in North Toronto. Leveraging our excellence in clinical care, teaching and research, and working with our partners, NYGH is expanding and modernizing our hospital and community sites and integrating services to provide the best care to people in our area and beyond.



# People come first in everything we do

At NYGH, putting people first in everything we do means being a place of health, wellness and healing for everyone. It means instilling equity, diversity and inclusion (EDI) in our policies, programs and in care provision. It also means encouraging learning, collaboration and innovation — with the goals of meeting each patient's individual needs and improving health outcomes overall.

## Equity, diversity and inclusion at NYGH

In 2022, we took actions to promote EDI at NYGH and to address Anti-Black Racism (ABR) and promote 2SLGBTQIA+ inclusion.

We strengthened our expertise by creating an EDI Office and hiring a Manager of EDI, while our internal resource groups steered our work related to ABR and 2SLGBTQIA+ inclusion. We initiated ongoing education at all levels and began to gather baseline data about experiences with discrimination at NYGH, with 1,000 NYGH team members having their voices heard in our first ABR survey.

We also took steps to better understand the experiences of patients and families at NYGH. This included adding dimensions of diversity to our incident-reporting form to enable us to track identity-based complaints and diversity-related violence. This is a starting point in a long-term commitment to understand people's identities and experiences related to EDI.

Over the year, we also created a comprehensive EDI framework that will guide our actions in 2022 and beyond.

## Meet some of NYGH's EDI champions

Why is it important for NYGH to focus on EDI?



**Karyn Popovich,**  
NYGH President and CEO

“ EDI is one of our key commitments to advance our Strategic Direction — People Come First in Everything We Do. Our goal is to bake in EDI in all that we do — how we design clinical services, our infrastructure, the recruitment of staff and volunteers, and our staff education programs. ”



**Dr. Everton Gooden,**  
Co-Chair of NYGH's ABR Committee (2021-2022)

“ Studies demonstrate that when you look at productivity and other indicators, organizations with strong EDI do better. EDI is good for business, morale, positive culture and staff retention. ”

What roles do the NYGH ABR and 2SLGBTQIA+ Committees play?



**Janelle Benjamin,**  
Manager, Equity, Diversity and Inclusion

“ The lived experience of the committee members is invaluable. It's important to get these champions within the organization together to communicate information outward and for our people to see themselves reflected on the committees. ”



**Michelle Weldon,**  
Co-Chair of NYGH's 2SLGBTQIA+ Committee

“ The role of our committee is to promote diversity and inclusion and to raise awareness and understanding of the needs and experiences 2SLGBTQIA+ communities. As an ally and co-chair, I can listen and learn and provide resources, guidance and support. ”





How do you ensure the NYGH's EDI work will bring about lasting and meaningful change?



Norma McCormack,  
Co-Chair of NYGH's ABR  
Committee (2021-2022)

“ For staff, it would be the knowledge that there is a focus on equality and equity and how it has had a positive impact on their environment and on the care they provide to patients. They feel happy and secure coming to work. ”

Why are education and data collection key parts of NYGH's EDI work?

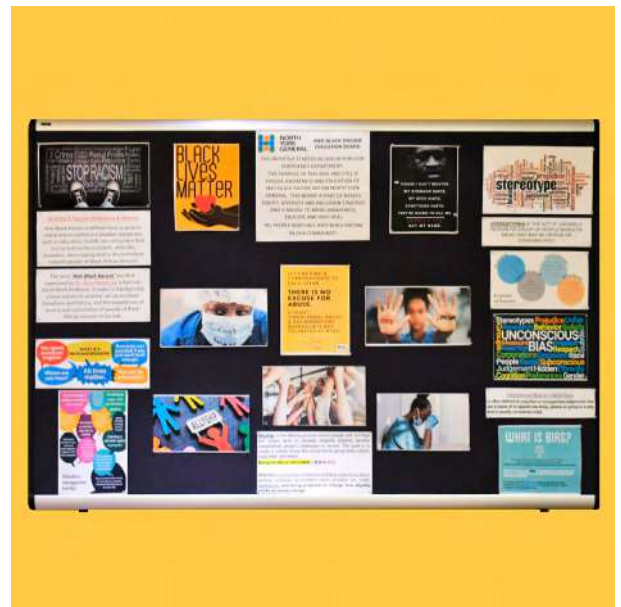
Karyn Popovich,  
NYGH President and CEO

“ Knowledge is key to ending discrimination. Our demographic survey will help us understand the identities of the people working and learning at NYGH. This will inform our actions so that we are better able to support our communities. ”

What are some major EDI successes so far?

Janelle Benjamin,  
Manager, Equity, Diversity and Inclusion

“ Our Truth and Reconciliation Day was a big success and we have also created a land acknowledgement for the hospital. Black History Month and Pride were phenomenal. The ABR survey and launching the new EDI framework were also major successes. It was a huge year. ”



## Supporting our people: recruitment, retention and wellness

Last year, NYGH introduced a new recruitment and retention strategy focused on ensuring a supportive and caring environment where all professionals can thrive and be part of strong teams. Recognizing how critical it is to set new staff up for success, we created new roles where experienced nurses and clinical nurse educators mentor and provide individualized support to each new graduate and Internationally Educated Nurse (IEN).

NYGH launched a recruitment marketing and communications campaign in March 2022 featuring inspiring videos shared on social media that take people inside the organization to experience what makes NYGH a great place to build a career.



Last year, we also launched the *NYGH Wellness Framework 2021/25* as part of our long-term commitment to cultivate the health and wellbeing of our team. The framework is based on international best practices, with eight pillars that support specific wellness actions and resources:

Highlights:

- Rounding on all units so leaders receive ongoing input from the front lines.
- Renovations including Foundation-funded infection prevention and control-friendly furniture in staff lounges.
- The Summer Wellness program where colleagues reconnect and enjoy activities on NYGH's beautiful grounds, including a concert series featuring NYGH staff and physicians.
- Strong participation in NYGH events including Nursing Week, Teaching and Learning Week, Pride and Black History Month.
- *No Excuse for Abuse*, a multifaceted campaign to educate about, prevent and mitigate abusive behaviours.



## People-centred care

Over 2021-2022, NYGH engaged our people, patients, caregivers and families to develop a renewed People-Centred Care strategy, which includes transitioning the Patient and Family Advisor Program to a Patient Experience Partner (PXP) Program. Our volunteer PXPs are former patients and/or family members of

patients within the past three years and reflect North York's diverse communities. They partner with our teams to co-design programs and services, and are involved in a range of NYGH committees and initiatives.

## Celebrating excellence

**NYGH was:**



Ranked the **number one community hospital in Canada by Newsweek for the fourth year in a row**



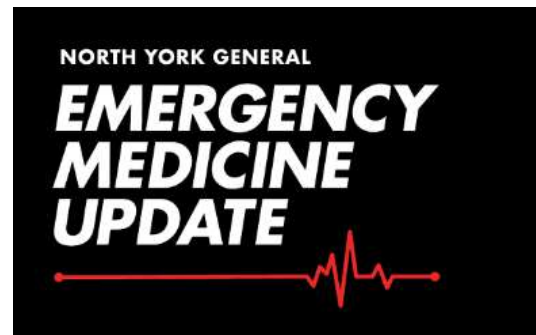
We are also proud of the many awards our physician colleagues earned from the University of Toronto's Temerty School of Medicine, of our nurses recognized for excellence during Nursing Week and throughout the year, and the recipients of the NYGH's 2021 Patricia Mackey People-Centred Care Education Awards.

Last year, NYGH hosted the 34<sup>th</sup> Emergency Medicine Update, the largest virtual Emergency Medicine event in Canada with over 700 people registered from Canada and beyond.



**A winner of HRD Canada's 2022 Innovative HR Teams Award**

for outstanding success in recruiting nurses



Named one of **Canada's best employers by Forbes**

**Forbes**



# Driving the future of integrated care

NYGH is having an impact beyond our walls through our community-based services, integrated care delivery, and active involvement in North York Toronto Health Partners.

## North York Toronto Health Partners Ontario Health Team

NYTHP brings together organizations, health professionals, community members, patients and caregivers to work as one team providing comprehensive care to people living in or receiving services in our area. Serving some 500,000 people in 13 neighbourhoods, NYTHP's 21 core partners included primary care, hospitals, home and community care, mental health and long-term care. They collaborate with a Patient and Caregiver Health Council, a Primary Care Advisory Council, and a broad group of Alliance Partners from health and social care organizations.

One of NYTHP's greatest contributions so far is deepening our connections with North York's neighbourhoods and cultural groups and designing services to meet diverse needs. From new models to supporting seniors with complex needs and palliative care clients at home, to bringing vaccinations and preventative care into people's apartments and places of worship, NYTHP is making a difference in people's lives.



## Delivering COVID-19 vaccinations to vulnerable residents

When COVID-19 vaccines became available in early 2021, it became clear that some of the city's most underserved people were hesitant about vaccination and faced access barriers.

North York Community House and the Working Women Community Centre joined forces with NYTHP and, with City of Toronto funding, brought together over 15 organizations to create the North

York Vaccination Engagement Team (VET). VET ambassadors are experts about their communities and provided vaccine information in various languages using culturally appropriate approaches.

“VET used available data to support certain North York populations that were disproportionately affected by COVID-19 including Arab/Middle Eastern, Black people, Latin Americans, South Asians, Southeast Asians, undocumented people, 2SLGBTQIA+ communities, people with disabilities, seniors and youth,” said North York VET Project Manager Sabrin Daghaishe.

Common barriers included misinformation, lack of access to information people’s own language, limited or no access to technology, irregular work schedules, lack of OHIP and other legal documents, and difficulty booking appointments and arranging transportation.

“Translating information into various languages was critical,” says Kyla Behar, NYGH Manager of the Community Vaccination Program and NYTHP Ontario Health Team.

To reach as many people as possible, the team organized clinics early in the morning or late at night and held them in plazas, parks, and other community settings. A hotline helped seniors book appointments and arrange transportation to the clinics.

At one point, the team identified a predominantly Chinese-speaking community with lower-than-expected vaccination rates. “We met with our partners providing services to that community and decided to have a big, multi-day, family-friendly Lunar New Year vaccination clinic at our Seneca clinic,” says

Behar. “It was a big success. We vaccinated hundreds of people.”

Dr. Rebecca Stoller and Dr. Maria Muraca, who co-chair NYGH’s Primary Care Advisory Council, helped coordinate the clinics. “We brought physicians on board and provided education on the vaccine and the ever-changing guidelines and eligibility requirements,” says Dr. Stoller.

“We used the data to identify higher-needs neighbourhoods and took the vaccine to the community instead of the community having to come to us.” The team also used a mobile clinic nicknamed *The Vaccinator* that went to where people are. “There was just no way for some homebound people to get to a clinic,” says Dr. Stoller.

“Since April 2021, ambassadors have engaged about 221,626 community members and booked more than 8,345 individuals for vaccine appointments,” says Daghaishe.

Building on VET’s success, NYTHP created Community Health Information Fairs that offer comprehensive health and wellness information on such topics as cancer screening, diabetes, mental health, food support, seniors’ services and legal aid, in addition to COVID-19 vaccination and education.





## North York CARES

North York Community Access to Resources Enabling Support (North York CARES) helps people with complex needs safely return home instead of staying in the hospital for a prolonged period. Many clients will ultimately move to long-term care or another setting for ongoing care. While patients are at home, North York CARES makes sure they receive integrated, individualized care.

The health professional team works with clients, families and caregivers to determine whether they need home and community support services, virtual care and monitoring, mental health addiction services, caregiver supports or respite care. At all times, individuals and families can connect with a member of the North York CARES team.

## At the forefront of digital health

NYGH's 2021-2026 Digital Health Strategy is integral to how our organization adapts to changing patient, client, community and system needs. The strategy has four pillars:



**Build a Digitally Connected Care Community**



**Modernize our Infrastructure and Core Systems**



**Liberate our People through Automation and Analytics**



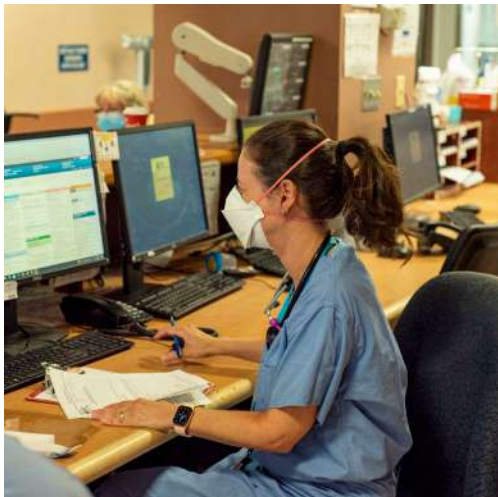
**Digitally Enable a World-Class Learning Health System**



In addition to existing online services for patients, families and health professions, NYGH has 11 major digital health projects underway.

### Highlights:

- **North York Navigator** is a new online app that acts as a digital “front door” to seamlessly access hospital and health care services from personal devices.
- **PocketHealth** allows people to access their medical imaging records through an online portal with 16,662 users enrolled.
- **Remote Patient Monitoring (RPM)** allows monitoring of COVID-19 symptoms, home care, palliative care and surgical recovery at home. Since COVID-19 remote patient monitoring began in March 2021, there have been more than 1,400 virtual check-ins and 990 health coaching/teaching sessions with patients. The surgical transitions remote monitoring project enrolled 200 patients undergoing hip, knee and colorectal procedures in its first few months.
- **North York eReferral** makes it simpler and faster for primary care providers to refer patients for 11 common hospital services.



### SCOPE connects primary care to services for patients

Digital health is transforming health by enabling the system to be more preventative, proactive and personalized, says NYGH Chief Digital Officer Duska Kennedy. SCOPE (Seamless Care Optimizing the Patient Experience) is a key initiative to support primary care providers to navigate and access services for patients, including a single phone number to connect primary care providers with specialists.

“SCOPE encourages primary care physicians to feel comfortable reaching out and asking questions about patients,” says Dr. Phil Shin, NYGH’s Chief Medical Information Officer. “It’s been a very successful initiative.” By March 31, 2022, 117 primary care providers had enrolled, 182 calls had been made to the hotline and 76% of the calls resulted in an avoided ED visit.



## Monitoring patients wherever they are

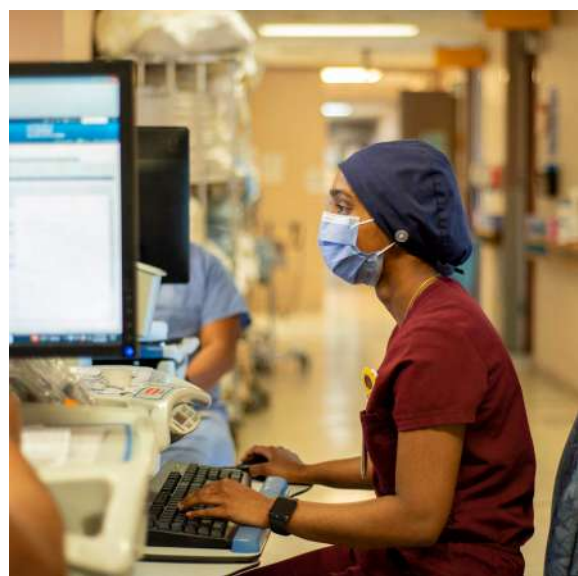
**When they were sick at home with COVID-19, husband and wife Jack, 83, and Carole, 81, had their condition monitored remotely by a team of nurses and social workers as part of NYTHP's CareConnect program.**

"It was good to have (the app) available and it helped during our recovery," says Jack. The remote team monitors patients' condition daily and reaches out to them to support their care needs and understand their condition and symptoms. If necessary, a patient's care can be escalated to a physician via a telephone or video visit.

"Remote patient monitoring is a win-win-win," says Kennedy. "Clinicians improve quality of care, hospitals avoid unnecessary and costly readmissions and patients remain in their own homes longer, more comfortably and more confidently."

"We're not computer geniuses, but (the program) was easy enough to maneuver using the app," says Jack. "It was very helpful, especially for older people."

NYGH's transitional care program, where health professionals provide restorative care to patients at home, also introduced remote patient monitoring last year. Patients said they felt more involved in their own care and were glad to regain their strength at home, and had information to make decisions, and peace of mind.



# Being an exceptional learning community

NYGH is thinking beyond today by creating an exceptional learning community that is shaping health care for tomorrow.

## A passion for teaching and learning

A centre of excellence in teaching and learning, NYGH has partnerships with more than 60 different academic institutions and trains students in over 36 professional programs. With more Family Medicine Faculty than any other University of Toronto site, NYGH remains at the forefront of family medicine education.

## Trailblazing research

NYGH has unique leadership role in applied health research that directly benefits patients, communities and the health system locally and across Canada.

## Did you know?



NYGH's Research Chairs obtained **\$10 million in external research grants** since 2014.



NYGH staff and physicians had **150 peer-reviewed publications** in 2021.



NYGH Research Chair **Dr. Michelle Greiver is leading one of North America's largest research networks on primary care** comprised of 1,400 primary care practitioners.





## Our Research Chairs



**Katie Dainty, PhD**  
***Research Chair in Patient-Centred Outcomes***

Dr. Dainty's work focuses on how organizational and sociocultural variables shape healthcare quality improvement and patient-centred outcomes, including improving care for survivors of sudden cardiac arrest and their families.



**Michelle Greiver, MD, CCFP FCFP**  
***Gordon F. Cheesbrough Research Chair in Family and Community Medicine***

A community-based family physician for more than 30 years, Dr. Greiver leads projects at the local, national and international levels, including the NYGH Health Databank Collaborative, the Primary Care Ontario Practice-Based Learning and Research Network (POPLAR) and the National Diabetes Repository.



**Monika Kastner, PhD**  
***Research Chair in Knowledge Translation and Implementation***

Dr. Kastner's work focuses on improving the health of vulnerable populations. This includes implementing an exergame program at NYGH's Seniors' Health Centre to promote physical activity and social interaction.



**Ervin Sejdić, PhD**  
***Research Chair in Artificial Intelligence for Health Outcomes***

An electrical engineer, Dr. Sejdić uses Artificial Intelligence (AI) to improve the independence and quality of life of patients with conditions affecting swallowing or walking.



**Patricia Trbovich, PhD**  
***Badeau Family Research Chair in Patient Safety and Quality Improvement***

Dr. Trbovich focuses on improving patient and healthcare worker safety by understanding the interactions between people, technology and work environments.

## Detecting and preventing opioid loss and theft

Studying factors that lead to the loss and theft of opioids in hospitals is the focus of NYGH Badeau Family Research Chair in Patient Safety and Quality Improvement, Patricia Trbovich, PhD and her team.

“The impact (of opioid diversion) on safety is tremendous,” says Dr. Michael Hamilton, Medical Director for the Institute for Safe Medication Practices (ISMP) Canada. “Patients don’t get pain and symptom control and are at risk of transmissible illnesses such as Hepatitis C. Patient care can also be compromised by an impaired healthcare worker.”

Dr. Trbovich’s team is examining how systemic factors, such as medication dispensing tools, drug handling processes, documentation and even the location of controlled-substance storage areas can affect diversion. It is also examining the role of interactions between clinical teams.

The team has been awarded a multi-year grant from the Canadian Institutes of Health Research to partner with ISMP Canada to develop a risk assessment tool that hospitals can use to self-score their medication handling practices and address vulnerabilities.

## Using Artificial Intelligence (AI) to analyze swallowing disorders

NYGH Research Chair in Artificial Intelligence for Health Outcomes, Ervin Sejdić, PhD, is using AI and machine learning to analyze swallowing disorders affecting stroke and other patients. Dr. Sejdić’s team analyzed data on the swallowing process to create algorithms that diagnose swallowing disorders more accurately than an X-ray.

Dr. Sejdić’s team analyzed data on the swallowing process to create algorithms that diagnose swallowing disorders more accurately than an X-ray.

“This tool will expand access to services for people with swallowing disorders,” says Dr. James Coyle, a professor of communications science and disorders at the University of Pittsburgh, who has been collaborating with Dr. Sejdić since 2014. Dr. Coyle said it can take up to several months to obtain an X-ray swallowing test in non-urban locations in Canada and that the planned smart phone app will enable patients to get tested and treated much sooner.



# Investing in a better tomorrow

NYGH is thinking beyond today by transforming our facilities and services to ensure our growing community continues to receive the highest quality of care within modern healing environments, into the future.

## NYGH embarks on largest expansion in its history

In partnership with the Government of Ontario and donors, NYGH is embarking on the largest capital expansion since our hospital opened over 50 years ago. Earlier this year, the Ontario government provided important approvals for two projects — a modern New Patient Care Tower at our current hospital site, and a landmark long-term care home and Seniors' Campus of Care.



## New patient care tower

With the Ontario government's approval to move to the next stage of development and generous \$5.5 million planning grant, we are one step closer to building our leading-edge New Patient Care Tower which will serve our communities for generations to come.



The New Patient Care Tower will feature 110 new inpatient beds, totaling 535 beds at the hospital, and is anticipated to begin welcoming patients in 2029-2030. It will house a large, advanced emergency department and new and expanded ICU, maternal newborn and women's health services, surgical suites, mental health and other high-demand services.







## **New campus of care in the heart of North York**

We also received the green light to build our new, leading-edge long-term care (LTC) home and Campus of Care for seniors at 4000 Leslie Street. Our hospital has proudly operated our current Seniors' Health Centre long-term care home at the Seniors' Health Centre for decades. We are now taking a major step forward to expand access to exceptional seniors' care in North York.

When our new 384-bed home opens in 2027-2028, it will be fully integrated with our hospital. On-site primary care will respond to residents' needs and help prevent hospitalization. The new home will be at the heart of a Campus of Care for seniors and the community. It will be connected to an array of services including NYGH's palliative care, geriatric, mental health, and reactivation programs, as well as community programs through the North York Toronto Health

Partners. Cultural amenities and meals will help all communities feel welcome and at home. We are excited about engaging our communities and partners as we design and develop these new buildings.

According to NYGH's President and CEO, Karyn Popovich, "These new builds will significantly increase access to hospital and seniors' health care and offer the latest standards in safety, comfort and wellness."

"This will be one of the first new hospitals built post-pandemic," adds Rudy Dahdal, NYGH's Vice President of Planning, Redevelopment and Clinical Support. "Its design will reflect post-pandemic thinking and standards, including private rooms for all patients, the ability to control access and exits during lockdowns and ensuring social distancing is possible in clinics, lounges and waiting rooms."

Bruce Hunter, a member of the Steering Committee for the New Patient Care Tower and a NYGH Patient Experience Partner (PXP), says the hospital's approach reflects its focus on the patient journey. "The only person who experiences the patient journey is the patient," says Hunter. "Getting information from patients opens the eyes of the system — we are moving from independent silos to an integrated system and delivery of care."

NYGH's new LTC home will be equally ground breaking.

"This will be one of Toronto's largest long-term care homes and among the first to be designed and constructed using learnings from the pandemic around things like infection prevention and control," says Dahdal. "All rooms will be private, with private washrooms



and smaller clusters of rooms to create a more home-like feel for residents.” The home will be fully integrated with hospital services, providing residents with 24/7 access to medical, emergency, and specialized care.

NYGH has also invested in improving its existing facilities over the past several years in partnership with the NYGH Foundation. “We’ve redeveloped our Steinberg Family Paediatric Centre, Baruch/ Weisz Cancer Centre and Reactivation Care Centre,” says Dahdal. “We also have an ongoing refresh of our medical imaging equipment, including MRI and CT scanners.”

NYGH’s facility redevelopment and expansion is based on wellness-inspired design. “This approach to design enhances health and promotes well-being,” explains Dahdal. “It includes the right lighting, air quality, greenery and other factors.”

Hunter says the hospital has worked hard to solicit feedback from stakeholders. “The Steering Committee represents everyone, from community members to front-line workers to the hospital’s leadership team,” he says. “The great strength of NYGH is that it’s open to fresh perspectives. It’s amazing what happens when people listen.”

### **Powered by philanthropy**

Philanthropic giving has shaped NYGH more than half a century. Terry Pursell, the President and CEO of the NYGH Foundation, reflects on the crucial role philanthropy plays in making dreams into realities for our communities.

According to Pursell, “To support this growing community, philanthropy was the catalyst

which established North York General more than 50 years ago and we continue to be that beacon of care close to home. We are again in a period of unprecedented growth from all demographics but especially seniors and new Canadians. The hospital’s catchment area is expected to increase by 60,000 in the next ten years, and a rising number of patients are coming to NYGH from outside of our vicinity. Together, these signal an urgent need to expand our infrastructure to address this burgeoning population. Patients and families have come to expect a high standard of care at our hospital, and an enlarged footprint, coupled with more modern, leading-edge facilities, will ensure our incredible team of health practitioners has the right environment to serve our diverse communities for generations to come.”

### **Contributing to a greener future**

Looking even further ahead, NYGH is committed to doing its part to reduce our carbon footprint — another Strategic Plan commitment. NYGH’s Environmental Sustainability Committee will drive our local efforts to promote a greener future.



# North York General Hospital's Board of Governors 2021–2022

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## **Susan Woollard**

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