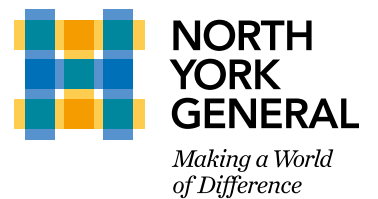


2020- 2021



Year In Review
Resilience,
Recovery and
Revitalization



**NORTH
YORK
GENERAL**

*Making a World
of Difference*

Contents

Leadership Message	3
Caring for Our Community	5
COVID-19 - Our Journey Together	6
<i>Thinking Beyond: Progress on Our Strategic Plan</i>	10
North York General Foundation	28
Looking Ahead	29

Leadership Message

It really has been a year like no other. North York General Hospital (NYGH), like organizations everywhere, has spent the past year-and-a-half battling a global pandemic. We have felt our patients' pain and comforted families who were separated from each other. And we have been determined throughout to support all patients, including those who have not been able to come to our hospital for care, as they normally would.

Through it all, we have poured heart and soul into delivering the best possible care to everyone who needs it. We have never closed. We have never wavered. As of this writing, the pandemic continues, but we know how to keep ourselves and others safe. Vaccination has changed the game and, together with our other safety measures, vaccination is saving lives.

We want to express our deep gratitude to the staff, physicians, learners and volunteers who have worked hard to take care of patients and families. Thank you also to our colleagues with the North York Toronto Health Partners (NYTHP), as well as our other community and government partners. The essence of great health care is pulling together to meet a collective need – and we did this time and again this past year.

We have also made great progress on other fronts, as we continued to evolve as a hospital and as a system of care that extends into the community and people's homes. NYGH serves a wonderfully diverse area which is one of the fastest growing in Toronto. At the same time, North York has the largest seniors' population and highest percentage of immigrants in the Central region (former Central LHIN).

In November 2020, we released our five-year strategic plan, *Thinking Beyond*. We reaffirmed our Purpose, *Making a World of Difference*, reflecting the profound impact we have when we work as one team, and one system of care. While the strategic plan release was paused for several months as we responded to COVID-19, the plan is more relevant than ever. As we adapt to living with COVID-19, NYGH and its partners are determined to provide the very best services and experiences to every person.

We are excited about the approval last year of our plan to expand and modernize our long-term care home, the Seniors' Health Centre. This is the cornerstone of a broader vision to create a vibrant seniors' living community across from our hospital in partnership with the City of Toronto and provincial government.

From advancing a connected health system, leading the way in quality with a remarkable 99.8% Accreditation score, to introducing

new services and modernizing our infrastructure, this year has been about overcoming obstacles to create a better future.

Thank you to our patient, family and caregiver advisors, and, of course, to our amazing foundation and donors for standing with us so that we can serve our community. We hope you enjoy our review on our year of resilience, recovery and revitalization.



Karyn Popovich

Samuel Elfassy

Bert Clark

Karyn Popovich,
President & CEO

Samuel Elfassy,
former Chair,
Board of
Governors

Bert Clark,
Chair, Board
of Governors

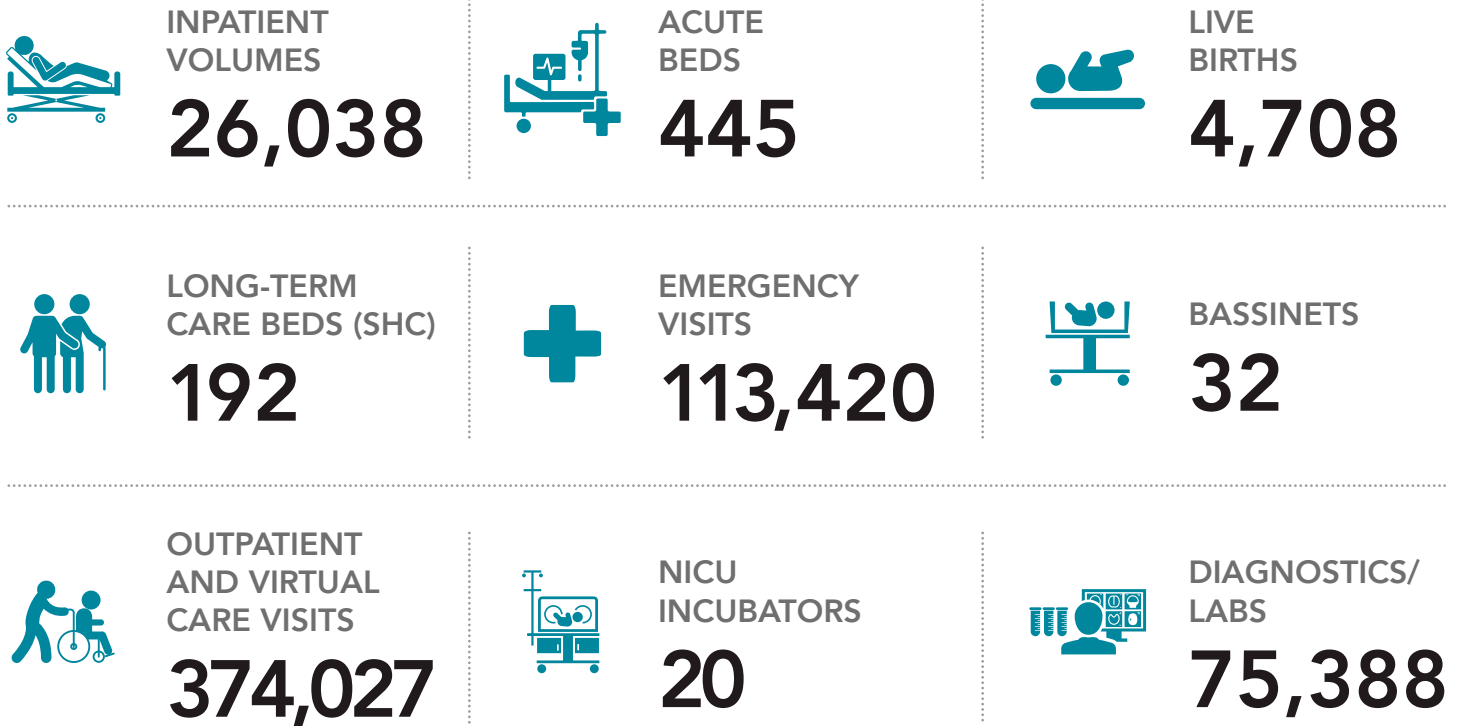
In February 2021, we welcomed Karyn Popovich as President and CEO. Karyn started her career at NYGH in 1981, as an emergency room nurse. Her senior executive roles have spanned critical care, medicine, quality and serving as Vice President and Chief Nursing Executive among other positions.

In June 2021, Bert Clark was named the new Chair of the NYGH Board of Governors. Bert is a visionary leader with vast executive experience in law, investment, public sector finance, and infrastructure. We thank outgoing Chair of the Board of Governors Samuel Elfassy for his steady leadership during an extraordinary time. We welcome Bert as NYGH continues to thrive and provide outstanding care to our growing community.



Caring for Our Community

NYGH Services



The pandemic has had a profound impact on hospital and health care services across Ontario. Not surprisingly, we experienced a reduction in non-COVID-related services including inpatient admissions, Emergency Department (ED) visits, surgeries, diagnostic lab tests, and surgeries as well as a modest reduction in live births. Also, not surprisingly, we saw a dramatic increase in COVID-related outpatient and community services including COVID testing and virtual health care.

North York General Hospital Sites



Map not to scale



COVID-19 – Our Journey Together

In 2020-2021, the pandemic permeated everyone's life, and in health care the degree of change has been staggering.

Since COVID-19 arrived in 2020, NYGH's staff, physicians and volunteers have pulled together in the face of a global health threat. Team members called upon all of their training and all of their compassion and energy to respond to a new kind of illness and the fear and grief that accompanied it. Our talented

support teams worked alongside their clinical colleagues to ensure a safe, comfortable and well-functioning environment for everyone at NYGH. They faced risks to their own health and the health of their families. And they continue to grapple with the mental and emotional toll of dealing with a pandemic of this nature over such a long period. The entire NYGH team has been there for our patients, residents and families and our community has been behind us all the way.

A Nurse's Story of Courage and Grace



Marisa Vaglica has been a nurse for more than 25 years. Today, she is Director of Emergency Medicine, Professional Practice, Research and Education at NYGH. Though she no longer provides direct patient care, she works alongside the people who do. If

you ask her about her worst day during the pandemic, she will tell you about the loss of one particular patient,

"We had a COVID positive woman in our ED who we lost very quickly. She was responding in conversation and then suddenly became acutely delirious, most likely due to the lack of oxygen. She deteriorated very quickly and passed away. She was not able to have her family there. That was exceptionally difficult for our staff. For everyone. Having to tell her family 'yes, she came in speaking but then she died. In a span of 30 minutes.' That was so sad."

Marisa finishes by talking about her uniform. Despite no longer delivering patient care, she has worn her nurse's uniform every day since the pandemic began. She does that so staff know she is there, ready to pitch in and help at any time. On the day that woman died, that is exactly what she did.

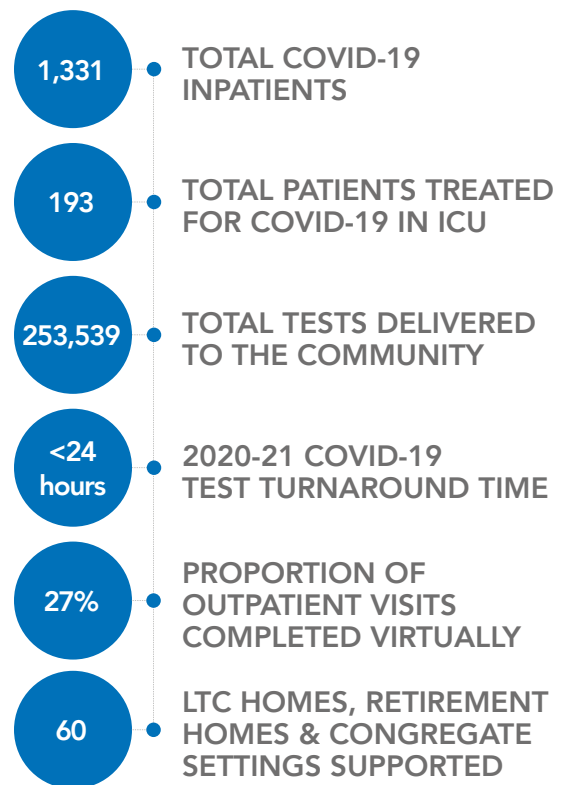
"I helped the staff prepare the body. I took a pause with them, as we do so often in these situations, to respect the fact that we had a life, and we lost a life. And that has happened way too many times because of this horrible illness. It meant a lot to me to do that with them, and I think it meant something to them."

For Marisa, the worst thing about that story is how commonplace it is. One tragedy among many. Through it all, she takes great pride in the way the Emergency Department (ED) leadership team, staff, and physicians come together in these agonizing moments with compassion and grace, determined to not to let COVID-19 get the better of them.

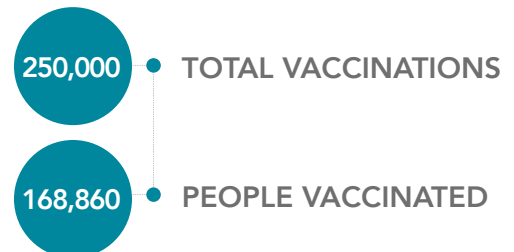
Numbers represent the monumental effort taken to safeguard our community and save lives. But we know that each number is about a person. We will never lose sight of their stories and the humanity of this collective experience.

While the Year in Review is for 2020-2021, the COVID-19 numbers are reported up to the end of June 2021 and, in the case of vaccination, to the end of July to accurately capture our experience so far.

February to June 29, 2021



Cumulative to August 1, 2021



Over 2020-2021, we adjusted to the disruptive first wave, wrestled with a second wave that continued to devastate people living and

working in long-term care and faced a third wave that threatened to overwhelm Ontario's hospitals.



Leading with Foresight and Heart



Dr. Kevin Katz, NYGH's Medical Director of Infection Prevention and Control has always been there during COVID. Whether he's organizing aspects of our crisis response behind the scenes, navigating some of the pandemic's most poignant and public moments, or acting as a calming and credible voice in a confusing time, Dr. Katz has been steadfast and has kept NYGH ahead of the curve.

With the leadership of Dr. Katz and other members of NYGH's COVID-19 Emergency Operations Committee, NYGH was among the first to bring hospitals' expertise in infection prevention and control to struggling long-term care (LTC) homes through special LTC SWAT teams. And with Dr. Katz's guidance, NYGH was among the first to mandate masking at the hospital and to introduce Assessment Centres to rapidly increase the volume and speed of COVID-19 testing. As Medical Director of the Shared Hospital Laboratory (SHL) – a partnership between NYGH, Scarborough Health Network, Michael Garron Hospital and Sunnybrook Health Sciences Centre – SHL has become one of Ontario's busiest COVID-19 testing labs. In January 2021, SHL delivered its 1 millionth COVID-19 test. In this landmark year, Dr. Katz became a full professor at University of Toronto's Department of Laboratory Medicine & Pathobiology and made a significant contribution to research that will inform our response to COVID-19 and our ability to prevent another pandemic down the road.

Our team demonstrated time and again that people come first in everything we do.

In 2020-21, NYGH provided care to 933 patients with COVID-19. Some were and continue to

be in our care over a long period as they recover from the debilitating after-effects of the virus. The teams in our ICU, Medicine and COVID units – and the colleagues who were redeployed to assist them during the

pandemic's peaks – put their all into the comfort and care of each patient.

And our **ED continued full operations**, serving as the first point of access for people with COVID and hundreds of others who visited us each day.

When COVID restricted access to our outpatient and walk-in services, our Mental Health Program's primary concern was ensuring no individual was left behind. In fact, our program saw an increase in visits for some existing services and introduced new services.

NYGH's Rapid Access Addiction Medicine (RAAM) Clinic shifted to a virtual service in partnership with Addictions Services York Region, doubling the number of client visits. In-person visits continued for those without computers or mobile devices. **When our Child and Adolescent Outpatient Mental Health Program converted to virtual appointments last year, there was a 28% jump in visits**, a clear sign of the pandemic's impact on mental health and wellness.

NYGH and Toronto Police Service added a second Mobile Crisis Intervention Team that pairs a mental health nurse and a specially trained police officer to assist individuals experiencing a mental health crisis.

Other programs, including our well-known Child and Youth Eating Disorders, cancer surgery, Medical Imaging and Laboratory Medicine programs continued to treat and support patients on site through a distressing time.

NYGH and our NYTHP partners joined together to assist the most vulnerable in our community. Our LTC SWAT team supported 60 LTC homes, retirement homes and congregate settings with IPAC training and outbreak management. Learning from our local experience, NYGH was called on to temporarily manage two of Canada's hardest hit LTC homes – Hawthorne Place Care Centre and Tendercare Living Centre. Our heart goes out to the families who lost loved ones during these outbreaks. We are immensely proud of how our staff and physicians worked as one team with LTC staff to protect residents.

A Virtual Solution to Visitor Restrictions

One of the hardest changes made early in the pandemic was restricting visitors. This did lead, however, to a successful initiative – virtual family visits.

The North York General Foundation donated 50 iPads to the hospital, and 50 more to Seniors' Health Centre to enable patients and residents to connect with loved ones. Full-time facilitators supported these connections. In 2020-2021, there were approximately 5,500 virtual visits across our sites.

According to a survey of families, 92% of respondents felt the service was easy to access and book, and 88% would highly recommend this service to other family and friends. One family member put it this way:

"I can't emphasize enough how helpful that connection was through the iPad. Without it we would have been lost. Without this, I can't imagine how we would have coped."

The experience in North York reflects the **Team Ontario approach** taken across the province. Ontario hospitals shared resources and worked together to care for patients requiring critical care and hospitalization. During the spring of 2021, NYGH both transferred patients to other hospitals with more capacity and welcomed patients from struggling hospitals in the GTA and out of region.

#VaxTheNorth

In January, we also mobilized our massive vaccination campaign for North York, initially focused on the highest risk groups, including long-term care residents, and then expanding to the entire eligible population. Together with our partners, we undertook unprecedented community outreach, working

with neighbourhood, cultural and faith groups, businesses and schools to keep people safe and supported in an uncertain time. We tried different strategies to remove barriers to vaccination and went into LTC homes, seniors' buildings and people's homes, shelters, community centres and parks. We operated large clinics at Seneca College and the NYGH General site and our Vaccinator bus brought vaccination to neighbourhoods across North York.

By August 1, 2021, 250,000 vaccines had been administered. Vaccination has been our greatest hope for ending the pandemic but there is still more to do. We will need to continue to be vigilant a while longer to build the required level of immunity in the community and defend against the highly transmissible Delta strain.

Progress on Our Strategic Plan



In November 2020, NYGH launched a new five-year strategic plan, *Thinking Beyond*. This is NYGH's roadmap for bringing world-leading health care to every patient and community we serve.

Thinking Beyond was created in 2019. While we paused the release of the strategic plan as we came to grips with the COVID-19 crisis, when we introduced it this past fall it turned out to be tailor-made for a post-pandemic world. Taken together, the four strategic directions allow us to deliver on NYGH's Purpose – *Making a World of Difference*.

Thinking Beyond: Four Strategic Directions

1. People Come First in Everything We Do
2. Drive the Future of Integrated Care
3. Be an Exceptional Learning Community
4. Investing In and Build a Better Tomorrow

People Come First

At NYGH, putting people first starts with providing the highest standard of care and meeting each person's unique needs. In health care, no one person is the same. It is the experience people have and the relationship between each individual, family and the NYGH team that makes people come back to us throughout their lives, generation after generation.

Despite the restrictions, disruptions and massive change, we find a way to put people first.

This past year our staff, physicians and volunteers used technology to bridge communication between patients and loved ones and comforted people separated from family when they needed them most. And our team rapidly adopted new ways of working and, time and again, put themselves on the line for people who needed them.

"As you know patient care has several components – organization, testing, diagnosis, diplomacy, empathy and evident care. Your staff displayed all of these qualities from the initial visit to the ER to my discharge, I think, six days later... Since my discharge I am growing stronger, slowly, every day and the transfer to my Family Dr, has been seamless. Thank you to the North York General hospital for your excellent care!"

– A grateful patient, 2021

Health professionals are only human and addressing the mental and physical consequences of COVID-19 is among our greatest priorities.

NYGH's People



STAFF
3,903



VOLUNTEERS
588



PHYSICIANS
1,185



NYGH PATIENT
AND FAMILY
ADVISORS
42



NORTH YORK TORONTO
HEALTH PARTNERS - PATIENT &
CAREGIVER HEALTH COUNCIL
10

TORONTO STAR

'We are also human': North York General's ICU staff struggling as they treat younger COVID-19 patients, amid their own emotional exhaustion

By [Megan Oglvie](#) Health Reporter
Sun., Jan. 31, 2021 | 8 min. read

Article was updated Feb. 01, 2021

Courage at the Centre of the Storm

On January 31, 2021, as Ontario battled the pandemic's second wave, the *Toronto Star* published an article about the ICU at NYGH. We thank the ICU leadership and entire team for the extraordinary care that they have provided over many hard months and for their openness and humanity. Their story has reached millions of Canadians. Here is some of what the team said:

You don't forget the terror in your patients' eyes, the words they've spoken to you, the words they've spoken to their family before you put them on life support, the way they get sicker and sicker as their body tries to fight the virus.

We all support each other. We talk and realize that we're all going through the same thing. If something's been upsetting, or particularly hard, we've been good at talking about it...And if something good happens, or if we have a happy thing to share, we do that, too.



Photo credit: Taken with a "selfie" camera built by Star visuals editor Taras Slawnych



Dr. Samantha Martin,
Adolescent Medicine
Specialist, Co-Program
Medical Lead Adolescent
Eating Disorder Program,
NYGH

Addressing Eating Disorders, the Shadow Pandemic

With restricted access to programs across the province during the pandemic, NYGH's eating disorders program for children and teenagers extended its services even further, providing specialized care to new patients across Ontario, and helping existing patients experiencing relapses.

Often called the "shadow pandemic" NYGH's Dr. Samantha Martin described eating disorders this way, *"It's the social isolation. It's the loss of routine and structure because of school closures. A lot of the protective factors that adolescents would lean on during times of stress are gone. It's been quite dramatic."*



Twice during the pandemic Ontario hospitals were directed to ramp down non-emergency surgeries and other services such as diagnostic tests to make beds and health professionals available for the sickest patients. During the surgical ramp down in spring of 2021, NYGH was able to provide cancer surgeries seven days/week.

And, despite the daily struggles, the surgical team kept quality of care front and centre. The program surpassed the Surgical Quality Improvement Program (NSQIP) standards related to infection prevention and other safety measures and was awarded the Health Standards Organization's Leading Practice for our "Pre-Operative Quality Improvement Journey for Patients Undergoing Surgery".

"It was my first time navigating the hospital system as a patient. I was also frightened. Aside from being talented surgeons (Dr. Smith and Dr. Stotland), they treated me with honesty, dignity, respect and compassion, throughout the entire experience. I felt secure knowing that, despite all the uncertainty of my medical situation, I had these highly skilled doctors looking after me and collaborating so well with each other."

As I was prepped just prior to my double surgery on March 2, 2021, there were such kind nurses and other staff taking care of me. During my stay post-surgery, both doctors and their various residents and students were attentive and professional."

Where would the world be without people like them and other caring members of the medical community?"

– Susan Hornsby

Over the summer, our focus is on ramping up the non-emergency surgeries that were postponed. And, as of writing this report, we have completed 79% of surgeries for fiscal year 2020-2021. NYGH is partnering with community providers and other hospitals with a singular focus on making it as seamless as possible to access surgery and to support each individual before, during and after their operation.

The NYGH-led community eReferral initiative, for example, is revolutionizing the referral process, and replacing traditional fax and paper systems. For patients needing certain types of surgery this means quicker assessment and shorter wait times. Next year, NYGH surgery patients will also be supported by at-home virtual monitoring, allowing the health care team, the patient and caregivers to carefully track the individual's progress and identify early signs of complications.

TJAC – 15 Years of Person-Centred Care

Last year, NYGH's Total Joint Assessment Centre (TJAC) celebrated 15 years of delivering high quality hip and knee replacement surgery, and other non-surgical joint-related treatments. TJAC has among the shortest wait times in Ontario, and is known for the comprehensive and patient-focused nature of the care offered. An expert team cares for each patient's unique needs at every step improving their mobility and quality of life.

The pandemic has brought added stress to people with cancer and their families. In addition to doing everything possible to keep pace with cancer surgeries, **our Cancer Care Program was able to exceed pre-pandemic volumes** for consultations with a medical oncologist and chemotherapy treatment.

Putting people first applies equally to the people who work, learn and volunteer at NYGH. We see diversity as an incredible asset and are committed to fostering an environment where everyone is welcome and supported to be their best.

This past year, two committees focused on anti-Black racism and LGBTQ+ equity and inclusion played an instrumental role in NYGH's efforts to address systemic discrimination in our organization and community. Further, to support these efforts, NYGH has created a leadership position dedicated to **equity, diversity and inclusion**. NYGH is also fortunate to have team members across the organization who are advancing a more just and compassionate society locally and at a national level.

Shining a Light on Unconscious Bias in Health Care



Dr. Modupe Tunde-Byass, obstetrician-gynecologist at NYGH and President of Black Physicians of Canada, is shining a light on how Canada's

approach to health care too often fails Black women. In a recent CBC interview, Dr. Tunde-Byass points to research indicating Black women in the U.K. and the U.S. have higher rates of death during childbirth and risk of a miscarriage. Similar trends were seen in Canada, with one study showing 8.9% of Black Canadian women gave birth to pre-term (premature) babies, compared to 5.9% of white women.

The result, says Dr. Tunde-Byass, is a system that might not be as safe for pregnant Black people, because of an insistence that disparities do not exist when the evidence shows they do. Race-based data collection is important in understanding and addressing disparities within the health system.



Restoring Patients' Health on Journey Home

NYGH's Reactivation Care Centre (RCC) is a collaborative care model designed for patients who no longer require acute hospital services but need restorative care to improve their function and independence and support their transition home or to another setting. Currently, North York General's RCC unit is located at Humber River Hospital's Finch Site.

In early 2022, the RCC will grow from 32 beds to 60 beds and move to a new space which will be named the NYGH Finch Site (located in the East Tower of the current Branson Ambulatory Care Centre). Ultimately, the new RCC will house 120 beds, to be operated by NYGH and other partner hospitals.

"Supported by a substantial Ministry of Health capital investment, the revitalized RCC will offer a safe, comfortable and pleasant environment for more patients and families in our diverse community," says Rudy Dahdal, NYGH's VP, Planning, Redevelopment and Clinical Support.

“The RCC is an important option for seniors and others who need additional support,” adds Zahra Ismail, NYGH’s Program Director, Transitional Care and Community Integration. “Specifically, the RCC team provides rehabilitation and recreational care activities tailored to each individual and works with the patient and their family on a plan to safely transition the patient to the next level of care.”

“The RCC offered so much more than our family could have imagined. We watched my mother transition from the ICU, to a medical unit in hospital, to the RCC and her recovery there was simply remarkable,” says Clem Chantiam. Clem’s 89-year-old mother spent a month in the hospital recuperating from multiple injuries sustained from a serious fall, before moving to the RCC last autumn.

World-leading Care

It is difficult to take the time to celebrate our successes in the middle of a crisis. Nevertheless, recognition did come to North York General in 2020-2021.

- Even in the midst of the pandemic, NYGH staff and physicians wanted to share our organization’s performance with our patients and community. We felt it was important to open our organization up to Accreditation Canada last October. **This resulted in our being given an incredible 99.8% score, and achieving Exemplary Standing, Accreditation Canada’s highest level of achievement.**
- And, for the third year running, NYGH was named the **number one community academic hospital in Canada** and one of the top 5 hospitals in the country in 2021, according to Newsweek Magazine.



“Our mother has been a resident of the Seniors’ Health Centre (SHC) for three years. The quality of care and compassion shown to her and the other residents has been amazing. This dedication and professionalism have been especially evident during the past 16+ months as the world battles COVID-19. SHC’s incredible team has made immense sacrifices in order to protect the residents and guarantee an excellent standard of care, and has endured unimaginable burdens during this time.”

– The Cope Family

Integrating Care for Patients and Communities

An expression we often use is “thinking beyond our walls.” Along with being a leading academic community hospital, our role includes supporting people after they leave the hospital and contributing to the health and wellness of people in our community who have never stepped foot in our hospital. As part of the North York Toronto Health Partners (NYTHP), we are working with patients and caregivers, primary care and community organizations to create an integrated system of care that will have an impact on the entire population.

North York Toronto Health Partners

One of the province's first Ontario Health Teams, NYTHP is connecting health care services together for our community. In addition to partnering in our pandemic response, under the banner “Compassionate North York,” the 21 NYTHP core partners, wide-ranging alliance members, Patient and Caregiver Health Council and Primary Care Association, have helped create many new services and health care improvements across North York. The following highlights a few examples.

North York CARES

North York Community Access to Resources Enabling Support (North York CARES) helps patients who would otherwise stay in the hospital for a long period before being safely discharged home. North York CARES is also designed to support people at home and in the community for as long as possible, delaying admissions to long-term care.

More than 60 individuals from 13 hospital, home care, and community organizations were involved in developing and delivering North York CARES. Patients and families have a care plan designed for their unique needs and are assigned a “care navigator,” a single point of contact for their care.

One of those people was Kim Leung, who is also on NYTHP's Patient and Caregiver Health Council. *“I was a caregiver for my husband who has complex health needs. And I understand the challenges. At that time, three years ago, it was very hard to get service. I had to make multiple phone calls just to find out what is out there. Now we can focus on the patient's individual needs, instead of just a cookie-cutter program.”*





A New Era in Palliative Care

NYGH has one of Toronto's most comprehensive community palliative care programs. However, we are not resting on those laurels. In 2020-2021 we moved ahead with plans to expand access to palliative care in people's communities and homes. The long-term goal is best expressed by Dr. Sandy Buchman, inaugural Freeman Family Chair in Palliative Care and Medical Director of NYGH's Freeman Centre for the Advancement of Palliative Care. He and his team are creating a centre of innovation and excellence in palliative care at NYGH where the brightest minds, their ideas, best practices and research come together in new ways. Currently, Dr. Buchman and his team are focused on integrating palliative care in LTC homes across North York to enhance residents' quality of life.

Last year, primary care leaders formed the **Primary Care Association**, bringing together more than 200 primary care physicians and counting from across North York. The Association, co-chaired by Dr. Rebecca Stoller and Dr. Maria Muraca of NYGH and North York Family Health Team, strengthens the indispensable role of primary care in building a people-centred system of care.

The 10-member **Patient and Caregiver Health Council** is a passionate and diverse group who brings the perspective of patients, caregivers, family members, and residents to everything that NYTHP does. This past year, this included assisting with the design and delivery of North York's vaccination strategies for vulnerable groups and spearheading a campaign to build the knowledge and skills of caregivers.



Dr. Rebecca Stoller and Dr. Maria Muraca

Digital Health Strategy

The pandemic served as a powerful reminder of the enormous role of digital technology in improving the quality of services and people's experience with health care. The explosion of digital health care is widely regarded as a "silver lining" of COVID-19.

In partnership with NYTHP, we have developed a five-year Digital Health Strategy to harness digital technologies to better meet patients' and families' needs. More than 70 individuals, spanning 20 organizations, vendors, patients and family members, were involved in creating a plan for everyone who comes to NYGH and partner organizations for care.

Guided by a vision *Creating a Connected, Person-Centered Community Health System*, this strategy focuses on four areas.

1. Building a Digitally Connected Care Community
2. Modernizing our Infrastructure and Core Systems
3. Liberating our People through Automation and Analytics
4. Digitally Enabling a World Class Learning Health System

Over the past year, we have made headway on the digital front, producing many benefits for patients and health professionals.

We adapted the Sunnybrook MyChart patient portal, allowing patients to create and manage their personal health information. The chart belongs to them and they can electronically grant access to those involved in their care. Some 10,000 NYGH patients are already benefiting.

In 2020-2021, NYGH launched a remote monitoring program – CareConnect – designed to decrease recurring ED visits through enhanced symptom monitoring and rapid care for mental health, frail elderly and COVID-19 patients. In addition, NYGH developed an in-house solution that enables patients to see their COVID-19 test results as soon as they are ready.



Digital Health – What's Next

eReferral

Starting in 2021-2022, using the Ocean platform, e-referrals will become digital, streamlining access and wait times for tests, procedures and specialist appointments. The e-referral initiative started with a pilot for colonoscopy referrals and will be applied to a full range of services including mental health and diagnostic tests.

North York Navigator

The North York Navigator application acts as a “digital front door” for patients and caregivers to seamlessly access hospital and health services through their personal devices, from wherever they are. This will allow people to manage many aspects of their health online including medical appointments, sharing information with their care team and searching for health resources.

An Exceptional Learning Community

NYGH offers the best of both worlds – the highest quality services for diagnosis, treatment, recovery, and palliative care at all life stages and being a top choice for learners and leader in applied community health research.

In the latter world – the world of research and learning – NYGH stands out for its role in addressing some of today’s most pressing health care challenges. In 2021, NYGH launched a high-impact Research and Innovation strategy to advance NYGH’s unique contribution to applied community research which will directly benefit our patients, communities and the broader health system.

Research Chairs

Our Research Chairs are breaking boundaries in areas that are vital to health care delivery.



Monika Kastner, PhD

Research Chair in Knowledge Translation and Implementation

Dr. Kastner has been Research Chair in Knowledge Translation and Implementation at NYGH since 2016. One of her most notable accomplishments is the development of KeepWell, a web-based application that empowers seniors who have multiple chronic diseases to make positive lifestyle changes and improve their health and wellbeing.

“Many seniors have to manage multiple diseases, such as asthma and diabetes, rather than one single disease. My team and I are interested in finding innovative ways to help gather and disseminate all the necessary information about these various diseases and communicate them in a way that makes sense to our patients.”



Katie Dainty, PhD
Research Chair in Patient Centred-Outcomes

Dr. Dainty has held the Research Chair in Patient-Centred Outcomes since 2017. Her work focuses on the patient and family experience, organizational behaviour, implementation science, patient-centred outcome measures, and quality improvement in community health care environments.

"I feel fortunate to be able to use my research expertise in partnership with patients, survivors and their families, to understand the health care system from their perspective and elevate their voice, which hasn't always been given prominence."



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

A practicing family physician and research scientist at NYGH, Dr. Greiver has been Research Chair in Family and Community Medicine since 2018. She also heads the new University of Toronto Practice-Based Research Network (UTOPIAN), which is both one of the largest research networks of its kind in the world and one of Canada's largest primary care Electronic Medical Record (EMR) databases.

"This is all about linking primary care, academics and researchers together to transform Canada's primary care system. Pooling our knowledge and resources helps us to improve quality and do research that can make lasting improvements to health care."



Ervin Sejdic, PhD
Research Chair in Artificial Intelligence for Health Outcomes

An electrical engineer by training, Dr. Sejdic was attracted by the idea of helping patients after his mother passed away from cancer. He has co-authored over 100 scientific publications in the last seven years. His particular passion is using basic scientific discoveries to create new therapies or medical procedures.

"There's plenty of great discoveries out there. The problem is often researchers develop things without thinking about the practical applications. My focus is linking everything that's out there already so that it makes the most sense for the patient."



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

Dr. Patricia Trbovich has a theory about operating rooms, and the way in which we think about the issues that arise in these high pressure and high stakes environments. Dr. Trbovich, who is the Badeau Family Research Chair in Patient Safety and Quality Improvement at NYGH, believes that if something goes wrong, it gets blamed on somebody in the room. When often, it is nobody's fault at all.

"Oftentimes the issues that we're seeing are not due to people doing things wrong, but rather it's because we have not positioned workers for success in the way we've configured the systems in which they work."

Positioning the people in operating rooms for success is the underlying goal of a project Dr. Trbovich is running with funding from the Canadian Institute of Health Research. The project involves the OR Black Box, developed by her colleague, Dr. Teodor Grantcharov. Named after the famous airplane black box, the health care version records almost everything that happens in the OR, capturing video of surgical procedures, and recording conversations and outputs from instruments to generate data that can be used for safety improvements.

The project is still in the early stages and involves NYGH and three other hospitals. The team is examining black box data to identify near misses, situations that might have gone badly but fortunately did not, to develop ways of preventing these situations. Dr. Trbovich hopes to eventually scale this project across the country.

'We have this unique ability to have a lens into what's going on in surgery that we never really were able to have before. We can be proactive instead of reactive. And we can use the data we gather and the things we observe to improve patient care, while positioning all of our clinicians for success.'

Clinical Trials

As a top-performing academic community hospital, clinical trials are a significant part of NYGH's efforts to improve the diagnosis, treatment and prevention of diseases and enhance lives. Of course, much of the focus in clinical trials turned to the pandemic last year. Our team reacted quickly, suspending research that was not essential to treatment. Yet, even during this atypical year, NYGH participated in 42 trials in 2020.

Community Health Research

Similarly, our community health research shifted to helping the system respond to COVID-19

and guard against future pandemics. In total, 29 COVID-19 studies started in 2020.

Peer-Reviewed Publications

Peer-reviewed publications are the gold standard for turning research into evidence and here too our researchers have had a productive year. The number of peer-reviewed publications authored or co-authored by NYGH staff and physicians continued to climb in 2020, surpassing 100 papers.

Leadership in Learning

The way our learners and teachers adapted and even thrived during the pandemic is a testament to the outstanding calibre of NYGH's education and training program.

All Toronto hospitals paused onsite learning during the early days of COVID-19. By September 2020, most learners were re-integrated back into NYGH but teaching and learning, like so much else, was largely virtual. Medical residents continued to play a vital role in patient care throughout the year while NYGH remained at the forefront of family medicine education, with more Family Medicine Faculty last year (172) than any other University of Toronto site.



Photo credit: Becton Dickinson Technologies Canada, as part of Dr. Trbovich's Pharmacy study

Awards and Recognitions

External Awards

Sidney Feldman

Academic Family Physician of the Year - DFCM Award of Excellence
University of Toronto, Department of Family & Community Medicine

Risa Bordman

Jamie Meuser Award for Excellence in Leadership And Innovation in Faculty Development
University of Toronto, Department of Family & Community Medicine

Risa Bordman

Helen P. Batty Awards for Excellence and Achievement in Faculty Development
University of Toronto, Centre for Faculty Development

Jerome Perera

MD Program Teaching Award of Excellence
University of Toronto, Faculty of Medicine

Eva Knifed

Undergraduate Education Program: Teaching Excellence, New Teacher - Electives
University of Toronto, Department of Family & Community Medicine

Amir Salamat

Undergraduate Education Program: Teaching Excellence – New Teacher Award
University of Toronto, Department of Family & Community Medicine

Karthika Devarajan

Peters Boyd Academy Teaching Award – Award of Merit
University of Toronto, MD Program, Faculty of Medicine

Walter Himmel
*Peters Boyd Academy Teaching Award
 for Clerkship*
 University of Toronto, MD Program,
 Faculty of Medicine

Jerome Perera
*Peters Boyd Academy Teaching Award
 for Clinical Skills*
 University of Toronto, MD Program,
 Faculty of Medicine

Farida Roy
*Excellence in Precepting Award: Graduate
 Studies*
 University of Toronto, Lawrence S. Bloomberg
 Faculty of Nursing

Everton Gooden
*Excellence in Community-Based Clinical
 Teaching Award*
 University of Toronto Faculty of Medicine

Academic Promotion University of Toronto, Faculty of Medicine

Full Professor
 Risa Freeman
 Kevin Katz

Associate Professor
 David Eisen
 Daphna Grossman

Assistant Professor
 Bianca Petrut
 Maral Nadjafi
 Kevin Gamble
 Yashi Yathindra
 Robyn Shafer

NYGH Learners 2020-2021



MEDICINE

582



NURSING

218



HEALTH
 PROFESSIONS

103



ADMINISTRATIVE

24



TOTAL

927

WAYS TO WELLBEING: ROUTES TO RESILIENCE

A PANEL DISCUSSION FOR MEDICAL LEARNERS

WEDNESDAY, JUNE 23, 2021 AT 4 - 5 P.M. VIA ZOOM

Burnout is becoming ever-present amongst all health professional staff, physicians and learners; that has only been amplified since the beginning of the pandemic. Learner burnout and its impact is often forgotten. This panel focuses on wellness and resilience through frank discussions.

DR. ERIC HUANG

Family Medicine
Resident, University
of Toronto

DR. YASHI YATHINDRA

Emergency Physician
& Academic Career
Transitions Lead,
Peters Boyd Academy

DR. STEPHANIE KLEIN

Family Physician and
Faculty Wellness Lead
DFCM, NYGH

**MODERATED BY:
 RICK PENCINER**
 Director of Medical
 Education & the Centre
 for Education at NYGH

**Register in advance with
 your utoronto or hospital
 email at:**

or email us:

NORTH
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 GENERAL
*Making a World
 of Difference*

**TEACHING
 AND LEARNING**

Invest In and Build a Better Tomorrow

An important part of our NYGH culture is our shared commitment to grow, improve and do more to serve our community for generations to come. And in 2020-2021, NYGH made headway in our plan to do exactly that.

Long-Term Care

The pandemic exposed the cracks in LTC and our system of care for seniors, with heartbreaking consequences for many of our oldest citizens, their families and staff. The multiple causes of the LTC crisis have been well-documented, including by the Ontario Long-Term Care COVID-19 Commission to which NYGH made a submission. One of these cracks is the outdated LTC facilities that are designed to 1970s and 1980s standards.

NYGH's Seniors' Health Centre has proudly served our community since 1985.

We are thrilled that last fall the Ontario Government awarded NYGH 192 new LTC licenses, along with approval to build a new, state-of-the-art home across from the hospital. Combined with the existing 192 beds, the new 384-bed facility will be both the first and largest LTC development in the City of Toronto of the projects announced last fall. It is also among the region's first new LTC builds in the post-COVID period.

With this new home, we are able to re-imagine seniors' care and long-term care – to create a new kind of seniors' living community where older adults can live well and to the best of their abilities over time. It will be co-located with a retirement home, within an affordable housing development. Residents will have access to the highest level of clinical care through the NYGH system and on-site physician and medical services.



Steinberg Family Paediatric Centre

NYGH's Paediatric Care Program has earned a reputation for providing an excellent experience for our youngest patients and their families. In a typical year, the program has more than 35,000 child and youth visits. As is the case with long-term care, however, our long-standing commitment to providing the best possible paediatric care has been challenged by aging infrastructure. Our clinical spaces have remained unchanged since the hospital was built in 1968, which is why the opening in November of the *Steinberg Family Paediatric Centre* means so much to our community. This beautiful space offers a healing, child and teen-friendly environment. It is a significant step forward in our plan to create a modern paediatric space within the hospital so that we can continue to provide an outstanding experience for every child.

Strengthening Our Multi-site System of Care

Last year, NYGH took crucial steps to strengthen our multi-site system of care. Last July, NYGH relocated its ambulatory services from the Branson Ambulatory Care Centre to two new purpose-built spaces at NYGH's Champagne and Consumers sites to better serve our community.



Future Building, Future Dreams

To provide the safest and best standard of care, we need the safest and highest standard buildings and infrastructure. NYGH is in an ideal location in the heart of a fast-growing area of North York and easily accessible off Highway 401, but our outdated 50-plus-year-old facility does not meet increasing and changing community needs. Among our most immediate needs is expanding our Charlotte & Lewis Steinberg Emergency.

In 1969, our Emergency Department received 35,000 visits per year. Today, we see 120,000 people a year and growing. The North York General Foundation's campaign: *We Need More Space* calls on our incredible donors to help NYGH out. Our Emergency Department team is lauded among the finest in the country. Our physicians, nurses and allied health professionals are sought after across Canada to share knowledge and innovative approaches. NYGH has among the lowest ED wait times in the province, year after year. To continue this, we need to grow.



Building Our Future

NYGH's long-term vision is to modernize inpatient care delivery by building an advanced Patient Care Tower on our current site at 4001 Leslie Street. The new Patient Care Tower will house an expanded Emergency Department and acute care services, with over 130 additional beds, in line with the projected population growth in our catchment area. The facility will deliver the highest standard of care and optimal infection prevention and control standards, including 100% private rooms.





North York General Foundation

North York General Foundation is integral to NYGH's success. It is dedicated to raising funds to support exceptional care at NYGH, and this unwavering commitment shone through last year.

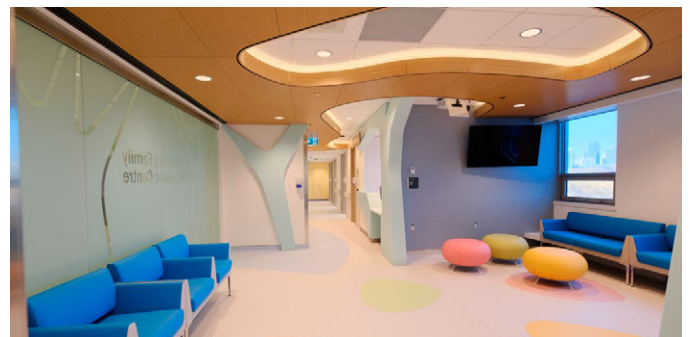
The pandemic upended the philanthropic world, but the foundation pivoted, innovated and found a path forward. They took this most challenging of years and made it into an incredibly productive one. In 2020-2021, the foundation generated more than \$28 million through fundraising and investment income, making it the highest annual revenue that the foundation has ever raised.

The foundation's partnership with the hospital has been without compare. The team launched the COVID-19 Emergency Response Fund which raised more than \$3 million to assist the hospital with tackling the pandemic through equipment purchases, modified care environments and support for front-line staff. Last fiscal year, the foundation also granted close to \$10 million to the hospital for essential equipment, programs, research, education and capital projects. The #NorthYorkGeneralStrong #MaskUp campaign was the first in the city and sold out twice with more than 11,000 masks in circulation. The foundation also donated iPads to the Virtual Family Visit program, which were a lifeline for many patients and families kept apart during the pandemic. In addition, to keep members of the community updated and in the know about issues related to the pandemic, the foundation launched House

Calls, a series of informative virtual sessions, with over 1,500 registrants.

Philanthropy made possible the opening of the *Steinberg Family Paediatric Centre*, the result of years of determined effort by the foundation, where all paediatric services are under one integrated space for seamless care. *The Gulshan & Pyarali G. Nanji Foundation's* generosity is also enabling a new MRI suite, which will benefit thousands of patients annually. The foundation's *We Need More Space* campaign is key to raising awareness and funds for our dream of expanding the *Charlotte & Lewis Steinberg Emergency*. And over \$110,000 was raised to support the refurbishing of the Paediatric Mental Health Inpatient Unit through the Push Your Limits challenge, in collaboration with The Maddie Project.

We are all deeply grateful to the entire foundation team and our compassionate and loyal donors. We could not do what we do, and could not dream of an even better future, without you.





Looking Ahead

It seems appropriate to conclude by expressing our gratitude to the patients, caregivers and families who make a deep and lasting contribution to NYGH.

To put people first, connect care for patients and communities, create an exceptional learning community, and build a better tomorrow, we need to know what our patients and their families think. And NYGH's 42 Patient and Family Advisors and the NYTHP Patient and Caregiver Health Council help us make sure that we do.

We are also so appreciative of our enormously talented and devoted staff, physicians, learners and volunteers. Together, our strong and vibrant NYGH community is paving the way for an even brighter tomorrow.





NORTH YORK GENERAL

*Making a World
of Difference*

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