

2018 – 2019 YEAR IN REVIEW HIGHLIGHTS AND AWARDS



#2 HOSPITAL IN
CANADA



TABLE OF CONTENTS

- 1 CEO and Board Chair Message
- 2 Achieving excellence
- 4 Creating spaces as great as our care
- 5 Using technology and innovative thinking to improve care
- 6 Awards and honours
- 7 Thanks to Volunteer Services
- 7 Thanks to NYGH Foundation
- 8 Media highlights

CEO and Board Chair Message



In a comprehensive review of 1,000 hospitals in 11 countries, Newsweek recently ranked North York General Hospital (NYGH) as #2 in Canada and one of the top 100 hospitals in the world. It's a remarkable achievement, one that has taken years to earn and reflects the collective efforts of our highly skilled physicians and staff, dedicated volunteers and generous donors. It was just one of many remarkable awards and recognitions for the organization this past year.

In the following pages, you will find highlights over the past year that help demonstrate why we are second in Canada. It is also worth noting that, in addition to these successes, we continue to be a leader in surgical wait times, that we are the only breast cancer program in Canada to be fully accredited by the American National Accreditation Program for Breast Cancers, that we are innovators in care delivery such as dedicated nurse navigators for cancer and joint replacement surgery, that we are the hospital of choice for almost 2,000 learners in dozens of clinical and management programs and services and that we are home to unique, high impact, community-oriented research programs.

This is an exciting time at the hospital, a period of growth and renewal. As the provincial health care landscape continues to transform, we are seizing opportunities to align efforts and coordinate new partnerships with other hospitals, long-term care homes, family doctors working in different care models, home care organizations, community service groups and population health experts. Integrated care is the right thing to do – for our patients and families, for our frontline providers and for the system on the whole.

We are also preparing for the future by creating a new strategic plan to ensure we have the capital facilities and resources to support the exceptional care we provide – not only for today but 5, 10, and 25 years from now. North York Central is a growth community and it's vital that we meet the needs of an aging and diverse community – together. Through careful planning and consideration, we can continue to transform and enhance the care our patients receive and create an even better patient experience for the future.

The following highlights are just a sample of what we accomplished in the past year. What cannot be captured through words or indicators are the countless acts of compassion and dedication that our staff, physicians and volunteers demonstrate each and every day. And while immeasurable, these acts are what truly makes North York General an incredible hospital for our community and the city of Toronto.

Dr. Joshua Tepper
President & CEO
North York General Hospital

Samuel Elfassy
Chair, Board Of Governors
North York General Hospital

Achieving excellence

NYGH's breast cancer program winner of 3M Health Care Quality Team Award

The Canadian College of Health Leaders and the 3M Canada Company selected the Breast Cancer Integrated Care Collaborative (ICC) at NYGH for the 2019 3M Health Care Quality Team Award (Across a Health System). NYGH was chosen for its innovative approach to providing high-quality care to breast cancer patients. NYGH provides access to state-of-the-art diagnostic tests and advanced surgical techniques such as oncoplastic surgery and immediate breast reconstruction. All patients and families receiving care have access to a patient navigator. The patient navigator is a dedicated contact and resource, providing emotional support, coordination of care, and education every step of the way. NYGH has a history of recognition for success in quality improvement has been presented with this award previously.

Laboratory Medicine and Genetics Laboratories accreditation a success

The Department of Laboratory Medicine and the Genetics Laboratories (Genetics Program) received 96.4% compliance across 522 requirements for both the General and Branson Ambulatory Care Centre sites from the Institute for Quality Management in Healthcare Accreditation. A team of six assessors from IQMH comprising public and private labs confirmed compliance to more than 450 standards. The laboratory received a complete report along with a certificate for passing Accreditation.

NICU celebrates reduction in infection rate

North York General's Tippet Foundation Neonatal Intensive Care Unit (NICU) announced that once again the unit achieved 100% reduction in the rate of neonatal Blood Stream Infections (BSIs) from October 1, 2017 to September 30, 2018. This achievement was an interprofessional team effort lead by Dr. Shaheen Doctor, Medical Director of the NICU.



Achieving excellence

NYGH scores top marks in learner engagement survey

The Toronto Academic Health Science Network (TAHSN) released the 2017-2018 results of an annual eight-item questionnaire sent to all learners across TAHSN hospitals. The results revealed that NYGH's response was 40% (up from 22%) and above the mean of 35%. It also revealed that 95.8% of NYGH learners would recommend their preceptor/supervisor for future student placements, ranking NYGH first among hospitals (the mean of all TAHSN hospitals was 91.1%). It also revealed that 95.8% of all learners would recommend a placement at NYGH to a fellow student, placing the hospital first again (the mean of all TASHN hospitals was 91.5%).

MD undergraduate education report released

The Centre for Education shared rotation and teacher evaluations of undergraduate medical education programs at North York General. The data, compiled through the University of Toronto's Undergraduate Medical Education Office, ranked 128 student rotations and 224 teacher evaluations and compared NYGH to all other U of T affiliated hospitals. Our Emergency Medicine Program ranked 1st; Anaesthesia, Family Medicine, Ear Nose and Throat and Surgery ranked 2nd in student rotation scores. Paediatrics ranked 2nd and Emergency Medicine ranked 3rd in teacher evaluations.

Quality improvement initiative launched

NYGH launched a hospital-wide project to spread the principles of 6S, a quality improvement method focused on organizing workspaces, to improve how clinical units store supplies and equipment and avoid waste by better tracking inventory. As part of this work, a number of supply rooms have been rebuilt with specialized supply carts to meet the local storage and inventory needs of clinical units. This is a collaborative project with frontline providers working with the expertise of Plexxus, a shared service used by hospitals to purchase supplies in bulk, to make all the decisions when it comes to how they choose to organize and redesign their supply carts. The new carts have resulted in a more streamlined supply chain with the right suite of products in their designated location and available for unit staff when needed for patient care. In turn, this benefits patients by freeing up time for staff and allowing them to spend more time on direct patient care.



(before organizing workspace)



(after organizing workspace)

Creating spaces as great as our care

Graham & Audrey Rosenberg Family Cardiac Care Clinic opens

NYGH's Cardiac Care Clinic was rebuilt and once reopened renamed the Graham & Audrey Rosenberg Family Cardiac Care Clinic. North York General Foundation and North York General are grateful for the Rosenberg family's lead gift that went towards renovating the clinic to better serve patients and their families in our growing community. The renovated clinic offers more space, more privacy, state-of-the-art equipment and technology upgrades. It will improve the care experience for thousands of patients (over 4,000 patient visits each year) who live with chronic heart conditions.

Newly renovated Chemotherapy Clinic reopens

The newly renovated Anne Tanenbaum Chemotherapy Clinic, reopened thanks to a generous donation from the Baruch and Weisz families and support from our donor community. The Anne Tanenbaum Chemotherapy Clinic has been transformed into a modern, comfortable space with more privacy and space devoted to individual treatment chairs. The Anne Tanenbaum Chemotherapy Clinic is embedded in the newly named Baruch/Weisz Cancer Centre, which includes new exam rooms, physician offices, satellite pharmacy and waiting room for patients and families. NYGH partnered with ArtWorks for Cancer to bring donated works into this new space.



Breast Centre is refreshed

North York General's new Breast Centre, comprising the existing the BMO Financial Group Breast Diagnostic Clinic (BDC) and other updated clinical and patient areas, opened on the 1st floor of the General site. With funding from the North York General Foundation, the refresh includes a new waiting area that offers more privacy for patients and families.

Using technology and innovative thinking to improve care

New device captures patients' vital signs to improve patient safety

The Neuro-Stroke Unit implemented technology project which automatically uploads patient vital signs data in the electronic medical record. Documenting patient vital signs is one of the most frequent responsibilities undertaken by frontline nurses. VitalsLink eliminates manual documentation and reduces the potential for error. The organization is planning to roll this technology out across additional parts of the hospital.

Barcodes to track supplies in operating room

The operating room is now using barcode scanning technology to more accurately track surgical supplies and devices. Barcode scanning technology will reduce hospital costs by allowing us to understand how much each procedure costs, right down to the individual supplies being used. In the event of a product recall, it will be possible to identify which patients are affected and allow surgeons to coordinate follow-up care, if necessary.

NYGH expands virtual care

In collaboration with the Ontario Telemedicine Network (OTN), North York General expanded the hospital's ability to offer telemedicine visits for a number of clinics in the Maternal, Newborn and Paediatric Care Program. Patients will now have access to virtual care options. Telemedicine visits are available at no cost to patients and families. Conducted via OTN's secure network we can ensure the privacy and confidentiality of all telemedicine visits.

Strengthening our culture of quality and safety at NYGH

The Integrated Quality and Safety Framework was made available for all staff and physicians. The framework provides a consistent lens through which quality and safety is planned for and managed, and guides the work that takes place across the organization. As North York General prepares to embark on a new strategic plan and readies for Accreditation in 2020, these frameworks will help guide the hospital's approach to tackle the most pressing challenges being faced in the health care system and position NYGH to meet our goals around quality and safety.

New partnership to supports innovative model of care

North York General partnered with Bayshore Home Care Solutions, a community care agency, and Queens Estate Retirement Community to provide an innovative model of care. This model of care promotes integrated care in an environment that enhances independence with the aim of returning seniors to their home post-acute care.

Research growth at NYGH

NYGH researchers' initiatives were awarded a series of grants by both provincial and national agencies totaling almost \$1.8 million. These grants included:

- Dr. Michelle Greiver, Cheesbrough Research Chair in Family and Community Medicine and the Director of University of Toronto Practice-Based Research Network (UTOPIAN), and her team's project "Integrated Digital Diabetes Self-Management and Support in Primary and Community Care: Identifying Challenges and Opportunities" was approved for \$140,000 funding under the CIHR Planning and Dissemination Grant - Institute Community Support program.
- Patricia Trbovich, Badeau Family Research Chair in Patient Safety and Quality Improvement and her team's project "Designing Tools to Support Cognitive Decision Making Under Uncertainty" was approved for \$200,000 under the Natural Sciences and Engineering Research Council of Canada Discovery grant.
- Monika Kastner, Research Chair in Knowledge Translation and Implementation and Katie Dainty, Research Chair in Patient-Centred Outcomes, and their teams learned that their application to the Diabetes Action Canada entitled "Evaluation of the Training and Mentorship group" had been approved for \$100,000 funding.

Awards and honours

Freeman Family Chair in Palliative Care

North York General announced Dr. Sandy Buchman as the inaugural *Freeman Family Chair in Palliative Care*. This endowed Chair is a clinical position and the first of its kind in a community hospital in Canada made possible by the Freeman family. As part of his role, Dr. Buchman is also the new Medical Director of NYGH's *Freeman Centre for the Advancement of Palliative Care*. Dr. Buchman is trained in family medicine and specializes in palliative care.

Dr. Michelle Greiver named new Research Chair

Dr. Michelle Greiver was appointed as the new Gordon F. Cheesbrough Research Chair in Family and Community Medicine at North York General and Director of the University of Toronto Practice-Based Research Network (UTOPIAN) at the Department of Family and Community Medicine (DFCM). North York General is grateful to lead donor and long-time leadership volunteer at NYGH, Mr. John Braive, Mr. Cheesbrough's family and many others from across Toronto, who supported the establishment of the *Gordon F. Cheesbrough Research Chair in Family and Community Medicine*.

Dr. Stephanie Klein wins OCFP's Family Medicine Resident of the Year Award

Dr. Stephanie Klein, a Physician in the NYGH Family Medicine Teaching Unit, won the 2018 Ontario College of Family Physicians (OCFP) Family Medicine Resident of the Year Award. The award recognizes outstanding teaching skills and commitment to education among family medicine residents currently enrolled in a family medicine residency program in Ontario. Dr. Klein received this prestigious OCFP designation after completing her residency at North York General Hospital and serving as Co-Chief Resident.

Edith Rolko honoured by Canadian Society of Hospital Pharmacists

Edith Rolko, Director of Pharmacy, was named the recipient of the Canadian Society of Hospital Pharmacists Dan Dasko Administrator Award. This award recognizes a hospital pharmacy administrator committed to excellence in hospital pharmacy practice. Edith was nominated by Pharmacy staff for her innovative thinking and support, as demonstrated by the implementation of various technologies and clinical initiatives to improve efficiency, clinical services and patient safety.

Physicians honoured by the University of Toronto

Many North York General physicians were honoured by the University of Toronto for their commitment and pursuit of excellence in education. These physicians included:

- Dr. Nancy Down, Department of Surgery, was awarded the Robert Mustard Mentorship Award from University of Toronto General Surgery residents. Dr. Down was recognized, by the graduating surgical residents that choose the recipient, for her wide surgical expertise, her teaching ability and her ability to serve as a role model for our residents.
- Katie Dainty was awarded the Institute of Medical Science 2018 Module Director Award for excellence in the development, direction and facilitation of an Institute of Medical Science graduate module from the University of Toronto.
- Dr. Risa Bordman, Family Physician, Department of Family and Community Medicine, is the recipient of the Award of Excellence in Education Scholarship from the Department of Family and Community Medicine at the University of Toronto.
- Dr. Brian Yau, Anesthesiologist, Department of Surgery, is the recipient of the 2019 University of Toronto's Faculty of Medicine for Excellence in Community-Based Teaching.
- Dr. Adam Hutchison-Jaffe, Respiriologist, Medicine and Elder Care Program, is a recipient of the Peters Boyd Academy Teaching Award for Case Based Learning.

Awards and honours

- Dr. Moises Maria, Neurologist, Medicine and Elder Care Program, is a recipient of the Peters Boyd Academy Teaching Award for Clinical Skills.
- Dr. Joey Latino, Paediatrician, Department of Maternal, Newborn and Paediatric Care, is a recipient of the Peters Boyd Academy Teaching Award for Case Based Learning.
- Dr. Josephine Dunston, Family Physician, Department of Family and Community Medicine, is a recipient of the Peters Boyd Academy Teaching Award for Portfolio Tutoring.
- Dr. Karthika Devarajan, an Obstetrician and Gynaecologist in the Maternal, Newborn and Paediatric Care Program, is the recipient of the Peters Boyd Academy Teaching Award for Clinical Teaching in Clerkship.

Thanks to Volunteer Services

Thanks to the NYGH Volunteer Services Board for their recent donation of \$248,000 to the Graham & Audrey Rosenberg Family Cardiac Care Clinic. This donation will help enhance the care provided to patients and families. Volunteer support has been a pillar in the hospital's success since the hospital first opened.



Thanks to North York General Foundation

For over half a century, North York General Foundation has supported the hospital in providing exceptional care to our community. This year had no shortage of milestones for the hospital and Foundation, with North York General being recognized as the second best hospital in Canada by Newsweek Magazine and as one of only 64 Top Performers in fundraising revenue across North America according to the Association for Healthcare Philanthropy's Report on Giving. The Foundation celebrated reaching the \$150M goal for the Campaign for North York General, and thanks to the support of our community, extended the goal to \$180M. The official opening of the *Graham & Audrey Rosenberg Cardiac Care Clinic* took place in February and construction is underway on a number of donor funded capital projects, including the *Baruch/Weisz Cancer Centre*, *Phillips House* and the west lobby and associated ambulatory clinics. In 2018-2019, the Foundation raised \$12.9M in fundraising revenue and \$17.7M in total revenue. A record high of over \$12.8M was granted to the hospital to support programs, research, education, equipment and capital projects. Foundation support also accounted for 58 percent of the annual allocated equipment purchases determined by the hospital – the most in Foundation history!

Media highlights

NYGH recognized for bundled care method

In 2015, the government launched pilot projects called “bundled care,” mini-teams of a range of health care providers that pool their funding to care for a specific segment of patients in a particular geographic area. A CBC News online article in March cited that North York General had teamed up with home-care providers and a few other agencies to provide bundled care for hundreds of patients with chronic obstructive pulmonary disease (COPD) and congestive heart failure.

North York General receives CCO award for top performing

May’s edition of Hospital News highlighted that for the past five consecutive years, North York General has received the Cancer Care Ontario (CCO) award for top performing hospital for wait times 2 (decision to treat to treatment) and for the second year in a row, the CCO award for meeting all targets for wait times 1 (time from referral to consult), a new CCO quality indicator. At NYGH, patients will receive, on average, their treatment within 19 days once their physician has decided with them the best plan of care. Patients will have their first appointment with a specialist, on average, within 10 days of their family physician making the referral. Shorter waits have significant benefits for patients – less time living with both the physical symptoms of their illness and the emotional stress of uncertainty. The sooner patients receive their appointments, diagnostic tests and treatment, the lower the risk their condition will deteriorate.

NYGH shows benefits of transperineal prostate biopsies under local anesthetic

News-medical.net highlighted that the Gale and Graham Wright Prostate Centre at North York General is advancing prostate cancer care with a new study that shows the benefits of transperineal prostate biopsies (TPBx) under local anesthetic. Published online in the Journal of Urology the study, “Transperineal Prostate Biopsies Using Local Anesthesia: Experience in 1,287 Patients. Prostate Cancer Detection Rate, Complications and Patient Tolerability” provides evidence that the TPBx approach for testing and diagnosing prostate cancer is accurate and has significantly fewer complication rates compared to the traditional prostate biopsy method. North York General’s study also appeared in EurekAlert.

Researcher featured in national podcast

A Canadian Medical Association Journal Podcast featured Monika Kastner, Research Chair in Knowledge Translation and Implementation at North York General, as she shared the results of research on effectiveness of interventions for managing multiple high-burden chronic diseases affecting older adults. Kastner discussed whether the single-disease approach to management is better than an integrated multi-disease approach to care.

Canadian Healthcare Technology features new Prone breast biopsy table

October’s issue of Canadian Healthcare Technology noted that North York General has become the first hospital in Ontario (and the second across Canada, after the McGill University Health Centre) to implement a prone breast biopsy table that makes use of 3D mammography for needle guidance. The new system provides better accuracy, shorter procedures and improved patient comfort in comparison with traditional breast biopsy systems, most of which are performed in the upright position.

Clostridium difficile infections have decreased 36% in Canadian hospitals

National print, online and radio media featured Dr. Kevin Katz, Medical Director of Infection Prevention and Control at North York General as lead author of the Canadian Medical Association Journal study that examined trends at a large group of hospitals from 2009 to 2015 to determine if efforts to contain the pathogen were making headway. Rates of Clostridium difficile in Canadian hospitals dropped by about 36% in recent years, according to a new study that suggests increased attention to infection-control measures such as handwashing and avoiding antibiotics is helping reduce the spread of hospital-acquired infections.



**NORTH
YORK
GENERAL**

*Making a World
of Difference*

Want to stay connected?

Don't miss out on the hospital's latest news, updates and much more throughout the year by visiting nygh.on.ca



@northyorkgeneral



@NorthYorkGeneralHospital



@NYGH_News



North York General Hospital



NYGHNews



NYGH.ON.CA

Funding support provided by:

