

# HUMBER

RIVER HOSPITAL

## ASPEN GROVE

What this means to our community

## 'FIRST IN GTA' HIP REPLACEMENT

Has patients walking in hours!

**REINVENTING CARE COUNCILS** - what they are and how they make a difference

## INNOVATIVE BLUE LIGHT TECHNOLOGY

Enables first in Canada cancer surgery procedure



**FULLY DIGITAL**  
North America's First Fully Digital Hospital



## PLUS

- Leadership *changes*
  - 16 years after *saving* a life
  - Accreditation *honours*
- And more!**





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# A Message from our Board Chair and our President & CEO



**Craig Baxter**  
Board Chair



**Barbara E. Collins**  
President & CEO

In recent years much of Humber River Hospital's focus and resources were, by necessity, spent on building a new facility for our organization. With that mission accomplished, and our new hospital completing its first full year of operation, Humber River moved to building a culture of excellence centered on our people and outcomes.

Topics like hardwiring excellence; high reliability hospital; rounding for outcomes; creating a culture of high performance and aligning goals were recurring themes as your hospital looked to make our organization an even better place for staff to work, physicians to practice medicine, and patients to receive care.

To help us move forward in a positive and impactful way toward this goal, we entered into a long-term partnership with Studer Group, looking to learn from them how to apply Studer's proven, evidence-based tactics to achieve and sustain exceptional clinical and operational outcomes. More on our Studer partnership is available further on in this Annual Report.

We reached out to our community over the past year with renewed energy, engaging across neighbourhoods and organizations to strengthen the connection

between the community and their hospital. Those efforts included public engagement to help Humber River Hospital in the development of our new Strategic Plan, laying out the strategic directions and objectives that will guide our work as we pursue our Vision, Mission and Values.

Our Studer Group partnership and our new Strategic Plan are two of the tools we will use to propel Humber River Hospital towards excellence in patient experience and satisfaction. We will also leverage the lessons of the past year's successes – inside this Report you will read of honours for Humber River staff and physicians; of cutting-edge procedures that are redefining patient care in Canada and the GTA; and of organizations from around the globe coming to Humber to learn, taking the knowledge they gain here back home to improve their local healthcare systems.

We celebrate a year of accomplishment, while remaining mindful of the challenges ahead. Your hospital is prepared for them, ready to move forward. We will build on the successes of the past year; we will continue to focus on our role as one of Canada's largest acute care hospitals; and we will always be there for our patients and our community when they need us.





# VASCULAR SURGERY

**E**very week at Humber River Hospital about one dozen patients with severe circulatory issues (and the attendant complications) undergo 'limb saving' surgery. Many of these procedures involve a unique 'hybrid' approach not available anywhere else in the GTA. Restoring blood flow using both conventional 'open' surgical techniques, in conjunction with cutting-edge 'endovascular' treatments, can mean the difference between keeping, or losing, a limb.

Thanks to the unique combination of our vascular surgeons' skill and the technology available in our state-of-the-art fixed-imaging operative suites,

Humber is able to perform more traditional bypass surgery and minimally invasive 'endovascular (within the artery)' interventions simultaneously, which often circumvents the need for additional procedures days or weeks apart.

"Our current treatment paradigm allows a tailored management approach to each individual patient. It's more efficient, in that a procedure will often incorporate real-time diagnostics and subsequent therapeutic interventions, using the capabilities of our imaging equipment. This allows us to deal with vascular problems more effectively," notes Dr. Graybiel. "We have a highly skilled group of

surgeons, familiar with the latest techniques and technology. For example, in over 50% of the cases we perform, 'drug eluting devices' are employed, which prevent recurrent circulatory compromise. This is often done in blood vessels of the lower leg, that are as small as those found in the heart."

Dr. Graybiel continues "there is no doubt that the Vascular Interventional suite, and dynamic array of medical devices, have improved the quality of care we can provide. The operative risks are lower, patients recover faster, and the results are often life-changing. We're redefining the approach to surgical care for vascular patients.'



**A**s Stanislaw Klamann underwent a CT scan in 2008 after a lung cancer diagnosis, the radiologist spotted an aneurysm – a swelling of the blood vessel – in his aortic artery. Treatment of an aortic aneurysm varies from monitoring it to emergency surgery. In Mr. Klamann’s case, a Toronto hospital specialist concluded the aneurysm wasn’t serious and surgery wasn’t needed.

In a follow-up last year with the doctor treating his cancer, Klamann was referred to Dr. Kerry Graybiel, Division Head of Vascular Surgery at Humber River Hospital, to check on the existing aneurysm. Things became more serious when a scan ordered by Graybiel revealed a previously undiagnosed, life-threatening iliac aneurysm in Klamann’s pelvic region.

“I saw him on Monday and Thursday I was in the operating room,” Klamann said. Graybiel was able to treat both aneurysms during the same surgery, and Klamann was discharged a few days later. “I say he’s not a doctor, he’s an angel,” Klamann said of Graybiel.

Dr. Graybiel and colleagues Dr. Aaron Beder and Dr. Luis Figueroa benefit from working at the first fully-digital hospital in North America. And Humber’s Vascular Surgery program has access to state-of-the-art Interventional Radiology Suites (the first of their kind in North America), meaning they’re able to put their expertise to work with the latest technology their field has to offer in order to help patients like Klamann.

Using Humber’s Interventional Radiology Suites, the vascular surgeons are able to treat many problems using minimally invasive approaches, with less trauma to the patient and a faster recovery time.

“The exciting thing about the Interventional Radiology Suite is it has revolutionized care when it comes to vascular surgery,” says Graybiel. “Instead of a big cut in the abdomen and a week’s stay in the hospital, it’s keyhole incisions and you’re out in few days. This allows us to better individualize patient care - we are still treating the same disease, but the process allows faster healing for the patient in a patient and family centered hospital environment.”



Dr. Graybiel (l) with Mr. Klamann







## Reinventing Care



**O**n October 18, 2015, the new Humber River Hospital (North America’s first fully digital hospital!) opened for patient care. Not only is this groundbreaking facility recognized as a model for the next generation of hospitals across our province and country, but more than one year since it opened, it still continues to receive visitors from the GTA, across Canada and around the globe as other organizations and countries look to inform their own healthcare infrastructure strategies.

This past October alone we hosted senior delegations from both China and Brazil, each making the trip to Humber to learn from our experts and our experiences, going home to emulate some of the amazing work going on at Humber River Hospital.

The Chinese delegation included senior executives from Hebei Province, Qinhuangdao City and the Canada-China Trade Innovation Alliance. Our Brazilian visitors were members of the executive team at the Beneficência

Portuguesa Hospital. Paying it forward – for the betterment of patients around the world!

Trade Commissioners from Brazil, Switzerland, Chicago and Ontario organized a joint visit to our hospital, meeting with members of Humber River’s Senior Team to learn about Humber’s capacity to test the latest digital health platforms.

The Canadian College of Healthcare Leaders, Greater Toronto Area Chapter, shared this on social media on November 24<sup>th</sup>:

“@HRHospital CEO Barb Collins inspired a room full of @CCHL\_CCLS @CCHLGTA leaders with the Humber Story #cchleaders #cchlga.”

From the Canadian CIO Summit, to the National Health Service of Scotland QUBEx virtual conference, to the 2017 Healthcare Information and Management Systems Society conference in Orlando, Humber continues to share its experience and expertise with partners looking to create better healthcare systems here and around the world.





**T**he Discovery Channel's show *Innovations with Ed Begley, Jr.* is an information-based series geared toward educating the public on the latest breakthroughs in all areas of society. Seen around the world, Innovations focuses on cutting-edge advancements in everything from health and wellness to global business, renewable energy, and more.

The Tuesday, September 20<sup>th</sup> episode featured Humber River Hospital and our partnership with Plan Group. Footage for the segment was shot here at Humber by a Discovery video crew in late June, and featured an on-camera interview with HRH President & CEO Barb Collins.

The pre-broadcast media release issued by Innovations promoting the show explained that the episode would demonstrate

how, "as showcased at Humber, North America's first fully digital hospital, spectators will learn how Plan Group leverages and integrates deep expertise, experience, ingenuity and foresight to master sustainable design-build projects of every size and complexity."

The video is available online at <https://vimeo.com/183338930>.





# NEW SERVICES

**T**hanks to some great work by our hospital team; the benefits of having built the most energy efficient hospital of its size on the continent; and our ongoing focus on maximizing operational efficiency throughout our organization, the hospital's 2017/18 budget is finalized, and places HRH in a balanced position.

More importantly for our patients and our community, it does so while allowing us to make significant new investments in front line programs to further enhance the exceptional care delivered every day by your hospital team!

Here are some highlights:

- Introduced a patient flow coordinator in the Emergency Department seven days a week from 10:00 a.m. to 10:00 p.m. to help reduce wait times even further by expediting the flow of patients through the Emergency process. (This will build on great work already done in this area by the Emergency team – Humber is currently ranks number 2 in Ontario under the Ministry's overall Pay for Results criteria).
- Added one additional RN or RPN on each of the medical units during the busy time of day, allowing each nurse to provide more responsive care. All in all, an extra 19 full-time nursing positions were created in the 17/18 budget for the medical units.







- The Surgical Program will open one additional operating room and one additional cystoscopy suite, to provide an additional 7,492 procedures. To accommodate this expansion of services for our community, the Surgical Program will be adding 14 new full-time nursing positions.
- Our Mental Health Program will open 2 new beds in the Adult Inpatient Unit. A 9% increase in staffing will see the Program add a total of 10 additional RNs; 1 full-time Social Worker; 1 full-time Child Youth Worker; 1 full-time Recreation Therapist;

and 1 part-time Occupational Therapist, enhancing staff levels in the Adult Inpatient General Unit, the Child & Adolescent Transition Day Program and Outpatient Clinic; and the Adult Outpatient Day Program. This will accommodate more than 2,500 additional clinic visits within the Mental Health Program.

- Humber's Maternal Child Program will open four new beds on the Mother/Baby Unit and another 4 beds in the Neo-natal Intensive Care Unit to accommodate an additional 500 births this year, for a total of 4,000. The Program will

add an additional 15 RNs, a Lactation Consultant, an Audiologist, a Dietitian and a Paediatric Occupational Therapist.

- We will open several new Subspecialty Paediatric Outpatient Clinics: Endocrinology; Gastroenterology, a Paediatric Feeding Clinic; a Paediatric Orthopedic Clinic; a Well Baby Clinic; an Outpatient Lactation Support Clinic; an expanded Audiology(infant hearing testing) Clinic; an expanded High-Risk Pre-natal Clinic; and Prenatal Classes.

In addition to these and other 17/18 budget enhancements, thanks to our Managed Equipment Services strategy, Humber River will continue to see updates to selected technology through the fiscal year as we look to stay on the cutting edge of technology.

This is very good news for our hospital, our patients and community. All of this and more is possible because of the dedication of our staff, physicians and volunteers, who come every day determined to do their very best for their patients. It is because of their efforts and the support of so many members of our community, that care enhancements such as these are possible.





# Cysview

**R**ecently Bob Botkin got some bad news: another tumour was growing on the wall of his bladder. It was the third time for the English professor since 2010 - recurrence rates are extremely high with bladder cancer. But fortunately for Botkin, his most recent treatment took place at Humber River Hospital, and involved a revolutionary diagnostic technology: Cysview Blue Light Cystoscopy.

Humber River Hospital is the first hospital in Canada to offer in routine program use this drug-device combination that allows urologists to find non-muscle invasive bladder cancer more easily, and completely remove tumours before they invade deeper layers of the bladder wall and beyond. An injected 'dye' makes malignant cells fluoresce bright pink during the scope procedure so that urologists can see a clear demarcation between healthy versus tumorous tissue inside the bladder.

During Botkin's July 2016 follow-up, a third additional tumour which had been missed by conventional white-light cystoscopy was spotted by



Bob Botkin

Cysview, and successfully removed. "I feel great and am so grateful to Dr. Barkin, he is a wonderful doctor," says Botkin.

Dr. Jack Barkin, a prominent urologist, is excited about leading the charge with the innovative technology. "It's a real game changer in urology – bladder cancer is so common and we know there's a high recurrence rate. It's a true blockbuster approach, a paradigm shift in our approach to the diagnosis and management for non-muscle invasive bladder cancer for our patients."



Dr. Barkin (c) with Donna and Sam Ciccolini.





## Donors like the Ciccolinis make a difference

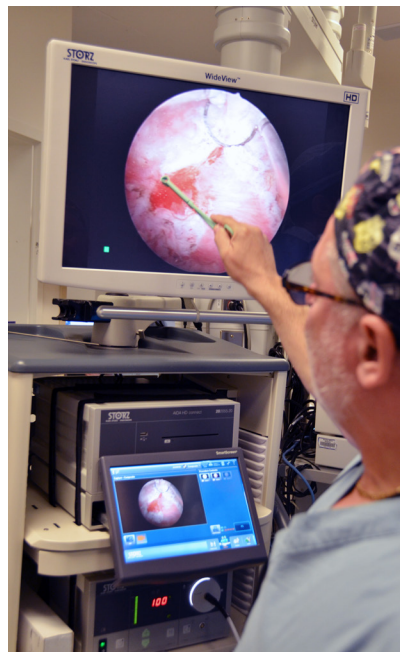
Humber's acquisition of Cysview Blue Light Cystoscopy equipment for our Urology program was made possible by two of Humber River Hospital's most loyal and passionate donors: Sam and Donna Ciccolini. Their generous investment made us the first hospital in Canada implement this cutting-edge technology into the hospital's routine clinical service.

Sam and Donna's dedication to Humber River Hospital is a true labour of love, one that has already impacted thousands of people in our community. As a Board Member at the time, Sam was instrumental in helping Humber receive approval for its redevelopment plans. Now the Ciccolinis' generosity will help Humber continue to provide world class healthcare for generations to come with the acquisition of the Cysview equipment.

"We are grateful for the opportunity to support a cause close to our hearts – Humber River Hospital," explain Donna and Sam. "Today, being able to see our support in a tangible way brings us great satisfaction and we are proud to have played a role in helping Humber become the first hospital in Canada to acquire Cysview."

As Barkin notes "in my lectures I often point out that it's the most expensive cancer to treat and recurrence is still a significant problem. It has an overall rate of recurrence of 61% after one year - and that goes up to 78% at 5 years."

And Bladder Cancer Canada is thrilled the technology is finally available here. "It's a significant and exciting development which will improve bladder cancer diagnosis and treatment," says Ken Bagshaw, bladder cancer patient and chair of Bladder Cancer Canada. "After many years without advances, we are thrilled that Humber River Hospital is taking an early lead as the first site to offer Cysview cystoscopy in this country."



Dr. Barkin demonstrating Cysview technology.





# Hardwiring Excellence



Individually, and collectively, the Humber River Hospital team is laser-focused on making our organization a hospital where staff, physicians and volunteers are fully engaged in providing high reliability and excellent care.

In pursuit of a culture that WOWs, we will make every effort to create a people-centred workplace with excellent staff and physician engagement that drives culture change and delivers great patient care. To assist us in this effort, last year Humber River Hospital entered into a long-term

partnership with Studer Group®.

Studer Group is renowned for their research into, and application of, leadership and culture models that help hospitals achieve and sustain exceptional improvement in clinical outcomes and financial results.

Rounding for Outcomes; Stoplight Reports; Leadership Evaluation and Standardization will be among the strategies implemented as Studer helps us hardwire excellence in care across the entire organization.



Barb Collins,  
President & CEO.



Vanessa Burkoski,  
Chief Nursing Executive.





Recognized as world leaders in this area, Studer has worked with hospitals around the globe to help them *'build a sustainable culture that promotes accountability, fosters innovation, and consistently delivers a great patient experience and the best quality outcomes over time'* - ([www.studergroup.com](http://www.studergroup.com)).

With Studer Group's expert guidance and coaching expertise, Humber River will ensure our leaders are prepared to be successful as they work with their teams to engage in purposeful, worthwhile work that makes a positive contribution to the patient care experience.







# MBSAQIP





Last August the Bariatric Surgery Program at Humber River Hospital was successfully re-accredited by the American College of Surgeons (ACS) as a MBSAQIP Accredited - Comprehensive Center. This designation is a source of pride and speaks to the continued dedication and compassion exemplified by HRH in exceeding standards of the highest quality and the use of best practices for treating the disease of morbid obesity.



The MBSAQIP Verification Subcommittee Co-Chairs Dr. David Provost and Dr. Daniel Jones, in the official designation letter, noted that *“We want to thank you for your support of the MBSAQIP and all that you do to meet the needs of the metabolic and bariatric surgery community. Your program is part of an elite group of MBSAQIP-Accredited centres. Once again, congratulations on this achievement.”*

To be a MBSAQIP Accredited - Comprehensive Center, more than 100 cases must be done per year, while each surgeon must do more than 50 cases per year. The program’s outcomes are closely monitored, following strict protocols and procedures, to deliver results expected from a Bariatric MBSAQIP Accredited - Comprehensive Center.

“This carries a great deal of prestige in the bariatric circles,” said Dr. John Hagen, Chief/Physician Director of Surgery. “It gives us an opportunity to review our results compared to 700 other centres in the United States. This allows us to have continuous quality improvement so that we always offer the best care possible to our patients.”

HRH is home to Ontario’s first Centre of Excellence for Bariatric Surgery, and was the first bariatric surgery program outside the United States to be accredited as a Level One Program by the ACS under its Bariatric Surgery Centre Network Accreditation Program. Approximately 550 cases of laparoscopic gastric bypass surgery are performed each year by four HRH surgeons, making it one of the most experienced bariatric surgery programs in the country.

“Most patients lose 75% of their excess weight within the first year,” said Hagen. “And following their surgery, HRH bariatric patients can expect to live at



least 10 years longer than if they had never had the surgery. Not only that, they are living a much happier and healthier life.”

Having outside professional organizations come in and evaluate our programs and services is an important reality check in seeing how we are doing... because it confirms where we are doing work to a high standard; and, frankly, points to areas where improvement may be possible. Results such as those received by the Bariatric Program highlight the skill and commitment that permeates our organization.

The Humber River team is dedicated to high quality health care. Providing great care to Humber River’s patients and families is our ultimate goal - that’s what we try to achieve every day.





# Modern Healthcare Award





**H**umber River Hospital and the firm who completed the architectural design for our new hospital, HDR Inc., were named as the Gold Medal Winner in the 31<sup>st</sup> Annual Modern Healthcare Design Awards. The Awards, announced on September 2<sup>nd</sup>, are sponsored by Modern Healthcare Magazine, the world's most widely read publication for healthcare executives.

According to Modern Healthcare, the Awards *“recognize excellence in the design and planning of new and remodeled healthcare facilities. It is open to registered architects only and accepts submissions of all types/sizes of patient care-related facilities. Each entry will be judged individually by a panel of nationally prominent architects and distinguished healthcare executives.”*

Humber was chosen from a number of global nominations, including Silver Medalist Christ Hospital Joint and Spine Centre in Cincinnati and the Cleveland Clinic's new medical center in Abu Dhabi, a joint venture with the government of the United Arab Emirates

that comprises 101 acres of floor space - roughly two-thirds the size of the Pentagon.

Judging criteria included:

- Overall design excellence
- Facility sustainability, such as designing to LEED principles
- Flexibility of design
- Functional utility
- Response to patient and family needs

Here's what one of the judges, Agnessa Todorova, director of integration at Aditazz, a Brisbane, Calif., construction and design firm, had to say: *“I was captured by the final results of this hospital. The art pieces on the front façade, a colorful representation of trees — that was definitely very inviting. The use of robots for materials management frees up a lot of time and resources that can be dedicated to being more patient-friendly.*

*I think that balance between being very friendly and technologically savvy is what made me put it at the top of my list.”*







# Green Success

## LEED® Gold Certification



It's official - Humber River Hospital has been certified as LEED® Gold through the Canada Green Building Council (CaGBC). One of the most energy efficient acute care hospitals in North America, Humber River Hospital is revolutionizing sustainable healthcare design, with a built environment that is setting the bar for reducing operating costs and carbon footprint.

"We designed and built our new hospital on three core principles: Lean, Green and Digital," notes Humber River Hospital President & CEO Barb Collins. "Being certified LEED® Gold is a testament to the work done by the hospital, and our project partners Plenary Health Care Partnerships, PCL Constructors and Johnson Controls (JCI) in respecting our environment throughout the project, carrying over into the actual building performance. Our design compliance partners HOK also played an important role



in helping Humber develop its LEED® strategy. We are grateful to the Canada Green Building Council for certifying that this work was done to a very, very high environmental standard."

"I would like to congratulate Humber River Hospital and the project team on showing true leadership in the healthcare field by achieving LEED NC 2009 Gold Certification," says Thomas Mueller, President and CEO of the Canada Green

Building Council. "As one of the most energy efficient acute care hospitals in North America, Humber River Hospital is a strong example of how the shift to a low carbon economy is possible for all building and project types. By committing to green building through LEED, the patients, staff and visitors of this hospital also benefit from a healthier indoor environment which will support patient care and recovery for years to come."

To deliver Humber River Hospital's green vision, the team was challenged to meet unprecedented energy efficiency targets, including 15 points for LEED® Canada-NC 2009 Credit EA 1: Optimize Energy Performance - a first for an acute care hospital in Canada (17 points were achieved). Not only were these targets 40.1% better than ASHRAE 90.1-2007 standards, the hospital specified 100% fresh air circulation, well above CSA-Z317 standards.





**CHILLED WATER CIRCULATION PUMPS:** These pumps are part of the chilled water system that provides cooling to the hospital.

## Green include:

- Commissioned building systems which demonstrate unprecedented energy efficiency targets:
  - Design energy use intensity (EUI) of 348 kWh/m<sup>2</sup> compared to the average for other hospitals.
  - 17 points for LEED® Canada-NC 2009 Optimized Energy
  - 47% lower than the Energy Star Portfolio Manager Canada target compared to the average for other hospitals.
- 100% fresh air circulation, well above CSA-Z317 standards
- 20% of materials used to construct the facility contained recycled content and 46% were sourced regionally
- 96% of construction waste was diverted from landfill
- 38% of the project's total site area includes vegetated open space
- 33% water use reduction and water efficient landscaping using captured rainwater
- Vegetated roof and reflective roofing materials to reduce heat island effect
- The use of dynamic glass is a major design innovation as a response to solar control





# KAREEN TACDERAS

named CARE Centre Joan Lesmond IEN of the Year

*“Grateful comments from patients and families reveal how valued Karen is in the workplace.”*

**H**umber ICU nurse Karen Tacderas is proof that, with hard work and support, dreams do come true. In the short time Karen has been with HRH, she has gone above and beyond, actively demonstrating Humber’s values of compassion, professionalism and respect.

Those qualities were celebrated on November 18<sup>th</sup> when Karen was awarded the CARE Centre for Internationally Educated Nurses (IEN) Joan Lesmond IEN of the Year Award. The prestigious award is named in honour of the late Dr. Joan Lesmond, a champion of diverse and inclusive nursing. The CARE Centre has provided services and support to more than 3,500 nurses from



(l-r) Sue VanDeVelde-Coke, Executive Director, CARE Centre; Vanessa Burkoski, Chief Nursing Executive; Karen Tacderas; Barb Collins, President & CEO, Humber River Hospital; Ella Ferris, Chair, Joan Lesmond IEN of the Year Award Selection Committee.

more than 140 countries since its founding in 2001.

“Grateful comments from patients and families reveal how valued Karen is in the workplace,” Ella Ferris, CARE Centre board member and Chair of the Awards selection committee, noted at the award ceremony. Humber’s Chief Nursing Executive Vanessa Burkoski told the award ceremony that Karen provides exemplary care for the hospital’s critically ill patients, and support for their families and loved ones. “While Karen is a model for others as a nurse, she’s more than that to many nurses in one

important way – she exemplifies a fundamental truth about this country, that with hard work, and support, you can come to this country and succeed.”

Karen is deeply honoured to be recognized by the CARE Centre: “I dedicate this award to my HRH family for the overwhelming support that they have shown me and could only hope that I have made everyone proud.... I have worked and had clinical exposures in different hospitals, and I am confident to say that I rank HRH to be one of the best places to work.”





Dr. Theodore Ptak (l) with HRH Chief of Staff Dr. Narendra Singh

## DR. PTAK

Dr. Theodore Ptak honoured with the Distinguished Service Award by the Ontario Association of Gastroenterology

dealing with digestive illnesses, he was the driving force behind the generous Hull family donation of \$10 million to HRH that enabled the creation of a cutting-edge robotic surgery program.

“Technology brings great advancement. We were the first community hospital in Canada to have robotic technology for surgery,” said Dr. Ptak proudly. “I’ve always been interested in advancement and never been satisfied with the status quo.”

Dr. Ptak is currently president of Toronto Digestive Disease Associates, a partner in the Vaughan Endoscopy Clinic and a member of the Cabinet of the Humber River Hospital Foundation. He founded the Toronto Digestive Disease Association in 1999 – a large clinical and research organization in Gastrointestinal Disease, with over 240 clinical trials and multiple publications.

**D**r. Theodore Ptak has made it his lifelong mission to go above and beyond for patients, championing new and innovative treatments in gastroenterology to support even better care.

For his work Dr. Ptak was celebrated with the Distinguished Service Award by the Ontario Association of Gastroenterology (OAG) at their November 12<sup>th</sup> Gala dinner. The Award is given in recognition of a gastroenterologist who has made an outstanding contribution in gastroenterology research, education or clinical practice.

Being recognized as a physician leader by his peers “makes it even a bigger honour and more special,” said Dr. Ptak, who introduced E.R.C.P. (Endoscopic Retrograde Cholangiopancreatography) to Ontario in 1972, and Endoscopic Ultrasound to the province in 1998. “It was totally unexpected and truly the highlight of my career.”

Dr. Ptak practices Diagnostic and Therapeutic Endoscopy and Gastroenterology here at Humber. Not only has the prominent gastroenterologist been at the forefront of current medicine, ushering in groundbreaking innovations in





# CIO OF THE YEAR



Peter Bak, Chief Information Officer, Humber River Hospital.



complex integration challenges posed by the wide range of new systems being simultaneously implemented.”

Peter credits the success of Humber’s digital project to hospital-wide collaboration with all staff – from care providers to executive leadership. “The journey to become the first fully digital hospital in North America took an enormous amount of planning and not just with our staff, but with many partnerships, including Plan Group, Johnson Controls (JCI), Meditech, Avaya, ASCOM, Dell, ThoughtWire and others.”

But Peter notes that there is still much more that Humber will do. “The hospital is just at the beginning of its digital revolution. We have big plans, including doubling the efficiencies and benefits that we can derive out of what we’ve implemented so far. Technology has created great value, and there are more exciting things ahead for Humber River.”

**P**eter Bak, our Chief Information Officer (CIO), was the recipient of the Information Technology Association of Canada’s 2016 Canadian CIO of the Year Award for the public sector. Peter was honoured at the Ingenious Awards gala in early November before an audience of 250. This is an annual celebration that spotlights the best and the brightest in technology innovation by Canadian organizations.

HRH’s digital vision has caught the attention of our Ontario

healthcare colleagues and many from around the world. According to Peter, “what sets us apart is that we have made it work, albeit with a lot of sweat, and we are driving benefit from it.”

“Humber River Hospital is an extraordinary example of the very best practice of ICT deployment to address organizational goals as they are the first fully digital hospital in North America,” said Microsoft VP of Public Sector Jason Hermitage at the Ingenious Gala. “Peter’s truly innovative and visionary qualities focused on the





# MSM Honours

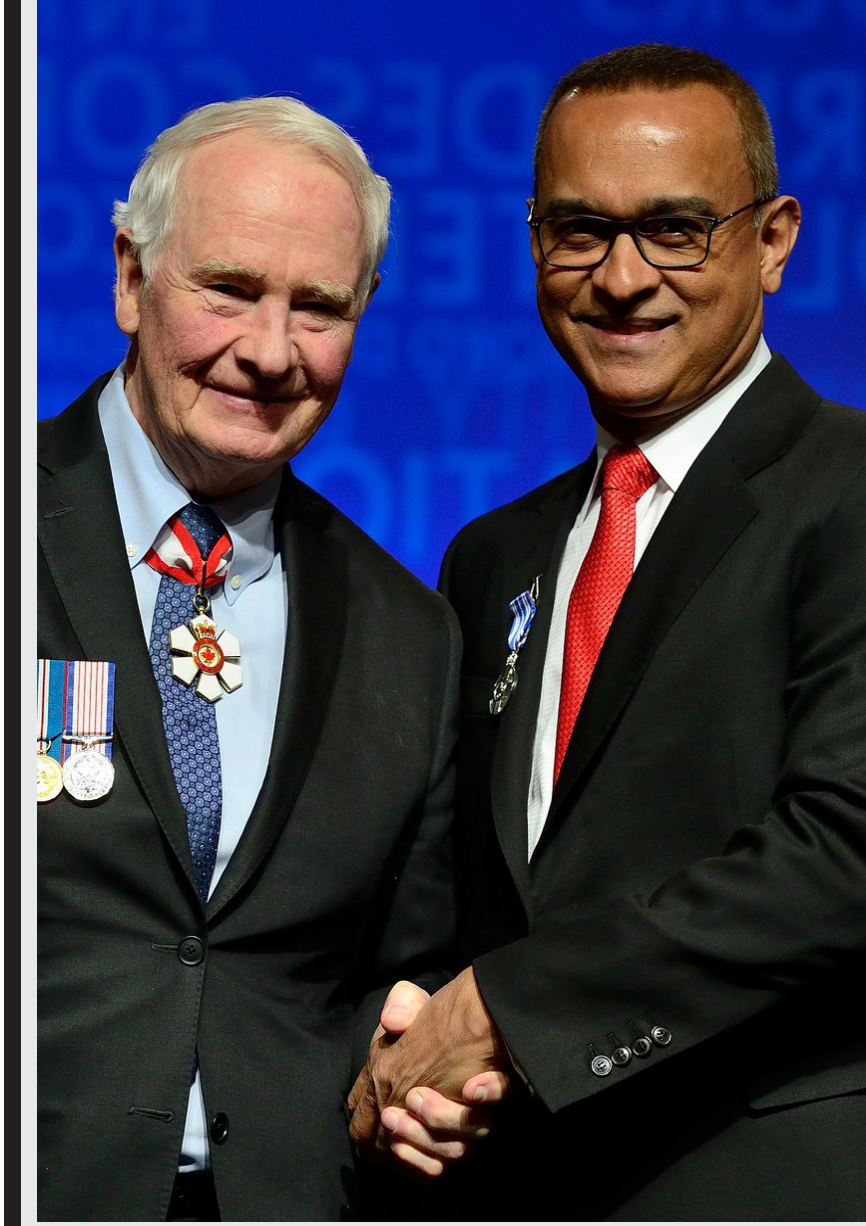
Presented to Dr. Narendra Singh, Chief of Staff, Humber River Regional Hospital

**O**n March 9<sup>th</sup> in London, Ontario, Humber River Hospital's Chief of Staff Dr. Narendra Singh was one of the remarkable Canadians recognized for their excellence, courage or exceptional dedication to service by His Excellency the Right Honourable David Johnston, Governor General of Canada.

Dr. Singh was awarded the Meritorious Service Decoration (Civil Division). The citation for Dr. Singh reads as follows:

*Toronto-based pediatrician Narendra Chetram Singh founded Guyana Help the Kids in 2009 to address neonatal and infant mortality rates in his country of birth. He raised funds to procure essential equipment, then went on to establish a residency program in collaboration with Canadian universities to train Guyanese pediatricians and nurses. Thanks to his efforts, the infant mortality rate in Guyana's largest hospital has decreased by nearly 40 per cent.*

Hospital President & CEO Barb Collins congratulated Dr. Singh, noting "we are all proud of the amazing work Dr. Singh, and many of his colleagues at Humber, do, not just in our hospital every day but beyond into the local and global communities. In Dr. Singh's case, his leadership has seen the neonatal and infant mortality in his birth country of Guyana drop dramatically, saving the lives of hundreds of babies every year."



**LEFT TO RIGHT:** His Excellency the Right Honourable David Johnston, Governor General of Canada and Dr. Narendra Singh, Chief of Staff, Humber River Hospital.





# Kayana Moulton



## TOP TO BOTTOM:

Kayana, Mom, Cindy and members of her Labour & Delivery Team.

Cindy helps Kayana cut a cake to celebrate her sixteenth birthday.

With Obstetrician Dr. Clive Lee and Paediatrician Dr. Shirley Sit.

**S**aricka DaCosta has been thanking her lucky stars ever since she gave birth to her daughter 16 years ago. And recently she got to express her gratitude to Humber River Hospital nurse Cindy Derouchie for saving her daughter's life the day she was born.

Moments after delivery, DaCosta recalled being swallowed up by fear: Her baby wasn't breathing. "All I know is that when nurse Cindy placed my daughter on my stomach, I noticed she was not moving or crying... Cindy picked her up and placed her on the table in the room and kept saying, 'Come on, baby, wake up, wake up, baby!'"

Baby Kayana was rushed out of the room by Derouchie. Tears flowed and time stood still for DaCosta. Moments later, she heard the healthy cries

of her daughter. "it was the happiest day of my life."

And that happiness spilled over once again when DaCosta and daughter Kayana Moulton met up with Derouchie at the Hospital for an emotional reunion on August 9<sup>th</sup> – Kayana's 16<sup>th</sup> birthday! The reunion featured not only the birthday girl, her mom and Derouchie, but also the doctor who delivered her, Dr. Clive Lee, and the pediatrician who took care of her afterwards, Dr. Shirley Sit.

Ms. DaCosta credits Derouchie with the skills, mind set and quick thinking for the happy ending. "Many people will say she was just doing her job, but to me that's more than just doing her job. Words cannot express the feeling I have in my heart and the love I have for her."





**LEFT TO RIGHT:** Saricka DaCosta, Cindy Derouchie and Kayana Moulton.

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She had been searching for Derouchie for the past 16 years to introduce her to her miracle daughter and make her an honorary family member. Actually, the entire delivery team were made honorary family members. “She saved my daughter’s life, and I wanted to let her know how grateful I am and I wanted her to be a part of my daughter’s life,” said DaCosta.

Cindy was visibly touched by the

mother’s gratitude for saving her baby: “This is why I’m a nurse, and one of the reasons I went into nursing.”

Kayana was almost overwhelmed by the meeting: “I was not expecting all those people and hugs, I felt so welcomed by everyone at the hospital. There was an instant connection – especially with Cindy. She saved my life and is the reason I am here today.”

DaCosta is still feeling the afterglow of the momentous and memorable occasion: “It was as if we were at a family reunion. The team made my daughter feel so much love, and I felt as if I had known everyone my entire life.

It was above and beyond what I had hoped for - the love was absolutely memorable, one that will stay with me forever.”





# ENR Award

**T**he new Humber River Hospital's revolutionary approach to hospital design and construction continued to be recognized around the globe this past year.

On October 11, 2016 in New York City, the hospital project was selected as **Best Global Healthcare Project** at the Engineering News-Record's (ENR) Global Best Project Awards.



Engineering News-Record has a history that can be traced back to 1874. It reports on the top design firms, architects and engineers, and the top construction companies, as well as projects in the United States and around the world.

The judges looked at projects in many markets and examined



safety performance, innovations, challenges, and design and construction quality - with a special emphasis on the diversity of global project teams and their collaboration. They also considered how the project benefits the local community and/or the construction industry.

Among the criteria used by the selection committee in judging from 23 projects in 15 countries for the 2016 Awards: *In what ways did this project innovate or help elevate industry standards*

*locally or internationally? Were there any unusual construction techniques, design elements, materials or new technology used that benefited the project and the client? In what other ways did the project benefit the local or global community?*

*Representatives from our project partners Plenary Group, PCL Constructors and Infrastructure Ontario, along with HRH President & CEO Barb Collins, accepted the award.*





# ASHRAE AWARD



**LEFT TO RIGHT:** Mr. Tim Wentz, President, ASHRAE and Jennifer Tredinnick, Senior Director Redevelopment, Humber River Hospital.

performance data as set out by ASHRAE.

This award is probably the most prestigious honour Humber River Hospital has received on the design and operation



components of our new hospital – ASHRAE is recognized as the world authority on capital project energy efficiency.

“Throughout the lifetime of the Technology Awards, ASHRAE has demonstrated how innovative design becomes the standard of care for the built environment,” Scott Wayland, who chaired the judging panel for the awards, said. “The showcased projects offer lessons learned from both the design and post-occupancy phases. These real world stories from Technology Award winning projects can help all of us learn how to deliver on ASHRAE’s core values.”

**T**he 2017 ASHRAE Winter Conference in Las Vegas on Saturday, January 28, 2017 brought impressive results for Humber River Hospital and our project partner Smith+Andersen.

Humber River was selected as winner of the **ASHRAE Technology Award for New Healthcare Facilities**, an honour the hospital was pleased to share with Kurt Monteiro, an engineer from Smith+Andersen’s Toronto office. Smith+Andersen was the consortium’s mechanical

engineering partner on our project.

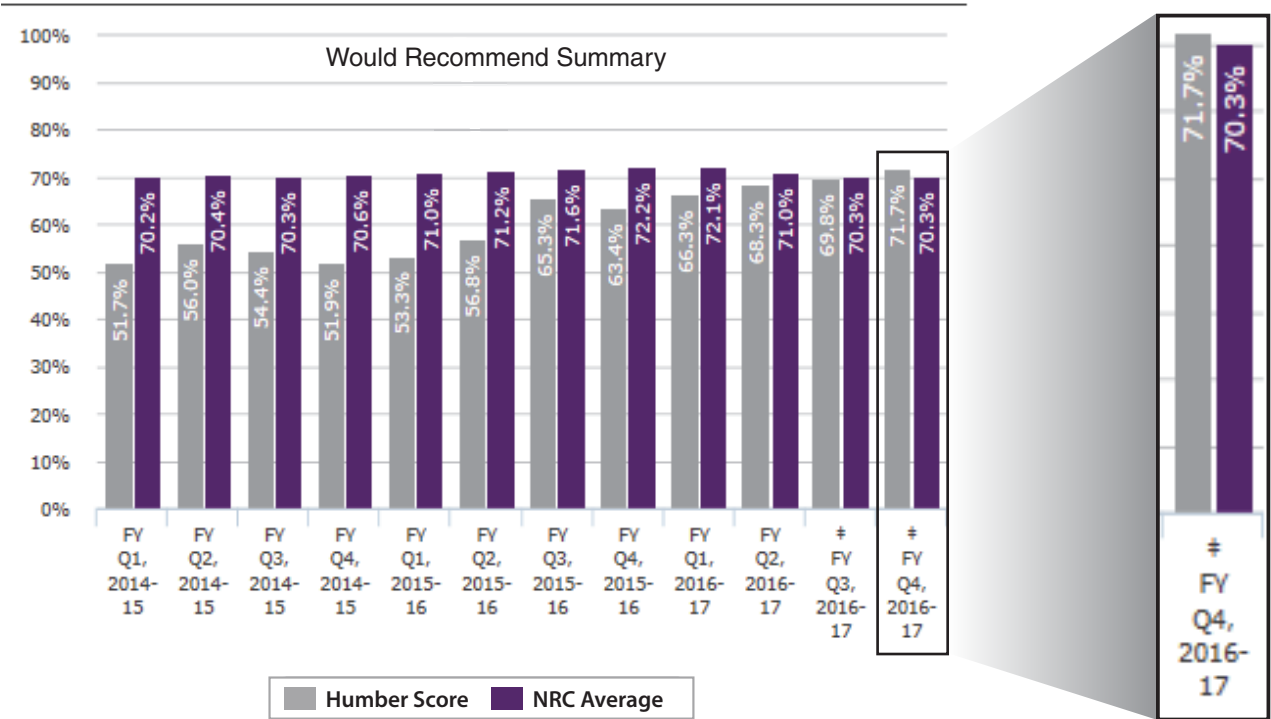
ASHRAE is the acronym for the American Society of Heating, Refrigerating and Air-Conditioning Engineers. It is a global society, providing the worldwide standards used for evaluating building code compliance. The ASHRAE Award recognizes outstanding achievement in the design and operation of energy efficient buildings. As such, it not only covers design aspects, but also takes into consideration the first full year of building





## National Research Council Health (NRC Health)

### Patient Satisfaction Survey – HRH vs. Ontario Average Significant Improvement in New Hospital



# Performance

**H**umber River Hospital is dedicated to providing expert, compassionate care for patients and families. To inform us on our progress towards our goals, across the organization a wide range of performance metrics are captured, analyzed and reported – in many cases through various Board Committees to the Board of Directors at each meeting.

These measures capture a cross-section of hospital operations: wait times; financial performance;

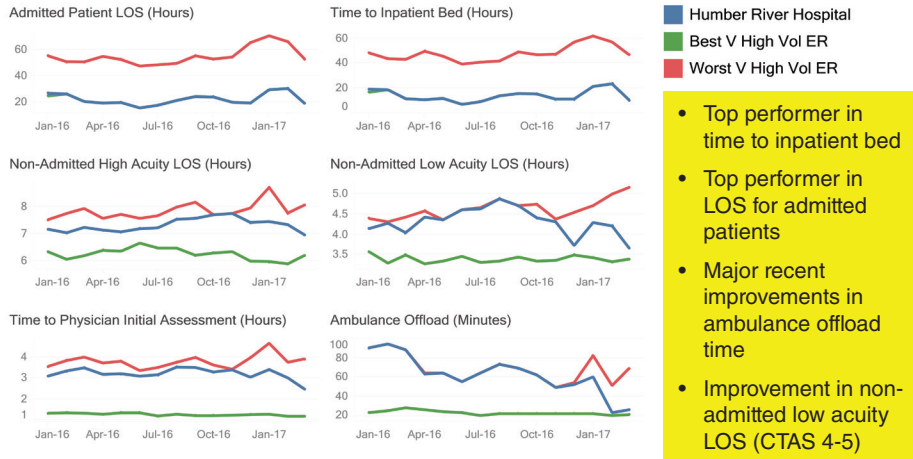
patient experience and infection rates are just a few of the areas we monitor to evaluate performance.

This past year our hospital team used their energy and enthusiasm to further elevate the culture of engagement and quality of patient care delivery. And in short time tremendous success was achieved as a number of indicators saw significant improvement. A number of these are highlighted here. Hospital-wide, Humber River Hospital surpassed the

Ontario average for *Would You Recommend This Hospital to Your Family or Friends?* as measured through confidential surveys by a third party. We are pleased to see such a significant improvement since 2015. Our commitment to even better satisfaction scores continues.

Drilling down, over 34,000 emergency program patients responded to NRC Health with the same conclusion: better than the Ontario average for *Patient*

## ED Wait Times: Monthly P4R Performance Trends 90th Percentile



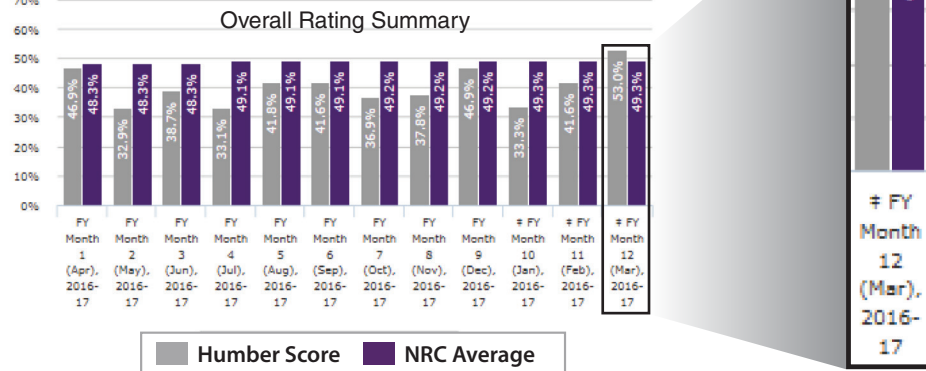
*Experience Overall Rating of Care and Would You Recommend This Emergency Department to Your Family or Friends?*

Very impressive considering the Emergency Department saw 37% more activity last year than anticipated (137,000 ER visits versus 100,000). And our Emergency is the top performer in Ontario for two important measures: *Time to Inpatient Bed* and in *Length of Stay for Admitted Patients*.

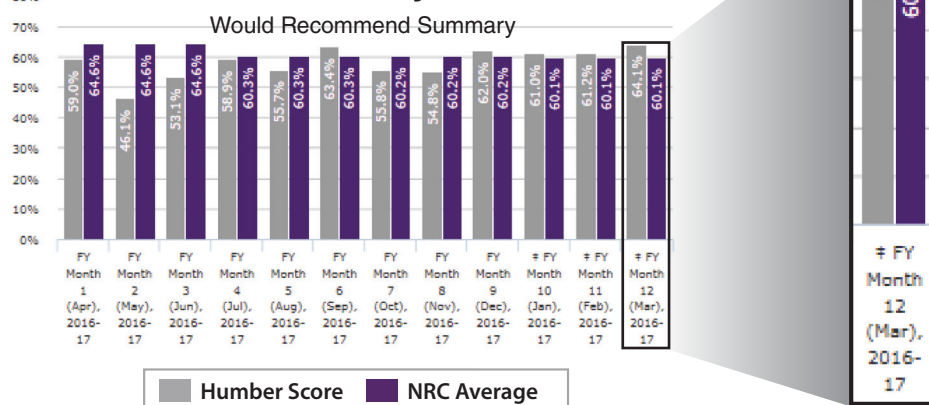
We embrace our obligation to share with our patients and the general public relevant, meaningful data and information that shows how we are doing. A number of these indicators are made publicly available through the hospital's website: [www.hrh.ca](http://www.hrh.ca). Still more measures of how our hospital is doing are made available through partners such as the Central Local Health Integration Network or the Ministry of Health and Long-Term Care.

Humber River Hospital will continue to embrace this culture of transparency and accountability in the years ahead as we work to become an even better hospital for our patients and our community.

## ED Patient Experience - Overall Rating Summary



## ED Patient Experience - Would Recommend Summary







# Success

**P**roviding great care to Humber River's patients and families is our ultimate goal. Having outside professional organizations come in and evaluate our programs and services is an important reality check in seeing how we are doing... because it confirms where we are doing work to a high standard; and, frankly, points to areas where improvement may be possible.

While our Accreditation Canada work is the one most familiar to many people, there are a number of others we participate in regularly. Two recently highlighted the great work being done by our Pharmacy and the Laboratory teams.

Last November The Ontario College of Pharmacists conducted a compliance inspection of Humber River's Pharmacy Program. This was done to evaluate Humber's adherence to the criteria contained in all legislation and regulations enacted to ensure a safe medication management system in the Province.

This was a mandated review by the College given the move to our new hospital, and the dramatic changes in pharmacy operations, especially with

robotic technology. The College noted that this took significant effort, and highlighted that the Pharmacy team's cooperation and feedback throughout has led to improvements in the College's assessment criteria and evaluation processes for other pharmacies.

In awarding them successful completion of the assessment, The College of Pharmacists also congratulated them for their commitment to patient safety and continuous quality improvement. Congratulations to Cheryl Wood and the entire Pharmacy team – great job, everyone!

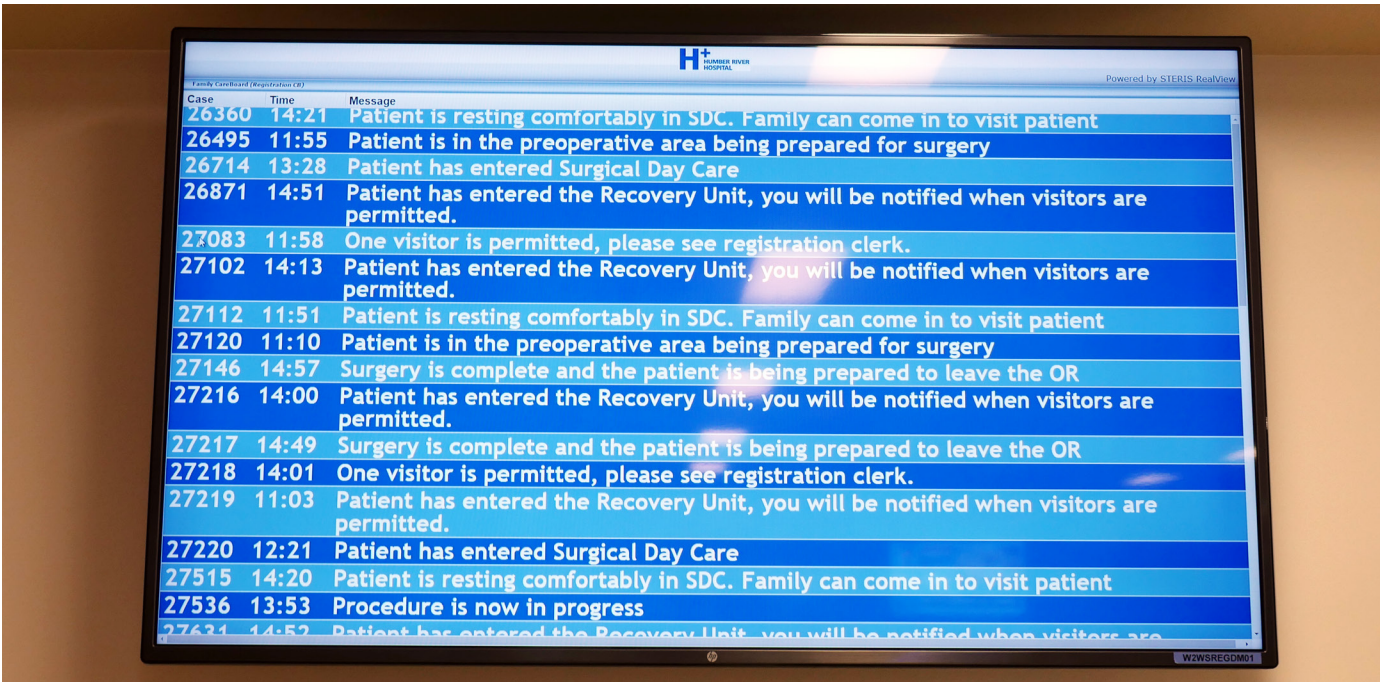
Our Laboratory also had to go through a similar process following the move to the new site. Here again the changes in workflows and processes resulting from the introduction of robotic technology required a surveillance assessment by the Institute for Quality Management in Healthcare.

The Laboratory team received a full 4-year Accreditation – the best possible result available for them to achieve. And an amazing result when you consider just how much change they have gone through over the past year – Thank you to Terry Calabrese, Dr. Lee and the entire team for doing such terrific work!





# Steris



**H**umber River Hospital's surgical program in the first in Canada to use the RealView Steris Surgical Tracking System, which electronically follows a patient through all stages of their surgical experience.

Each patient is assigned an RTLS (real time locating system) tag with unique number identifier, which shows where the patient is in the process: from Registration and Pre-operation Admission right through the Operating Room or the Cystoscopy Suite to the Post Anesthetic Care Unit and then Surgical Daycare for discharge or

overnight admission. Large monitors visible in all units as well as in the waiting rooms update families and staff of the patient's status, showing where they are at that point in time. All information is PHIPPA compliant.

"The best part of it is mainly for the families – surgeries can be very anxiety provoking and this system relieves a lot of the worry," says Dr. John Hagen, Chief of General Surgery. "This really complements our face-to-face interactions with families."

And "families are now able to

receive this information in real time via email or text message to their phone or handheld device anywhere in the world, they no longer need to be in the hospital," notes Christina Copplestone, Program Director for Surgery. "Patients appreciate that their friends and family no longer have to sit in a waiting room and wait for an occasional message."

As a leader in healthcare technology and patient-centred care, HRH is currently examining other Steris system applications, looking to make the process even more patient-friendly.





# Command Centre

This past year Humber River Hospital made impressive progress on a project critical to the hospital's ongoing digital revolution: the design and build of a state-of-the-art, digitally-advanced 'Command Centre': (think NASA Mission Control – key clinical and operational decision makers in one room surrounded by the digital metrics needed to drive patient care flow and quality).

The Command Centre will use complex algorithms, predictive

analytics and in-depth workflow re-engineering to address sustainable improvements in quality of patient care, wait times, hospital-wide congestion, and staff and physician ability to deliver their best care. Being developed in partnership with GE Healthcare Partners, the Command Centre will open toward the end of 2017. It will be the first of its kind in Canada, and only the second in the world behind the one at Johns Hopkins Hospital in Baltimore.

In fact Humber will build on the Johns Hopkins model. The first stage will address flow and operational issues, like Hopkins. But Humber will also develop a second generation that monitors clinical pathways while the patient is in the hospital, and a third generation that provides for remote monitoring of patients in the community.

The heart of the 4,500 square-foot Command Centre will be a Wall of Analytics™ - 25 integrated 55-inch LCD screens - that







# Sabi Marwah

## Senate Appointment



**LEFT TO RIGHT:** Jack Kay, Sabi Marwah and Dr. Rueben Devin (2006 photo).

**O**n October 31, 2016, everyone at Humber was delighted when Prime Minister Justin Trudeau announced the appointment of our former Board Chair, Sarabjit S. Marwah, to the Senate of Canada. Many of us remember Sabi well from his time here as a Member of the hospital's Board of Directors, including serving as Board Chair from June of 2001 to June, 2004.

The biographical note from the Prime Minister's office read in part:

*Sabi Marwah's career at Scotiabank, which spanned more than 35 years, culminated with his appointment as Vice Chairman and Chief Operating Officer... Originally from India, he has a strong academic background in economics and finance, having earned a Master's in Economics from the University of Delhi and a Master's of Business Administration from the University of California, Los Angeles... Mr. Marwah has served on the boards of leading private organizations in Canada, as well as non-profit organizations such as the*

*C.D. Howe Institute, the Royal Ontario Museum, the United Way Campaign, the Toronto International Film Festival, Humber River Hospital and the Hospital for Sick Children.... He is a founding member of the Sikh Foundation of Canada, and, over the last 15 years, has worked extensively to showcase the rich diversity of Sikh and South Asian art and culture. He received an honorary doctorate from Ryerson University in recognition of his commitment to advancing social inclusion in business, among other achievements.*



Trillium  
Gift of Life  
Network

# BEADONOR.CA



**T**oday in Ontario more than 1,600 people are waiting for a lifesaving organ transplant. Just one organ donor can save up to eight lives and enhance as many as 75 others through the gift of tissue.

While all of us have the potential to be an organ and/or tissue donor, the reality is that the opportunity for organ donation is rare - on average, only 2 to 3% of hospital deaths occur in circumstances that will permit

a person to become an organ donor. This makes it critical that hospital staff be familiar with the criteria a person must meet to be an organ donor, and know when the call to Trillium Gift of Life Network must be made.

Humber River Hospital is proud to be one of the hospitals in Ontario working with Trillium Gift of Life Network (TGLN) to save lives through organ and tissue donation. Trillium Gift of Life Network works hard to save lives

every day through organ donation and transplant, but it is not possible without hospital partners like Humber and donors like you!

Every April is BeADonor month. You are five times more likely to need an organ transplant during your lifetime than you will have the opportunity to donate one. Talk to your family, and then, if you haven't already, please register at <https://beadonor.ca/campaign/humberriverhospital>.





# Community

**H**umber River Hospital reached out to our community over the past year with renewed energy, engaging across neighbourhoods and organizations to strengthen the connection between the community and their hospital. Not just as a provider of hospital services, although we embrace that as our core community function, but also as a full and involved neighbour. Because a healthy community is the best strategy to reduce the demand for our services.

For any community to thrive, the people who live there need to be economically and socially secure. Supporting the development of job opportunities and investments in human capital won't eliminate poverty on their own, but they are necessary elements of any solution.

Senior staff from Humber River Hospital joined with the Downsview Roding Neighbourhood Action

Partnership (DRNAP), bringing Humber's knowledge of the social demographics of our community to the table, working with DRNAP to make a positive impact on the social health of our community. Humber is an active participant in the Jane and Finch TSNS Task Force (Toronto Strong Network Strategy), and sits on a number of local Health Care Action Committees, including long-time partners like the Black Creek Community Health Centre.

And our OPP neighbours just down the street have been great friends. Inspector Luis Mendoza, Staff Sergeant Brian Griffith and their colleagues have partnered with Humber River on a number of community initiatives like 'Suits for Change.' We've also been grateful to receive the benefits of some of the OPP's fundraising efforts.

We work closely with a number of our local schools – Humber staff and





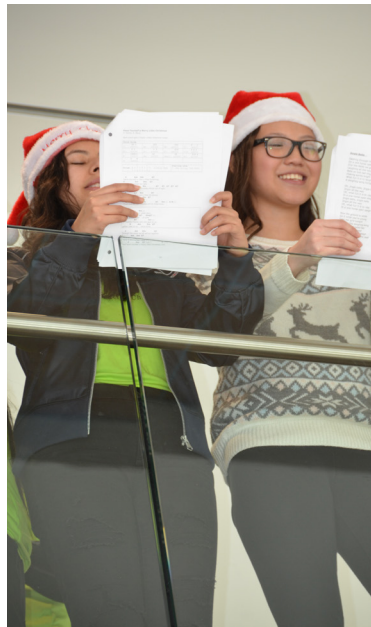
physicians donated over 100 backpacks filled with 'back to school' supplies to several schools to help make that first day of school better for some low-income families.

And a regular Thursday morning occurrence at our hospital is the visit from local at-risk youth, who not only tour the hospital but also get advice and support from senior staff about different career options available to them in a hospital setting.

During the holidays we are always grateful when our friends in the community come by to drop off presents for our paediatric patients, brighten the day with song, and help spread joy and fellowship throughout the entire building at that special time of year.

And throughout the year special events like our Mammoth, BRA Day, and community group tours of hospital services help inform our community of the services available to them, how to access them, and how to reach out if they have concerns about their health or the health of a loved one.

It was a full year – and a very satisfying one. We are grateful to all of our community partners, and look forward to building even stronger community connections in the years ahead.



## SUITS FOR CHANGE

We all know that when you dress for success, great things can happen. In an effort to combat Youth Homelessness and help our youth obtain employment, please contribute to the "Suits for Change" first annual clothing initiative.

You can contribute by donating your previously enjoyed men's and women's business attire or footwear.

**February 10, 2017 to March 31, 2017**

Contact your Detachment Representative for location drop off information:

**Sgt Mike Zelasko # 8704**

**Contributions can be made to: Toronto OPP  
In support of: Humber River Hospital, Toronto: Youth  
Mental Awareness and Addictions Support Programs**

For more information please contact:  
For more information on The Push for Change go to: <http://www.thepushforchange.com>

**PARTNERS FOR CHANGE**  
Help End Youth Homelessness







**TOP TO BOTTOM:**

Dr. Rodriguez in surgery.  
Hana Anterior Hip Surgery Table.  
Ian Dalbec (I) with Dr. Rodriguez.

# Anterior Hip Surgery

**F**or more than six months Mendl Schwartz's hip pain had become unbearable and while "it didn't impede my swing, walking around the golf course would kill me." He had heard about Direct Anterior Approach hip replacement surgery, but was unable to find a surgeon in Canada to perform the procedure - that is until he met up with Dr. Sebastian Rodriguez-Elizalde.

Dr. Rodriguez-Elizalde, an Orthopaedic surgeon here at Humber River Hospital, is currently the only doctor in the GTA performing the anterior technique.

The first institution in the GTA to specialize in this minimally-invasive technique, HRH is truly altering outcomes for patients. Traditional hip surgery cuts major muscles, and has a litany of limitations, including no bending at the hip past 90

degrees and no driving for the first six weeks.

With the anterior approach, how you get to those bones is different says Dr. Rodriguez: "The work is done between the muscles, which minimizes trauma and typically leads to less pain and less pain medication, as well as a faster recovery."

"I'm blown away by Sebastian. He's young, he's got an edge and he's really happening with the state-of-the-art stuff," says Schwartz. He was on the driving range with his new hip 11 days after undergoing the anterior procedure - four days after that he shot an incredible 79 on the golf course.

Mr. Schwartz was so impressed he made a significant donation in support of the hospital's acquisition of a 'Hana table': the special surgical table required for this procedure.

Ian Dalbec is a 48-year-old Brampton firefighter, diagnosed with severe osteoarthritis. “It was amazing coming into the hospital that morning, all the hi-tech stuff,” says Dalbec. “My surgery was 11:30, done around 1:30ish, and up in my room by 3. By 4 o’clock Dr. Rodriguez was there and had me up and walking around. I couldn’t believe how well I was walking, and how little pain there was.”

“I went home around 11:30 the next morning. I felt great – didn’t feel like I was being rushed out at all. Five weeks later I was doing 30K bike rides and I’m back with my crew at the fire hall. Came here to Humber River and couldn’t be happier with my decision.”

Word is spreading about the low-trauma procedure, especially with overjoyed patients sharing rave reviews.

“When you talk to the patients they’re ecstatic – they send me their YouTube videos, showing their rehab and how happy they are,” says Dr. Rodriguez. “I’ve been doing hip replacements for a few years now and I have not had that same level of enthusiasm with the traditional procedure.”



Mendl Schwartz (l) in the OR with Dr. Rodriguez.





# NURSING WEEK

**O**ur National Nursing Week celebrations in 2016 were extra special, as we celebrated Nursing Week for the first time in our new hospital. Hospital leadership staff joined with the Hospital's Board of Directors and the Senior Management Team to offer thanks and appreciation to all of Humber's nurses for their great work done at our hospital every day.

The previous year had brought unique challenges for our nurses as we prepared for the transition to, and made the move to, our new hospital. As a team, Humber River made the largest one-day inpatient move in Canadian history safely and comfortably for all patients – and our nursing staff made a major contribution to that success.

Four Humber River nurses whose caring, communication, and respect inspired a patient or family member to nominate them for the Toronto Star's Nightingale Awards were saluted at the reception: Rosario Cariaga; Nena Jones; Gregory Marbella; and Stephanie Swailes. Their service exemplifies the values we all look to live, and work, by every day here at Humber River Hospital. Humber's nurses: with you every step of the way!









# Strategic Plan 2017-2020

our VISION

Exceptional care... healthier community.

our MISSION

Working together to deliver innovative and compassionate healthcare in our community.

our VALUES

Compassion  
Professionalism  
Respect

## Strategic Directions



Improve the health of the diverse community we serve



Achieve excellence in patient care by being a high reliability hospital



Foster a culture of engagement and inclusivity to make a positive difference every day



Advance HRH as a community academic hospital



Achieve sustainable, responsive and efficient growth and asset utilization

## Strategic Objectives

Advance our role in the community to advocate for healthcare initiatives	Achieve consistently high-quality, safe care	Champion a people-centered workplace with excellent staff and physician engagement	Evaluate opportunities to meet the requirements for designation as a community academic hospital	Grow programs/services in alignment with community needs and the Post Construction Operating Plan
Develop programs with patients and partners that are responsive to the healthcare needs of our community	Optimize the use of real time data, predictive analytics and professional expertise to continuously improve quality and safety	Nurture a culture of learning and professionalism as a foundation for improving care and developing leaders	Strengthen our reputation as a preferred teaching site for healthcare professionals	Optimize asset and resource utilization to balance system needs and organizational priorities
Develop and implement a senior friendly strategy and continue to influence our community through leadership and partnership	Enhance our robust process improvement culture	Strengthen patient and family engagement for excellent care and experiences	Foster, grow, innovate and disseminate research and innovation that leads to care improvements	Implement tactics to enhance organizational resilience when faced with capacity challenges
			Lead the advancement of digitally-enabled, integrated and team-based care	Invest in innovation and technology to support patient care initiatives


## ENGAGEMENT PROCESS

**H**umber River Hospital's culture is reflective of the shared values, beliefs and behaviors that determine how staff, physicians, volunteers, partners, patients and families interact with each other and within our organization. We used the strategic planning process as a tool to build on the strengths

of that culture. Through our engagement we reaffirmed how we will behave every day (values) and we built a picture for why we exist (mission) and what we aspire to achieve (vision).

Extensive stakeholder participation provided a rich source of strategic planning input. Over 20 individual and group consultations occurred

with many patients and families, community members, primary and community care providers, acute care facilities, educational institutions, Local Health Integration Networks, and Member of Provincial Parliament and City Councilors. Additionally, over 300 HRH management, staff and physicians participated in focus groups, 1:1 interviews and survey wallpapers.



In 2015 we opened the doors to our new hospital; more than that, we began using the facility to provide exemplary care for our patients and families.

As we embarked on a journey to define our way forward, we realized that our mission, vision and strategic plan needed to reflect our environment and our relentless pursuit of delivering high reliability patient care.

The 2017-2020 Strategic Plan focuses on enabling staff and physicians to enhance the high quality, safe and efficient care they provide by leveraging and optimizing our investments.

Anticipating the future of healthcare, we have developed a strategy that is bold, ambitious and sufficiently nimble to adapt to the changing healthcare environment.

Guided by our mission, vision and values, the five strategic directions ('what we will do') work together to create a path forward for Humber River Hospital. The progress we will achieve toward each direction is identified

through our strategic objectives ('how we will do it').

As a teaching hospital affiliated with University of Toronto and Queens University, we will continue to teach a diverse and promising set of healthcare professionals that will push the envelope and transform our system in new and impactful ways. We will grow our existing networks, and develop new ones, with healthcare professionals to ensure we meet the needs of today and tomorrow.

As a partner working to build capacity across the continuum of care and in our community, we are committed to being responsive to the evolving needs of the people we serve. This is no easy feat - our community includes some of Toronto's most affluent as well as some of its most poorly served patients – but we are ready to commit to more for our community.

As a leadership team and across the organization, we have been tremendously inspired by the strategic planning process. It has already had an impact in terms of

reinforcing our pledge to develop an engaged community within the four walls of our organization and beyond.

Our strategic plan is bold, ambitious and sufficiently nimble to allow us to move forward with our patients, families, community, partners, staff, physicians and volunteers to reinvent the future of healthcare.

Our strategy commits us to develop effective networks and opportunities to bridge services and better meet the needs of our community. We will remain focused on building capacity and optimizing investments in capital and people to thrive in our constantly evolving healthcare system - Working together to deliver innovative and compassionate healthcare in our community.

Our Strategic Plan leverages our successes, our strengths, our people and our resources as a large community hospital serving a diverse and growing population. It is our commitment to continue seeking out innovative ways to reinvent patient care.





# Reinventing Care Councils



Chief Nursing Executive Vanessa Burkoski kicking off our Scholarly Practice Day.

**C**ontinuous Quality Improvement (CQI) is, as its name suggests, a never-ending process: for healthcare professionals and the organizations in which they work, a focus on continuous quality improvement supports a culture of team engagement; it instills a desire and passion for scholarly practice, and it allows for the latest evidence-based practice to be used as our staff and physicians deliver care to Humber River Hospital's patients and community.

Here at Humber over the past year, the first steps were taken to implement Reinventing Care Councils (RCCs) across the organization. Reinventing Care Councils are a new way of looking at program management. At their core they are a strategic grouping of staff, physicians, patients and family members. The group is charged with guiding the implementation of change initiatives to improve safety and quality of care using the knowledge of the staff member best positioned through scholarly training to help drive care



decisions. The goal is to make the best and most impactful use of the knowledge at the bedside, in collaboration and cooperation, to elevate the quality and safety of the care being provided while bringing the patient into the discussion in a meaningful, participatory manner.

RCCs will help us enhance a culture of engagement which encourages CQI, and adopt a patient-centered focus on improving quality and safety through a shared accountability among the care team. RCCs

further support a culture of team engagement by including patient and family advisors among their membership. With their experience at the table, as important contributing members of the Council, our patient and family advisors inform the approach to care as it currently stands, and also bring their unique perspective forward as we continue our CQI journey by investigating new ways to approach care, and decide how to operationalize new processes.

With a formal accountability structure in place from frontline through to senior hospital leadership, Humber also established a Reinventing Care Council Steering Committee, bringing representation from



The Versace family.



each program/service area's RCC together to discuss challenges, share successes and experiences, and gain through understanding lessons learned by other areas.

To launch the implementation of RCCs, Humber River Hospital hosted the first Annual Scholarly Practice: Knowledge to Action Conference Day on February 27<sup>th</sup>.

With over 200 attendees, the conference day introduced us to the Versace Family, who shared their Humber experience with the group. We are delighted that the Versaces, and patients and

members from other families, have partnered with the RCCs at Humber River Hospital to support patient-led advocacy, as well as guide and shape enhancements to care practice.

The RCC initiative is one way Humber is leading through our values of Compassion, Professionalism and Respect. It is also consistent with our Studer practices, covered elsewhere in the Annual Report, and is an important part of our work to become a High Reliability Hospital.





# *Executive* TRANSITIONS

**T**his past year at Humber River hospital saw a couple of significant transitions at the senior executive level.

On July 1<sup>st</sup> Barb Collins succeeded Dr. Rueben Devlin as our President & CEO. Dr. Devlin had held that role since August of 1999, taking our hospital through an amazing transformation. From three individual legacy sites, challenged by physical plant and quality of care issues, today visitors from around the world come to Humber, looking to improve their own healthcare systems by emulating what's going on here.

Prior to being named the new President & CEO, Ms. Collins had served our hospital with distinction in several senior executive roles since 2000. Her dedication to Humber River's patients and families is unquestioned. She has consistently demonstrated the very best qualities the Board sought in the new President & CEO: that unique combination of work ethic, empathy and



Barb Collins, Humber River President & CEO, with Past President & CEO Dr. Rueben Devlin.

knowledge; with a strategic commitment to a people-centered organization providing excellent patient-centered care.

Charged with overseeing the design, construction and activation of the new Humber River Hospital, Barb led the work that resulted in the creation of our new home, North America's first fully digital hospital.

On July 22<sup>nd</sup>, Marg Czaus retired as Humber's Chief Nursing Officer, a position she had held since February of 2000. Marg was a driving force behind many hospital initiatives related to enhancing the quality of patient care at our hospital, especially our Accreditation Canada work and Quality Improvement

Plan development. Marg was succeeded on September 12<sup>th</sup> by Dr. Vanessa Burkoski as our new Chief Nursing Executive.

A registered nurse and immediate past president of the RNAO, Dr. Burkoski has extensive experience providing executive leadership, strategic advice and expertise on a wide range of nursing and healthcare policy issues.

She is a former CNE and Vice President, Professional Scholarly Practice, at London Health Sciences Centre, and a former Provincial Chief Nursing Officer of Ontario, where she provided strategic policy advice to the Minister of Health and Long-Term Care.



**TOP TO BOTTOM:**

Marg Czaus,  
Chief Nursing Officer (2000 - 2016)  
Vanessa Burkoski, Chief Nursing Executive.





# Celebrating Year One



**O**ctober 18, 2016 marked the first anniversary of the move into our new hospital facility. One year before we had opened the doors to our new hospital; more than that, though, it also started the clock ticking on keeping our promise to

our community - to use this great new facility to provide outstanding care for our patients and families.

In that year much has happened - and, yes, there have been some challenges as we settled in. But our team persevered as a team

– and thrived as a team. Lives have been changed and saved because of the dedication and commitment of Humber River Hospital’s staff, physicians and volunteers. And the reaction of patients and family to the new hospital has been amazing – not





to mention the reaction of the healthcare professionals from around the world who have toured the new hospital, looking to learn from our work.

It's been an incredible display of compassion and teamwork. We look forward to year two, and beyond, as we continue our journey with the support of our community, our donors and our healthcare partners. We have exciting plans to continue to push the envelope and look at new and innovative ways to reinvent patient care.







# FOUNDATION

**T**hank you to our donors, community partners, board members, Hospital staff, physicians and volunteers for helping raise \$12.3 million this past year for the equipment needs of the Hospital. We were honoured to welcome many donors to the Hospital to see their donor signage for the first time – their pride in our new building matches our own!

In 2016, the Foundation welcomed Colleen Albiston as its new President and CEO. Colleen brings vast corporate and non-profit experience to her role and we are excited to welcome her to the Humber family. The River Ball, AWESOME Golf, YOU+ The Women's Event and Team Revolution raised millions of dollars and we gained thousands of friends. Special thanks to our partners such as McDonald's, Shoppers Drug Mart, Nordstrom and Pizzaville for helping to raise money for Humber. Together, we're enhancing patient outcomes.

But we need your help to stay ahead of a changing world and the Foundation relies on your generous donations to support our growing community. After all, reinventing patient care is as much about the next innovation as it is about the current one.











# Volunteers



**H**umber River Hospital is very fortunate to have the support of the more than 1,000 member strong HRH Volunteer Association.

Last year Humber's volunteers provided almost 100,000 hours of service across 57 programs and departments, and contributed well over \$600,000 to support their hospital – amazing! Our volunteers never let us down, and everyone – *everyone* – at Humber River Hospital appreciates the outstanding work our volunteers do every day.

Our volunteers are living proof that volunteerism is a vital force in our community, and a number were honoured for their service last year. Bruce Logan received the Ontario Senior Achievement Award from Lieutenant-Governor Elizabeth Dowdeswell at Queens Park in November. And seven HRH volunteers received the Ontario Volunteer Service Award for their dedication and service to our hospital!

Our dear friend Eileen Griffiths celebrated 50 years as a Humber volunteer! Pat Kates marked her 90<sup>th</sup> birthday here at Humber with



ards | Les Distinctions de l'Ontario pour services bénévoles







Eileen Griffiths



Pat Kates

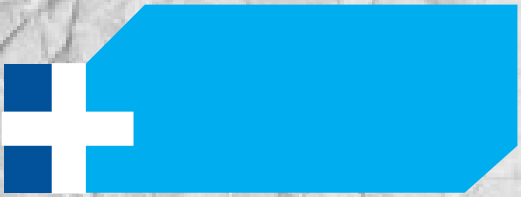


all of her Volunteer Association friends! And the youth in our community are amazing in their support for our hospital and our patients through our Summer Student Volunteer and the High School Co-operative Student Programs.

For former co-op student and current Summer Volunteer Thea Lizada, volunteering at Humber has provided direction for her future career path: "Volunteering has been a life changing experience for me and has given me my purpose. It has greatly

*influenced my decision in taking nursing. I was fortunate enough to work with people who treated me like family and witnessed nurse-patient care up close."* Awesome!





One of the best parts of my job is getting notes and emails of thanks from grateful patients and family members recognizing some of the great work that happens at Humber River Hospital every day. I'd like to share just a few of the ones I've received in the past year with you, in tribute to the caring, dedication and professionalism of the team I am proud to lead as President & CEO of your hospital.

*Barbara E Collin*

*There are several people who I'd like to personally like to thank for making me very comfortable and at ease during my day surgery: Nina...she checked me in, took my vitals and history, started the IV and provided comfort until such time as I was in surgery.*

*When I woke up from surgery Renata in post op was caring and warm. She made sure I was comfortable and felt at ease. Moving from post op to pre-discharge both Agnes and Ellen ensured I was ready to be discharged and were patient and caring.*

*All in all I couldn't be more pleased with the nursing staff. Of course I'd like to thank Dr. Laz Klein and his team for a successful procedure.*

*Manny*

*I just had a TURP with Dr. Kong and stayed 2 nights at the hospital. From the beginning everybody was great. I felt as a human being. At the recovery room I had a delay for my room and Derek and others took good care of me. On the 11th I had Durina, Connie, Denise and others take great care of me. Thank you!!*

*Yves*

*Just wanted to drop a quick line to compliment you on the wonderful staff you have in the Fracture clinic. I would like to pay particular compliment to Val who tended to me in such a delicate and gentle and empathic manner. In addition while waiting for the Dr. to attend to me I was privy to Val and Andy casting an elderly senior with a new cast. Though the senior was in a great deal of pain, they tried to work quickly and as gently as possible while infusing some humour during whole process. Well done gentlemen!! Truly very impressed. Please keep up great work.*

*Anna*

I had many pre-op appts today and was very impressed with the way I was treated! From the receptionist, nurse Jane, Physio, two Drs. X-ray techs, blood tech.... Wonderful experience. I am very fortunate to have Dr Rodriguez as my surgeon. Thank you HRH!

Leanne

I just want to commend a social worker who helped me take care of my 4 year old daughter while my husband was being attended to for anaphylactic attack. I had to drive my husband to the ER with my daughter in the back seat. When we reached the ER, the nurses and other staff came right away and brought him in. My daughter got very anxious and started crying. It was hard seeing my husband in such condition and it was even harder to have my daughter witness it. A social worker whose name I forgot to ask was there and was very helpful with my daughter. My husband is ok now, thanks to the quick action of the nurses and doctor of your ER. Thank you to the social worker too. Regards,

Emma

Visited today with my daughter with recurring abdominal pain. Attended to by Dr. Leon Riulin- appreciated his excellent bedside manner and exceptional and quick care. Would really like to acknowledge nurse Grace (on from 9am-4pm this date), who was most personable, caring, genuine and the real deal of what I consider true nursing. Attentive, accessible and empathetic, she made our stay calm, and reassuring. Please, please pass our many thanks. Triage nurse was also exceptional, although I was remiss in getting her name. Keep up the great work you are doing. Facility is clean and clearly marked and overall a good experience in what can be a stressful situation.

Alexis

Being RN by profession, I got pleasantly surprised by my recent experience as a patient. I am writing to thank the Humber River hospital for an extraordinary experience that I had during my short stay in May 2016. I had a surgery done by Dr. Ben Tse and stayed as inpatient on the 10th floor for one day after it. I felt that the entire surgical department is well organized, patients receive good instructions, attentive care, and support through their journey. All the hospital staff that I got in touch with including office assistants, volunteers, nurses, and doctors were pleasant, caring, and professional. A special thanks to a male OR nurse (unfortunately I do not remember his name). I was very scared and anxious before the surgery. He made me feel safe on the way to the operating room and on arrival there, until the general anaesthesia took effect. Dr. Ben Tse and his assistant did an excellent job. I would recommend the Humber River hospital to everyone.

Asia





# **Executive Leadership & Financials** 2016/2017

## **Board of Directors**

Craig Baxter  
Frank Fazzari  
Michael Iacovelli  
Terry Leon  
Paul Mantini  
Barbara Mason  
Deborah Pankhurst  
John Rossetti  
Eva Ryterband  
Joan Smart  
Trevor Smith  
Rochelle Stenzler  
Bruce Teron  
Paul Tsaparis  
Susan Wolburgh Jenah

## **Ex-Officio Members**

Barbara Collins	President & CEO
Dr. Narendra Singh	Chief of Staff
Dr. Stephen Halman	President, Medical Staff Association
Mirella Quattrin	President, Volunteer Association
Vanessa Burkoski	Chief Nursing Executive
Roy Scaini	Chair, Foundation Board

## **Officers**

Chair	Craig Baxter
Vice Chair	Deborah Pankhurst
Vice Chair	Terry Leon
Treasurer	Rochelle Stenzler
Secretary	Barbara Collins

## **Senior Team**

Barbara Collins	President & CEO
Dr. Narendra Singh	Chief of Staff
Vanessa Burkoski	Chief Nursing Executive
Peter Wegener	Vice President, Finance & Chief Financial Officer
Scott Jarrett	Executive Vice President, Patient Services
Peter Bak	Chief Information Officer
Karen Adams	Vice President, Human Resources & Organizational Effectiveness

## Hospital Operations Year Ended March 31/2017

Revenue	\$445,716,716
Expense	\$445,412,262
Net Operating Surplus Before Amortization of Buiding (Net)	\$ 304,454

### 2016/2017 Revenues \$445,716,716

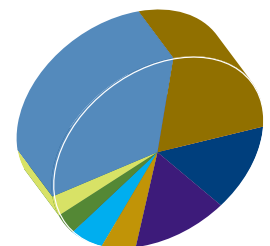
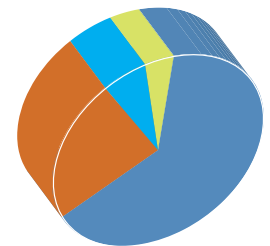
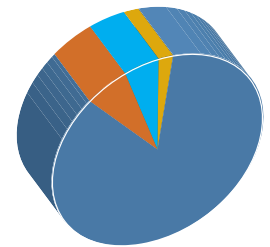
87%	Ministry of Health Funding	\$385,709,606
6%	Patient Activities	\$ 27,326,465
5%	Parking and Ancillary	\$ 22,754,732
2%	Other Revenues	\$ 9,925,913

### 2016/2017 Expenses \$445,412,262

66%	Salaries and Employee Benefits	\$292,904,422
24%	Supplies & Other Expenses	\$104,884,669
6%	Medical & Surgical Supplies	\$ 28,313,138
4%	Drug Costs	\$ 19,310,033

### 2016/2017 Expenses by Program \$445,412,262

24%	Medical Program	\$105,924,518
14%	Surgical Program	\$ 60,684,340
13%	Clinical Support Services	\$ 60,210,682
6%	Emergency and Ambulatory Program	\$ 24,507,281
6%	Dialysis Program	\$ 26,644,515
4%	Womens/Childrens Health Program	\$ 18,716,616
4%	Mental Health Program	\$ 17,025,745
29%	Other Services	\$131,698,565



Patient Activity	2016/2017	2015/2016
Inpatient Admissions	28,032	25,285
Inpatient Days	208,396	182,269
Emergency Visits	131,083	127,264
Ambulatory Outpatient Visits	426,961	380,321
Births	3,589	2,982
Dialysis patient Years	510	488
<b>Surgical Cases</b>		
Inpatient	7,513	7,329
Day Surgery	17,616	17,257
<b>Total</b>	<b>25,129</b>	<b>24,586</b>





**T**he new Humber River Hospital is designed to complement the local streetscape and architecture, and to fit into the neighborhood in a real and meaningful way. The most visible of these design elements, located along both the north and south exposures of the new building, is our Graphic Art Glass architectural feature: Aspen Grove.

Throughout time Aspen Groves have been embraced by many cultures as symbols of unity and of strength through diversity. The Humber River Aspen Grove symbolizes the shared belief in a unity connecting the rich diversity of human cultures, societies and religions. Each tree stands as an individual, yet is connected to the whole. Together we are the Humber River Hospital community.



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Toronto, ON M3M 0B2

[www.hrh.ca](http://www.hrh.ca)

 @hrhospital

