

UNITY HEALTH TORONTO

# Annual Report 2019-20



ST. JOSEPH'S HEALTH CENTRE

ST. MICHAEL'S HOSPITAL

PROVIDENCE HEALTHCARE

## Message from our President and CEO and Board Chair

When Unity Health Toronto launched its first strategic plan last spring, we unveiled a new vision of what we aspire to deliver for everyone we serve: ***The best care experiences. Created together.*** All of our dreaming and planning resulted in identifying strategic areas of focus that are interrelated and move us steadily towards our shared vision.

Though we experienced unprecedented change in the final months of this year as we responded to the COVID-19 pandemic, we wanted to take this opportunity to reflect on the great progress our teams made in achieving our Year 1 strategic objectives before we turned our efforts to this new virus. Throughout this report you will see stories that show how we have been building the foundation to create the best care experiences together.

Our foundational work at Unity Health in building our network, forming our leadership and developing our strategy has never been more important. It has enabled us to meet the challenges presented by the global COVID-19 pandemic. In just a few short months since the first case in Ontario in late January, COVID-19 has had a major impact on our people and resources, along with the broader health care system. We created two COVID-19 Assessment Centres to support testing in our communities, and took our testing beyond our walls to local shelters who were hit hard by this new virus. We created entrance screening processes and numerous infection, prevention and control measures to ensure the safety of our care environments. We opened new units dedicated to caring for patients with COVID-19, including accelerating the opening of floors in our new Peter Gilgan Patient Care Tower at

St. Michael's Hospital, that enhanced system capacity when our city needed it the most. With the requirement of visitor restriction policies and ramping down of clinical services, we implemented virtual solutions to enable people to connect with their loved ones or to access care from home.

None of our accomplishments would have been possible without us all working together and we are incredibly proud that our people have continued to live our mission and values during this unprecedented time in health care, locally and around the world.

We are so grateful for the many contributions of our Unity Health community through the past year and during this pandemic. As we go forward and begin our recovery, we will continue to be guided by our vision and our commitment to excellent and compassionate care for all in need.

Sincerely,



**Dr. Tim Rutledge**  
President and CEO



**Colleen Johnston**  
Chair, Board of Directors

Dr. Tim Rutledge and Colleen Johnston at the Our Shared Values award ceremony at St. Michael's in November 2019







# Our COVID-19 response

**In early March of this year, our world changed.** We had been preparing for the possibility that COVID-19 would arrive on our doorstep since January, and on March 10 we had our first COVID-19 positive patient present at one of our hospitals. We quickly took action to implement additional precautions to protect our patients, residents, staff and physicians. We began outreach to help support our community. And we were overwhelmed with the kindness and generosity of individuals across Toronto and Ontario towards our people.







**April 15**

Select floors of the Peter Gilgan Patient Care Tower open to support the COVID-19 response and more critical care system capacity in Toronto



**April 28**

Providence opens its first COVID-19 positive unit for patients requiring rehabilitation and recovery



**May 12**

Unity Health staff volunteer to be redeployed to provide care and support to long-term care homes

**605**

VIRTUAL FAMILY  
AND FRIEND VISITS\*



**May 5 and 7**

Additional floors of the Peter Gilgan Patient Care Tower open to support our COVID-19 response

*\*from March 15 to May 8, 2020*

INITIATE AND SUPPORT INTEGRATED CARE  
DELIVERY, INCLUDING OHTS AND BUNDLED CARE

## Better patient journeys with Ontario Health Teams

**As part of Ontario's health system transformation strategy, Ontario Health Teams (OHTs) have been envisioned as a new way of organizing and delivering care.** The aim is for various health care providers, including community organizations, hospitals, primary care and home and community care providers, to work as one coordinated team to make it easier for patients to navigate the system.

In December 2019, the East Toronto Health Partners (ETHP) OHT – which includes Providence as one of six anchor partners – was announced as one of the first 24 OHTs. In Year 1, the team has committed to focusing on the following patient populations: seniors and caregivers; people living with mental health challenges and addictions; and people in priority neighbourhoods to help meet the local needs of diverse communities. One of the first initiatives the partners collaborated on is tackling the heightened demand for health and community services during the winter months using a community-based approach.

St. Joseph's and St. Michael's are actively working with various partners in their communities on OHT applications that are currently designated as "in development," with an aim to submit full applications later this year. Providence is also involved in the development of another OHT application in Scarborough.

"Historically, we have been good partners in our communities so we have experience to build on," said Jennifer Bowman, Vice-President of People and Transformation, about Unity Health's participation in OHTs. "The sharing of knowledge and the development of relationships forms an excellent basis for success."

Please note: these photos were taken and stories were written before the COVID-19 pandemic and reflect the work of Unity Health Toronto before its COVID-19 response.



Cynda Ashton (left), Social Worker, and Eileen Fisher (right), Team Leader, are members of the Child and Adolescent Inpatient Psychiatry Unit at St. Joseph's where Ruby Munar (middle) works as an Advanced Practice Clinical Educator.





INITIATE IMPLEMENTATION OF THE  
INSTITUTE FOR HEALTHCARE IMPROVEMENT  
JOY IN WORK FRAMEWORK

## Creating more joy in work

In 2019, Unity Health had its first network-wide staff and physician engagement survey to understand how best to support our people. Teams used their survey results to inform action plans that improve their joy in work. For the Interprofessional Practice (IPP) team at St. Joseph's this meant creating a new onboarding process for Advanced Practice Clinical Educators (APCEs).

"The team wanted more structured time to learn about their role and how to do it effectively," said Sarah Dimmock, Director of IPP at St. Joseph's. "We developed a two-week orientation as well as a six-month learning pathway for APCEs."

Ruby Munar, an APCE for the Child and Adolescent Inpatient Psychiatry, Mental Health Short Stay and Mental Health Emergency Services units at St. Joseph's, was in the first cohort of the orientation process. She previously held an interim APCE role – before the process was in place – and experienced the difference firsthand.

"Before I felt my role was more task-specific and I didn't know how I fit into the larger IPP team," said Munar. "Now I feel more confident in my role. I've taken part in learning sessions, shadowed an experienced APCE and completed learning goals to better support my clinical team."

BUILD OUR WORLD-CLASS SPECIALTY CARE

## Expanding MS rehabilitation services at Providence

**Nelson Rodrigues is a big personality who keeps those around him laughing and inspired by his positivity in the face of challenges.** Rodrigues lives with multiple sclerosis and has been a patient with the St. Michael's MS Clinic for years. As plans for the BARLO MS Centre take shape, our clinical leaders have been envisioning new ways to provide integrated care for patients who live with MS. Early on, we identified the opportunity to expand rehabilitation services at Providence to serve this patient group.

"Providence is a leader in rehab at both the local and provincial levels. In the true spirit of interprofessional collaboration, our teams have been learning from each other to better serve patients with MS," said Shawn

Brady, Senior Director of Rehabilitation, Palliative Care and Complex Continuing Care at Unity Health.

One of Providence's patient flow coordinators now works directly with the MS Clinic to identify patients who would benefit from rehab. Rodrigues was one of them, and he came to Providence for a three-week inpatient stay in early 2020.

"I've had two rehab sessions every day to learn techniques that improve balance and equilibrium and strengthen my back and core," said Rodrigues just before his discharge.

"It's been really beneficial, and now I'm just looking forward to being home with my wife and son."

A patient with the St. Michael's MS Clinic, Nelson Rodrigues spent three weeks at Providence getting rehab with physiotherapists such as Kelly Sheahan.





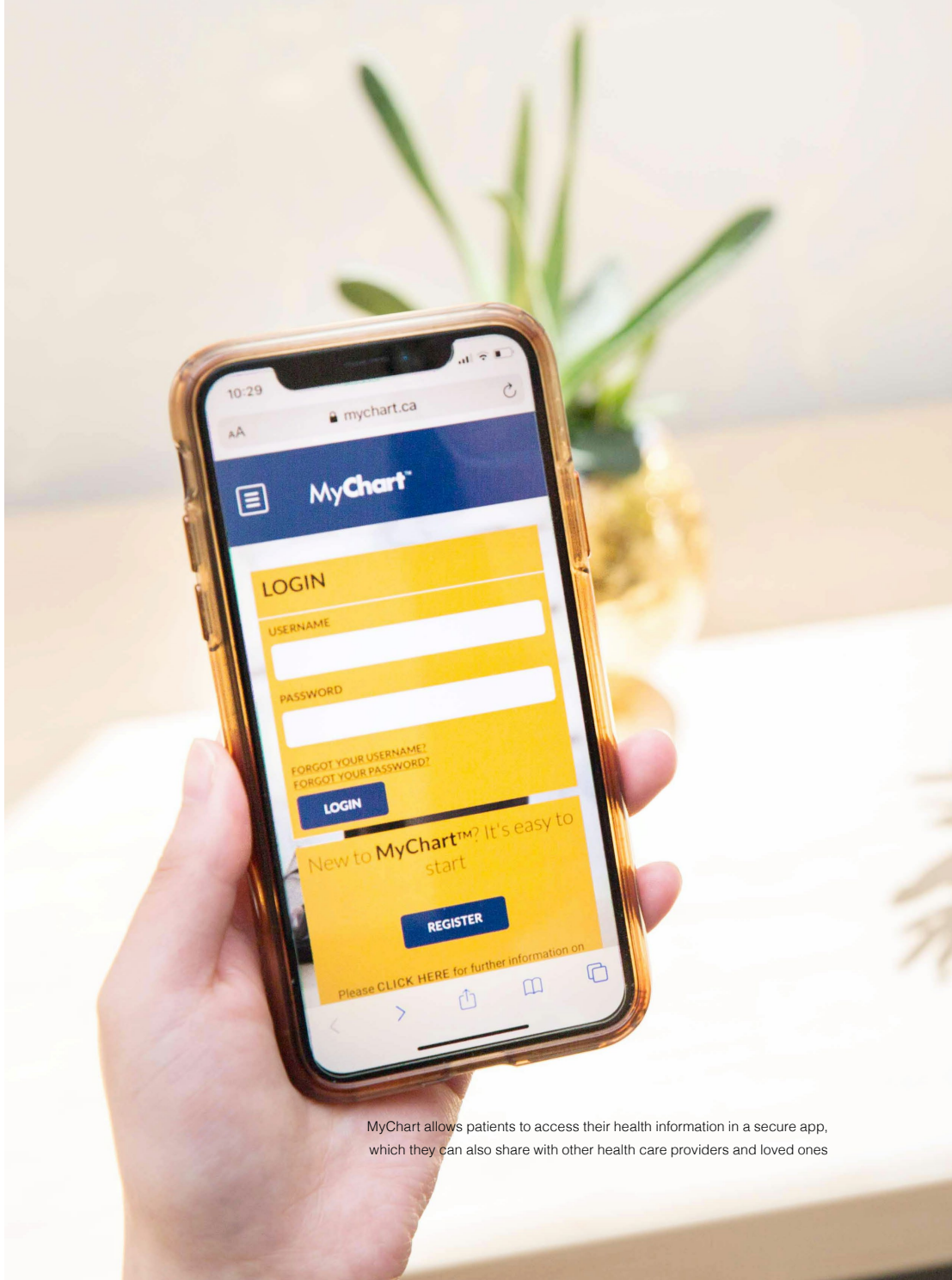


## Assessing medication needs with AI

**When in hospital, patients may be prescribed antibiotics that are taken either intravenously (through an IV line) or orally through a pill.** The delivery method depends on a number of factors including how someone's body absorbs medication and what their health status is. IV medication can limit a patient to lying down or wheeling an IV pole with them while walking. Sometimes needing IV medication can keep them in hospital for longer. Clinicians make regular assessments about whether a patient can switch from IV to pills – but making assessments for hundreds of patients is time consuming. So teams at St. Michael's wondered: could they use artificial intelligence to help? And the answer was yes.

"We asked clinicians how they assess stability and absorption and then wrote code to pull from our patient data sources to make the same assessments almost instantly," said David Dai, Senior Data Scientist. "We created a traffic light system – green, yellow and red – that is given to pharmacists so they can easily see who is ready for the switch, who isn't and who needs more investigation."

"This will help get people home sooner in some cases and free up time for clinicians to spend in more face-to-face interaction with their patients, which can have an even further positive impact on improving patient experience across our communities," said Muhammad Mamdani, Vice-President of Data Science and Advanced Analytics.



MyChart allows patients to access their health information in a secure app, which they can also share with other health care providers and loved ones





DEVELOP AND BEGIN TESTING OF A VIRTUAL CARE  
MODEL FOR A SELECT PATIENT POPULATION

## Improving health care collaboration and patient experience

**The experience a patient has with the health care system doesn't just involve the time they spend in a hospital or even the parts of their care they can physically see. At Unity Health we're using virtual care to improve patients' experience before, during and after their visit.**

One project is helping keep patients out of the hospital when they don't need to be there. Anyone undergoing a bariatric procedure needs to have a pre-assessment done – but in some cases, patients live hours away from their surgeon at St. Joseph's. To reduce their need to travel, the bariatric pre-assessment project connects patients in remote areas with their surgeon by video.

An initiative at St. Michael's allows clinicians to send a secure photo of skin conditions to a physician at Women's College Hospital for consultation in urgent situations. In addition to enhancing collaboration across hospitals, it's helping provide faster diagnosis and in many cases, saving patients from unnecessary tests.

"Improving patient experience can also include simply involving patients more in their own care," said Purvi Desai, Senior Director of Digital Records and Partnerships.

The rollout of a system called MyChart at Unity Health allows patients to access their health information in a secure app, which they can share with their other health care providers and loved ones. After a goal was set to increase enrolment, the number of patients who signed up at St. Joseph's and St. Michael's for MyChart almost doubled in less than a year.

ENGAGE OUR PATIENTS WHO ARE EXPERIENCING DISADVANTAGE TO  
HELP US UNDERSTAND HOW THEY CAN FEEL RESPECTED AND SAFE IN  
OUR CARE ENVIRONMENTS AND EMBED A CULTURE OF EQUITY

## More inclusive care in our Emergency Departments

**The emergency departments (EDs) at St. Joseph's and St. Michael's are integrating valuable information shared by patients and families into their standard practices.** "Our goal is to ensure every patient, regardless of their circumstance or reason for their visit, be treated with dignity and compassion in our EDs. Through feedback from our patients, we have identified a few ways to change our practice that we hope will help people feel welcome and safe in our spaces," said Dale Clement, Vice-President, Clinical Programs at St. Joseph's.

Patient-centred questions have been implemented to help staff uncover the patient's specific needs for that ED visit, such as: How would you like to be addressed? What is your goal and what are you hoping for today? What are you most worried about?

Staff will track responses and required follow-up actions in the patient's chart so all members of the care team are able to see and work from these answers.

Simultaneously, Unity Health's Education portfolio is conducting a curriculum review to ensure staff understand their roles in supporting an equitable, diverse and inclusive culture.

Shaun Bacchus is a Porter who often works in the Emergency Department at St. Joseph's, where staff are now asking more patient-centred questions to help understand their patients' needs.







## Creating a plan for the Care Experience Institute together

**Unity Health set an ambitious vision in 2019: *The best care experiences. Created together.* But what does it mean to create care experiences together?** And what do the best care experiences actually look like? These were just two of the questions posed to almost 100 people from across the organization at a working meeting in January. Their goal was to start a conversation that will help launch Unity Health's Care Experience Institute.

"We had everyone from patient and family partners to managers, nurses and our president in the room," said Dr. Irfan Dhalla, Vice-President, Physician Quality, and Director of the Care Experience Institute. "The conversations were amazing and everyone shared their unique perspectives on what we need to focus on, as well as their honest reflections of what potential barriers could be."

Themes ranged from creating a more customer service type model in various units to exploring different funding models. Those broad ideas will now help create a five-year plan for the Care Experience Institute.

"We know there's an appetite to continue to strive for continuous improvement and innovation," said Dr. Dhalla. "We want to keep building on the incredible patient experience work already happening across Unity Health."



Huda Idrees, Founder and CEO of Dot Health, speaking about how data and information can be better used to improve care at the Care Experience Institute working meeting in January.





ENHANCE AND FOCUS EXISTING AREAS OF  
DISCOVERY AND TRANSLATIONAL RESEARCH  
TO ADVANCE BETTER CARE EXPERIENCES

## Broadening research engagement to improve care

**When Dr. Janet Parsons, a Scientist at the Li Ka Shing Knowledge Institute, joins a research project, one of the first things discussed is whether the topics the study aims to examine are those most relevant to patients.**

“Patients have lived expertise and are the true experts of their experience,” she said.

To enhance Unity Health’s patient engagement in research, Dr. Patricia O’Campo, interim Executive Director of the LKSKI, created a baseline survey that measured efforts to engage patients, the public and community in research and to gauge researchers’ interest in learning more.

“It’s important to know where we are to know how to improve,” Dr. O’Campo said.

While more than 70 per cent of respondents’ activities across the organization included patient or community engagement, about two-thirds said they face challenges such as ensuring the population involved is representative of the patients the research will serve.

With this baseline, Dr. O’Campo, in collaboration with Dr. Ori Rotstein, Vice-President of Research and Innovation, has assembled a working group that will find strategies to broaden patient, public and community engagement activities.

## Our Shared Values Award Winners

This year Unity Health Toronto honoured the recipients of the first **Our Shared Values awards**. Sadly, two of the recipients, Andrea Ross and Tammy Ciuciaru, passed away earlier this year. The Our Shared Values Awards are based on the corporate values we share at St. Joseph's, St. Michael's and Providence and celebrate the staff, physicians and volunteers who exemplify a tangible commitment to living these values.

- St. Joseph's Health Centre
- Providence Healthcare
- St. Michael's Hospital



**Dr. Chris Compeau**

Thoracic Surgeon  
Human Dignity Award



**Lorna May Forbes**

Registered Nurse  
Compassion Award



**zB Mental Health Short Stay team**

Community Award



**Dr. Stavros Karanicolas**

Nephrologist  
Excellence Award



**Jackie Boyce and Liana Salvador-Watts**

Social Worker and Registered Nurse and Lactation Consultant  
Inclusivity Award





**16 Cardinal Carter North: Surgery, Gastroenterology and Plastics team**

*Excellence Award*



**NICU Parent Advisory Committee**

*Community Award*



**Visitor Services team**

*Human Dignity Award*



**Andrea Ross**

*Administrative Assistant  
Compassion Award*



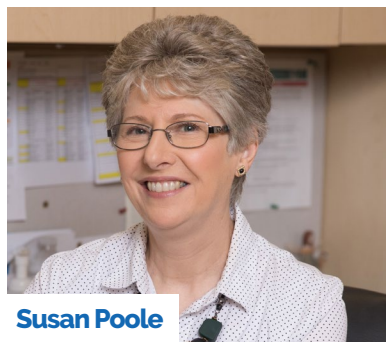
**Tammy Ciuciaru**

*Social Worker  
Human Dignity Award*



**Elisa De Ocampo**

*Nurse  
Compassion Award*



**Susan Poole**

*Executive Assistant  
Inclusivity Award*



**Cristina Pascual**

*Community Resource Worker  
Inclusivity Award*

# Our network in the news



## ST. JOSEPH'S HEALTH CENTRE

**The expanded Mental Health Emergency Services Unit increased the number of patients who can receive care**, noted Paula Podolski, who also highlighted the province's commitment to support mental health care. (CP24)

### OTHER STORIES

- The Government of Ontario announced it will provide a \$5 million early planning grant to St. Joseph's aimed at reducing overcrowding and wait times for treatment (The Toronto Star)
- For 16 years, Jane Watson has paid forward the kindness shown to her family by hospital staff with an annual gift-giving program called Project Hope. (The Globe and Mail)



## ST. MICHAEL'S HOSPITAL

**Dr. Alberto Goffi (left) and Dr. Andrea Rigamonti prepared for a surge of COVID-19 cases in Toronto** by reaching out to critical care colleagues in Italy to learn from their experiences. (The Globe and Mail)

### OTHER STORIES

- The emergency department's mock 'code orange' simulations help prepare this downtown trauma centre for the next catastrophe. (The Canadian Press)
- Dr. Sean Rourke launched a study on a new self-testing kit for HIV. (The Canadian Press)





## PROVIDENCE HEALTHCARE

**Dr. Ashley Verduyn and physiotherapist Jeff Kestenberg spoke about a patient's recovery and rehabilitation** after a car accident injured him so severely he had to learn how to walk again. (CTV Toronto)

### OTHER STORIES

- Providence is one of six anchor organizations in the newly formed East Toronto Health Partners team. (Toronto.com)
- Rob Hill spoke about his six-month recovery after experiencing a stroke. (Global News Morning)

Number of references  
to our work in top  
tier media outlets:



90



63



51



48



47



42

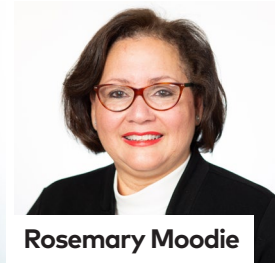
Coverage in  
international  
media outlets



# Governance

## Board of Directors

*ELECTED MEMBERS*





## Board of Directors *cont.*

### *EX-OFFICIO MEMBERS (voting)*

#### **John Barford**

Chair, St. Michael's Hospital Foundation Board

#### **Andrew Branion**

Chair, Providence Healthcare Foundation Board

#### **David Mulroney**

Representative for the Archbishop

#### **Simon Nyilassy**

Chair, St. Joseph's Health Centre Foundation Board

#### **Dr. Lynn Wilson** *(interim, as of Jan. 1, 2020)*

Representative of the University of Toronto

#### **Dr. Trevor Young** *(to Dec. 31, 2019)*

Representative of the University of Toronto

### *EX-OFFICIO MEMBERS (non-voting)*

#### **Dr. Tim Rutledge**

President and CEO

#### **Sonya Canzian**

EVP and Chief Nursing and Health Disciplines Executive

#### **Dr. Graham Berlyne**

Chair, St. Joseph's Medical Advisory Committee

#### **Dr. Jeff Zaltzman**

Chair, St. Michael's-Providence Medical Advisory Committee

#### **Dr. David Lipson**

President, Providence Medical Staff Association

#### **Dr. Cathy Streutker**

President, St. Michael's Medical Staff Association

## Executive Committee

#### **Dr. Tim Rutledge**

**Dr. Glen Bandiera** *(to June 30, 2019)*

**Dr. Graham Berlyne** *(as of July 1, 2019)*

**Jennifer Bowman**

**Maggie Bruneau** *(to June 28, 2019)*

**Beverly Bulmer**

**Sonya Canzian**

**Irfan Dhalla** *(as of Jan. 6, 2020)*

**Dale Clement** *(as of June 17, 2019)*

**Sabrina Divell** *(as of Feb. 18, 2020)*

**Maria Dyck**

**Beth Johnson**

**Mike Keen**

**Lili Litwin**

**Mary Lowe** *(to Jan 3, 2020)*

**Muhammad Mamdani** *(as of Oct. 21, 2019)*

**Dean Martin**

**Melissa Morey-Hollis**

**Pat O'Campo** *(to April 30, 2019)*

**Dr. Thomas Parker**

**Dr. Kunuk Rhee** *(as of Jan. 6, 2020)*

**Dr. Ori Rotstein** *(as of May 1, 2019)*

**Dr. José Silveira** *(to June 14, 2019)*

**Jennifer Stewart**

**Anne Trafford**

**Ashley Verduyn** *(as of May 13, 2019)*

**Dr. Jeff Zaltzman** *(as of Sept. 1, 2019)*

President and CEO

Chair, St. Michael's-Providence MAC

Chair, St. Joseph's MAC

VP, People and Transformation

VP and Chief Nursing Executive, Providence

VP, Education

EVP and Chief Nursing and Health Disciplines Executive

VP, Physician Quality, and Director, Care Experience Institute

VP, Clinical Programs, St. Joseph's

Executive Director and Chief Communications Officer

President, St. Joseph's Health Centre Foundation

Executive Director, Mission Integration, Volunteer and Visitor Services

VP, Facilities and Planning

President, St. Michael's Hospital Foundation

VP, Strategy and Public Affairs

VP, Data Science and Advanced Analytics

EVP, Corporate Services and Chief Financial Officer

VP, Clinical Programs, Providence

Interim VP, Research

EVP, Medical Affairs and Clinical Programs

VP, Medical Affairs, St. Joseph's

VP, Research and Innovation

Chair, St. Joseph's MAC

President, Providence Healthcare Foundation

VP, Quality, Performance and Information Technology

Chief and Director, Medical Affairs, Providence

Chair, St. Michael's-Providence MAC

## Corporate Medical Advisory Committee (MAC)

**Dr. Jennifer Anderson**

**Dr. Peter Ballyk**

**Dr. Glen Bandiera, Chair** *(to June 30, 2019)*

**Dr. Graham Berlyne, Chair** *(as of July 1, 2019)*

**Sonya Canzian**

**Dr. Robert Cirone**

**Dr. Timothy Dowdell**

**Dr. Ralph George** *(to June 30, 2019)*

**Dr. Eddy Lau** *(to Jan 30, 2020)*

**Dr. David Lipson**

**Dr. Thomas Parker**

**Dr. Kunuk Rhee** *(as of Feb. 1, 2020)*

**Dr. Ori Rotstein** *(to May 1, 2019)*

**Dr. Tim Rutledge** *(ex-officio)*

**Dr. José Silveira, Vice-Chair** *(to June 14, 2019)*

**Dr. Cathy Streutker** *(as of July 1, 2019)*

**Dr. Ashley Verduyn** *(as of Sept. 1, 2018)*

**Dr. Tara Williams**

**Dr. Jeff Zaltzman, Vice-Chair** *(as of Sept. 1, 2019)*

# Statement of financial position As of March 31, 2020

*(in thousands of dollars)*

## Assets

### Current Assets

	\$
Cash and cash equivalents	102,095
Accounts receivable	47,688
Inventories	7,806
Prepaid expenses and other assets	6,330
Restricted cash and investments	217,166
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	381,085

### Long-term assets

Restricted cash and investments	109,465
3.0 redevelopment project - long term funding receivable	63,218
Property, plant and equipment	973,002
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	1,526,770

## Liabilities

### Current Liabilities

	\$
Accounts payable and accrued liabilities	160,193
Long-term debt	3,348
Deferred revenue	24,605
3.0 redevelopment project	173,274
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	361,420

### Long-term Liabilities

Long-term debt	97,978
3.0 redevelopment project	88,124
Pension benefits - supplemental plan	19,346
Other post-employment benefits	31,783
Deferred capital contributions	709,006
Deferred research and trust contributions	102,992
Other long term liabilities	5,806
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	1,416,455

### Contingency and commitments

	<hr/>
Net assets	110,315
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Total liabilities and net assets	1,526,770
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## Revenue

	\$
Ministry of Health/Toronto Central	
Local Health Integration Network (LHIN)	<b>903,600</b>
Patient revenue from other payers	<b>65,365</b>
Other income	<b>88,551</b>
Interest income	<b>4,730</b>
Grants and donations for research and other purposes	<b>87,792</b>
Amortization of deferred capital contributions	<b>22,071</b>
	<b>1,172,109</b>

## Expenses

	\$
Salaries, wages and employee benefits	<b>723,516</b>
Medical and surgical supplies	<b>81,808</b>
Drugs and medical gases	<b>66,723</b>
Other supplies and expenses	<b>144,785</b>
Bad debts	<b>9,392</b>
Interest accretion	<b>2,828</b>
Amortization of property, plant and equipment	<b>50,135</b>
Research expenses	<b>87,898</b>
Expenses associated with pension transfer to HOOPP	<b>106,479</b>
	<b>1,273,564</b>
Deficit for the year	<b>(101,455)</b>

## Statement of changes in net assets

	Invested in property, plant and equipment	Unrestricted	2020	2019
	\$	\$	\$	\$
<b>Net assets, beginning of year</b>	<b>272,977</b>	(61,207)	<b>211,770</b>	325,788
Deficit for the year	(28,064)	(73,391)	(101,455)	(114,018)
Invested in property, plant and equipment	<b>24,325</b>	(24,325)	-	-
<b>Net assets, end of year</b>	<b>269,238</b>	(158,923)	<b>110,315</b>	211,770

## Thank you for your continued support.

We would like to share our appreciation for the extraordinary generosity of community members across Ontario towards Unity Health Toronto and the St. Joseph's, St. Michael's and Providence foundations over the course of the COVID-19 pandemic thus far. You have helped us to better care for our patients and residents and better support our staff and physicians during this unprecedented time.

