

UNITY HEALTH TORONTO

Annual Report 2020-21



ST. JOSEPH'S HEALTH CENTRE

ST. MICHAEL'S HOSPITAL

PROVIDENCE HEALTHCARE

MESSAGE FROM PRESIDENT & CEO AND BOARD CHAIR

When Unity Health Toronto came together as a health-care network in 2017, we committed to tackling the most complex health-care challenges facing our city, province and the world. While that commitment remains as strong as ever, few of us could have predicted just how complex those challenges would be.

The demands of COVID-19 have been unlike anything we've ever experienced. This past year, we cared for some of the sickest patients, while connecting with families through phones and screens. We ramped up capacity to perform large volumes of COVID-19 testing and pivoted our research to learn more about the virus. When COVID-19 disproportionately affected residents of long-term care and retirement homes, we stepped in to support 17 homes across the city. In the latter half of this year, we played a major role in Ontario's vaccination effort, opening three high-volume vaccination clinics and several pop-up clinics to deliver vaccines to those most in need. All of this, while accepting hundreds of patient transfers from other GTA hospitals, to help shoulder the load together.

This year also highlighted the many inequities in our health-care system and broader society. Recognizing the need to better support our people, patients, residents, clients and their families, we embarked on a journey last summer of foundational work towards anti-racism, equity and social accountability. We established a council to inform transformational improvements across our network and recruited an inaugural Director of Anti-Racism, Equity and Social Accountability to keep us grounded in our work and moving forward.

We also committed to building and repairing relationships with Indigenous people and focusing on tangible actions to improve the care experiences for Indigenous patients and residents.

Through all of our efforts, we've been guided by our vision of what we aspire to deliver to everyone we serve: *The best care experiences. Created together.* Throughout this report, you'll see stories of how we leveraged the expertise of our network and relied on our strategic priorities to provide high quality and compassionate care to all in need.

While the pandemic is not over yet, we move forward knowing that our mission, vision and priorities have prepared us to meet the challenges and opportunities that lie ahead. We are incredibly proud of our people, who even on the most difficult days, continue to draw upon our core values to guide their work.

We want to thank our Unity Health community, whose sustained support and encouragement has reminded us why we do what we do. We are so grateful for your contributions – this year and every year.

Sincerely,



Colleen Johnston
Chair, Board of Directors



Tim Rutledge
President and CEO



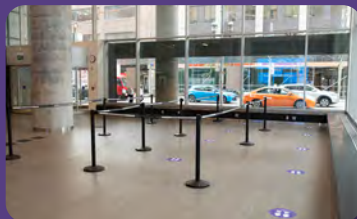
OUR COVID-19 RESPONSE

As the pandemic evolves, so too does our COVID-19 response. Every day, we're making adjustments to our processes and outreach efforts to better protect and support our patients, residents, staff, physicians and communities. Below is a timeline of some of the key milestones in our COVID-19 response this past year. Key milestones in the first few months of the pandemic can be found in our 2019-20 annual report.



June 18

Houses of Providence welcomes back family members for outdoor visits with residents



September 28

New entrance opens in the Peter Gilgan Patient Care Tower to improve entrance screening at St. Michael's



December 10

St. Michael's launches pilot of a new virtual Emergency Department



September 10

Federal Health Minister Patty Hajdu meets with Unity Health researchers to discuss COVID-19-related research projects



November 26

Providence reopens eight beds for COVID-19 positive patients requiring rehabilitation and recovery



December 22 to January 13

COVID-19 vaccination clinics launch at each of our sites. Nearly 10,000 doses administered by the end of January

250+

STAFF, PHYSICIANS AND
LEARNERS REDEPLOYED
DURING WAVE 3

201,316

VISITS TO
OUR COVID-19
ASSESSMENT CENTRES*

223,530

IN-HOUSE TESTS
PERFORMED TO
DETECT COVID-19*

397

VIRTUAL ED
CONSULTS*

81

COVID-19-RELATED
RESEARCH PROJECTS*

** From April 1, 2020 to March 31, 2021*



January 6

Residents in the Houses of Providence receive their first dose of the COVID-19 vaccine



March 8

Unity Health vaccination clinics start booking appointments for people aged 80 years and older, as well as those in other priority groups as directed by the province



March 22

Laboratory Medicine teams celebrate one year since the first in-house PCR test to detect COVID-19



January 25

COVID-19 Assessment Centre team offers pop-up testing sites in neighbouring communities



March 16

Unity Health COVID-19 Assessment Centres celebrate one year since they opened



May 6

Unity Health surpasses 100,000 doses of the COVID-19 vaccines administered, through on-site clinics, pop-up clinics and outreach



Dr. Emma Jeavons, Physician in the Department of Family and Community Medicine at St. Michael's, administers a COVID-19 vaccination at Scarborough Village Residence.



EXCELLING IN CARE FOR PEOPLE WHO BELONG TO GROUPS THAT HAVE BEEN MARGINALIZED

COVID-19 has highlighted the many health challenges and systemic inequities facing people who experience marginalization and disadvantage. Since the start of the pandemic, these communities have been at the forefront of our planning and outreach.

► Over the past year, Unity Health has supported 17 long-term care and retirement homes, providing improvements in safety, quality and infection, prevention and control. When COVID-19 vaccines became available in late 2020, our vaccination teams took doses into the homes to help protect their residents, staff and essential caregivers.

Our vaccination efforts quickly expanded to a group of Toronto-area shelters, whose clients received doses as part of a pilot to guide provincial efforts to protect people experiencing homelessness. Launched in mid-January, the pilot prioritized sites with the highest population of seniors, given their significant risk of severe outcomes from COVID-19. The pilot began at city-operated Scarborough Village Residence and was

led in partnership with Ontario Health; Inner City Health Associates; Toronto Public Health; the City of Toronto's Shelter, Support & Housing Administration; and other partners.

Collaboration with local partners has been critical to addressing the disproportionate impacts of COVID-19 on Indigenous people. The Auduzhe Mino Nesewinong Indigenous COVID-19 testing centre is an Indigenous-led public health response to these disparities. Launched as a collaboration between Na-Me-Res (Native Men's Residence), Seventh Generation Midwives Toronto and the Well Living House at St. Michael's, with support from the Centre for Wise Practices in Indigenous Health at Women's College Hospital, the centre provides COVID-19 testing and vaccinations for Indigenous people.



Niala Dookie, Activation Assistant in the Houses of Providence, helps Maria Da Silva get ready for her weekly video chat with her son.



TRANSFORMING THE CARE EXPERIENCE THROUGH DIGITAL INNOVATION

When visitor restrictions and stay-at-home orders made it difficult for patients to visit with their care providers and loved ones in person, we created virtual solutions to keep everyone connected.

► Launched last spring, our e-visiting service allows inpatients, residents and families to request video calls using an iPod or iPad. The service was developed by our Patient Experience and Virtual Care teams and is available across all three hospital sites and our long-term care home, the Cardinal Ambrozic Houses of Providence. Since launching in April 2020, our E-visiting team has supported more than 10,000 e-visits.

Across our sites, staff and physicians are turning to virtual technologies to support patients whose care needs can be safely and effectively met from home. This was especially critical when non-emergent and non-urgent services were paused earlier this year. With support from our Virtual Care Program, staff and physicians at all three sites have provided more than 685,000 virtual appointments, keeping patients safe and healthy, while

limiting unnecessary trips outside of their homes and to our hospitals.

To help residents in long-term care homes avoid unnecessary trips to hospital, a team of Unity Health physicians and researchers led the development of LTC Plus – a virtual care platform that connects long-term care homes with medical specialists. Developed with leadership from Providence, Baycrest Health Sciences, Women's College Hospital, the Centre for Quality Improvement and Patient Safety, and Sunnybrook Health Sciences Centre, the platform has reached more than 50 homes and supported more than 365 consultations in the Toronto area. Approximately 50 per cent of those consultations have helped homes avoid transferring their residents to hospitals.



WHEN I TOOK THE
IPAD TO THE PATIENT,
THEIR FACE CHANGED
IMMEDIATELY.
AFTERWARDS THE
FAMILY THANKED US
AS WELL. IT WAS
REALLY TOUCHING.

SAM MINASSIE
E-VISITING COORDINATOR

SAM'S STORY

► One of my biggest takeaways from the pandemic is that socialization plays a significant role in physical and mental health. I think a lot of the time, with elderly patients, it can be easy to forget just how much of an impact it has on them.

It feels amazing, and sometimes staff from the unit will come to the patient's room during the calls to see the change, because they know the patient is very different when they see their family. We had one patient who had weekly calls with family in Europe and as soon as she got on the call, she was laughing and smiling in ways you'd never see in other parts of the day.

We had another patient whose family member got in touch with me to say they had a wedding planned. They wanted to include the patient in the wedding virtually. They had a Zoom video call scheduled for the wedding and as I was in the patient's room, making sure the audio and video were working, I could see the wedding and their whole setup.

When I took the iPad to the patient, their face changed immediately. Afterwards the family thanked us as well. It was really touching. What I've seen in this role is a lot of patients just want to be closer to their family but they're not able to right now. It's not a good feeling to see them like that, so it's always nice when you can bring them closer.

I was a little worried when I first started this role in March 2020 because I knew I'd be in close contact with patients at a time where we were all worried about the virus, so it was a little scary. But, as soon as I saw the impact of my job and saw how patients reacted to seeing their families, I changed how I viewed the role. I don't want to say my fear went away, but now I feel that the positive impact that I can make is greater than the fear factor of the virus.

FOR MORE BEHIND THE MASK STORIES VISIT
[FEATURES.UNITYHEALTH.TO/BEHIND-THE-MASK/](https://features.unityhealth.to/behind-the-mask/)

HOW OUR SCIENTISTS TACKLED COVID-19



Caring for patients with COVID-19

Dr. Sharmistha Mishra and her team created a medical model to predict surges in acute care and critical care admissions, helping St. Joseph's and St. Michael's respond quickly and prepare for changes in patient flow.

OTHER PROJECTS

- Dr. Jennifer Watt and Dr. Ashley Verduyn examined symptoms, treatments and outcomes of older patients with COVID-19, to inform broader screening criteria for older adults.
- Dr. Paul Dorian, Dr. Laurent Brochard and Dr. Art Slutsky adapted a small ventilator that provides breathing support outside of the hospital, in the hopes of helping hospitals in remote communities.



Understanding the virus and how to respond to it

Dr. Katalin Szaszi, Dr. Andras Kapus and Dr. Warren Lee studied the interactions between viruses and cells to understand whether there's a way to boost the natural defenses of a cell, preventing widespread infection of diseases.

OTHER PROJECTS

- Dr. Andrea Tricco and the Knowledge Synthesis Team conducted rapid reviews to inform global guidelines and public health measures, including for the World Health Organization.
- Dr. Michelle Sholzberg and Dr. Peter Jüni co-led a trial to determine whether a higher dose of heparin – a medication used to treat blood clotting – is effective and safe for patients with COVID-19.

HOW WE SUPPORTED THE NEXT GENERATION



Nursing students sign in for their new placements in July 2020

On July 1, 2020, nearly four months after we paused many of our regular student placements at the start of the pandemic, we welcomed students back to a very different learning environment. Since then, collaboration between education and key stakeholders in medicine, professional practice and program leadership has enabled strong processes to support our students.

Earlier this year, we administered an experience survey to collect feedback from students about their recent placements at Unity Health during COVID-19. Here's what they said:

"In speaking with my unit manager, I realized how fully committed to diversity and inclusion this hospital is. I have never been treated like I mattered or had a right to attend my clinical placement as much as I did when working at Unity Health."

"I'm grateful to have my placement at St. Joseph's. The staff are very welcoming and I gained more knowledge in performing nursing skills, collaborating with other health-care members and enhancing my communication skills."

SUPPORT FOR OUR PEOPLE

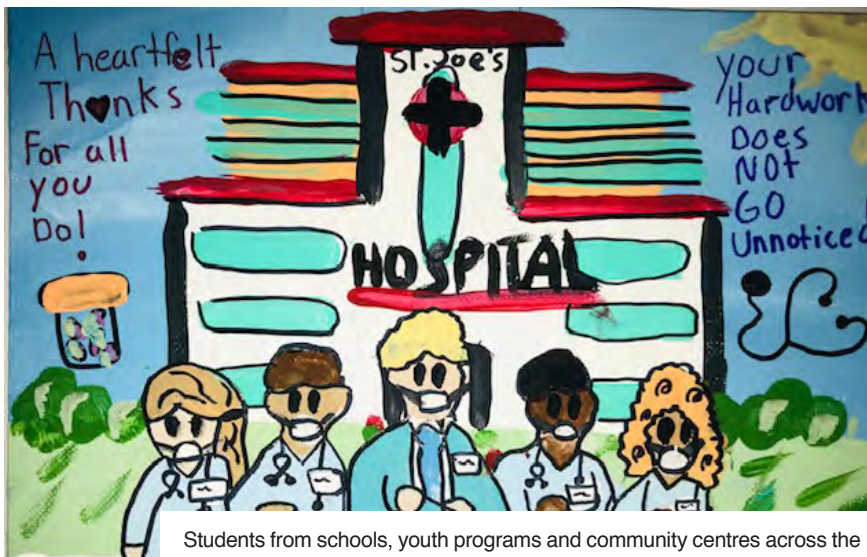
Our people and community have shown extraordinary generosity throughout the pandemic. Here are a few of the many ways that our community has supported us – and our people have supported each other – over the past year.



Elaborate floral arrangements were installed outside of St. Joseph's and St. Michael's, courtesy of Feel Good Flowers.



Our Board of Directors supported staff and physicians with the distribution of wellness kits and the creation of a COVID-19 Support Fund.



Students from schools, youth programs and community centres across the city sent thank you cards and letters to our staff and physicians.



Jennefer Simo, Community Support Worker in the Emergency Department at St. Michael's, led Smudging Ceremonies for hospital staff.



We introduced Code Lavender, a supportive response that allows staff, leaders and physicians in extraordinarily stressful situations to receive support from a Spiritual Care response team.



Living Gratitude Walls were installed across our three sites, courtesy of our Patient Experience, COVID-19 People Support and Mission Integration teams.

SUPPORT FROM OUR FOUNDATIONS

\$19M+

RAISED TO SUPPORT
STAFF AND PATIENTS

ST
JOSEPH'S
HEALTH CENTRE FOUNDATION

38,500

MEALS AND WELLNESS
GIFTS DONATED FOR STAFF

\$11.88M

RAISED FOR COVID-19
RESPONSE AND RESEARCH

St. Michael's
Hospital Foundation

5,000

HOTEL STAYS
DONATED FOR STAFF

\$1.22M

RAISED TO SUPPORT
STAFF AND PATIENTS

PROVIDENCE
Healthcare Foundation

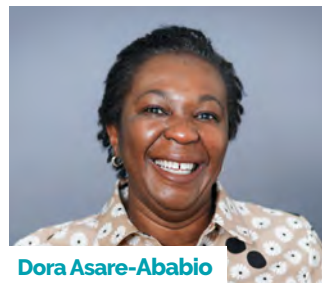
1,000+

MEALS DONATED
FOR STAFF

OUR SHARED VALUES AWARD WINNERS

After we launched our integrated mission and values in 2019, we introduced Our Shared Values Awards - a program to recognize staff, physicians and volunteers who exemplify a commitment to these values. The recipients of this year's awards were nominated by their patients and colleagues for their outstanding contributions to all in need.

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



Dora Asare-Ababio

*Clinical Nurse Specialists, Geriatric Emergency Management Team
Human Dignity Award*



Melanie York



Maria Rugg

*Palliative Care Nurse Specialist
Compassion Award*



Pat Pollard

*Independent Dialysis Coordinator
Excellence Award*



Dayalan Thevathasan

*Manager, Hospitality Services,
and the Lakeside Café team
Community Award*



Monica Figueiredo

*Clinical Nurse Educator,
Mental Health and Addiction Services
Inclusivity Award*



Monica Bath

Clerical Assistant at 80 Bond Inner City Health
Human Dignity Award



Jasmine Errett

Emergency Department Nurse
Community Award



Tamiko Bown-Kai

Emergency Department Nurse
Community Award



Jeff Kestenberg

Physiotherapist
Community Award



Kelly Pipala

Hemodialysis Support Assistant
Compassion Award



Cardiac and Vascular Surgery Inpatient Team

Excellence Award



Adolfo Vences Rodriguez

Resident Care Operations Leader
Excellence Award



Jacqueline Chen

Clinical Leader Manager,
Sumac Creek Family Health Team
Inclusivity Award



Sharmie Budhu

Manager, Environmental,
Patient Food and Transport Services
Compassion Award

OUR NETWORK IN THE NEWS



Excelling in care for those experiencing disadvantage

Dr. Ashley Verduyn and Speech Therapist Laura Conway speak about the road to recovery for COVID-19 survivors and the benefits of multidisciplinary rehabilitation programs for patients. ([Toronto Star](#))

OTHER STORIES

- Dr. Suzanne Shoush shares what it's like to work with remote Indigenous communities to administer COVID-19 vaccines as part of #OperationRemoteImmunity. ([Toronto Life](#))
- Linda Jackson explains Unity Health's role in creating a model for how to vaccinate people experiencing homelessness from COVID-19. ([The Globe and Mail](#))

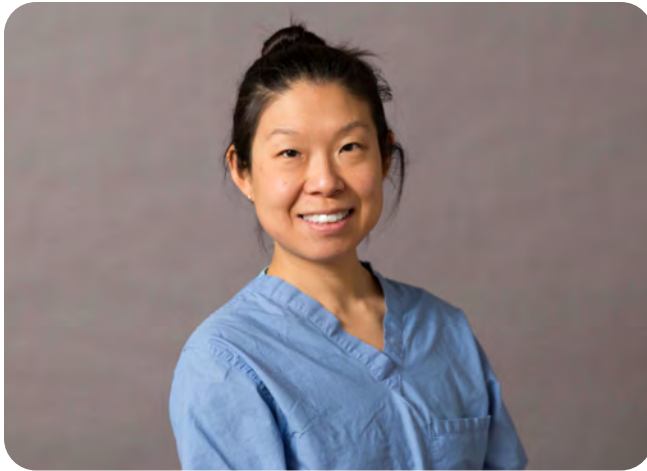


Revolutionizing care through digital transformation

Dr. Carolyn Snider and Dr. Muhammad Mamdani collaborate to develop a tracking tool in the Emergency Department that centralizes data on patients experiencing homelessness to help identify COVID-19 outbreaks in shelters. ([Toronto Star](#))

OTHER STORIES

- Social Worker Scott Graney reflects on the care and compassion required to connect isolated COVID-19 patients with loved ones at home. ([CBC The Current](#))
- St. Michael's launches a virtual Emergency Department as a safe and private way for patients to connect with health-care providers. ([Toronto Star](#))



Joy in work for our people

Dr. Sarah Kim helps her Unity Health colleagues cope with the stresses of the pandemic and focus on their wellness through a virtual mindfulness series. (CBC Toronto)

OTHER STORIES

- Jeff Braff, a Buddhist monk and former Infectious Disease Epidemiologist, offers spiritual and mental health support to patients and health-care workers with his unique perspective. ([CBC Radio](#))
- The team at Providence takes a moment to pause and reflect with help from a mobile meditation studio. ([CTV Toronto](#))

OVER
6,290
MEDIA REFERENCES

.....

IN TOP TIER MEDIA OUTLETS



1,296

NATIONAL POST

20



227

THE GLOBE AND MAIL

138



251

THE CANADIAN PRESS 🇨🇦

27

.....

INCLUDING COVERAGE IN
INTERNATIONAL MEDIA OUTLETS

The New York Times



The Washington Post

GOVERNANCE



Board of Directors cont.

EX-OFFICIO MEMBERS (voting)

John Barford
Chair, St. Michael's Hospital Foundation Board

David Mulroney
Representative for the Archbishop

Simon Nylassy
Chair, St. Joseph's Health Centre Foundation Board

Dr. Lynn Wilson
Representative of the University of Toronto

EX-OFFICIO MEMBERS (non-voting)

Dr. Tim Rutledge
President and CEO

Sonya Canzian
EVP, Clinical Programs and Chief Nursing
and Health Professions Officer

Dr. Graham Berlyne
Chair, St. Joseph's Medical Advisory Committee

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

Dr. Samir Grover
Representative of the Medical Staff Association

Dr. Urszula Zurawska-Fortin
Representative of the Medical Staff Association

Executive Committee

Dr. Tim Rutledge
Dr. Graham Berlyne
Jennifer Bowman
Beverly Bulmer
Sonya Canzian
Dale Clement
Dr. Irfan Dhalla
Sabrina Divell
Maria Dyck
Beth Johnson (to September 30, 2020)
Mike Keen
Lili Litwin
Dr. Muhammad Mamdani
Dean Martin
Melissa Morey-Hollis
Dr. Thomas Parker
Dr. Kunuk Rhee
Dr. Ori Rotstein
Jennifer Stewart (to June 26, 2020)
Anne Trafford
Dr. Ashley Verduyn
Dr. Jeff Zaltzman

President and CEO
Chair, Medical Advisory Committee
VP, People and Transformation
VP, Education
EVP, Clinical Programs, and Chief Nursing and Health Professions Officer
VP, Clinical Programs
VP, Care Experience and Equity
Executive Director and Chief Communications Officer
President, St. Joseph's Health Centre Foundation
VP, Mission Integration, Volunteer and Visitor Services
VP, Facilities and Planning
President, St. Michael's Hospital Foundation
VP, Data Science and Advanced Analytics
EVP, Corporate Services and Chief Financial Officer
VP, Clinical Programs
EVP, Clinical Programs and Chief Medical Officer
VP, Medical Affairs, St. Joseph's
VP, Research and Innovation
President and CEO, Providence Healthcare Foundation
VP, Quality and Chief Information Officer
Chief and Director, Medical Affairs, Providence
Vice-Chair, Medical Advisory Committee

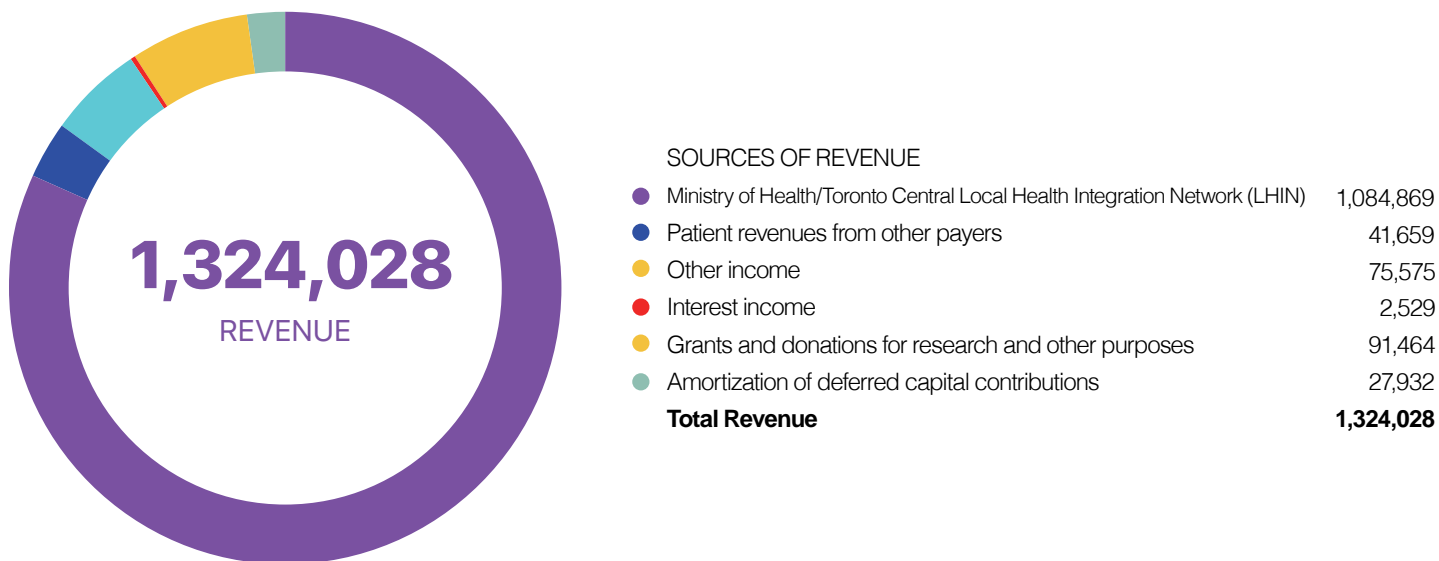
Corporate Medical Advisory Committee (MAC)

Dr. Jennifer Anderson
Dr. Peter Ballyk (until July 31, 2020)
Dr. Graham Berlyne, Chair
Sonya Canzian (non-voting)
Dr. Robert Cirone
Dr. Irfan Dhalla (non-voting)
Dr. Tim Dowdell
Dr. Samir Grover (as of Jan. 1, 2021)
Dr. Trevor Jamieson (non-voting, as of April 7, 2020)
Dr. David Lipson (until July 31, 2020)
Dr. Thomas Parker

Dr. Kunuk Rhee
Dr. Tim Rutledge (non-voting)
Dr. Cathy Streutker (Aug. 1, 2020 to Dec. 31, 2020)
Dr. Anjli Tahkar (as of Aug. 1, 2020)
Dr. Ashley Verduyn
Dr. Tara Williams
Dr. Jeff Zaltzman, Vice-Chair
Dr. Urszula Zurawska (as of Aug. 1, 2020)

STATEMENT OF FINANCIAL POSITION

All of our key financial information for 2020-21 can be found on our website, unityhealth.to.





EXPENSES BY TYPE

Salaries and benefits	832,173
Medical and surgical supplies	83,920
Drugs and medical gases	59,609
Other supplies and expenses	185,652
Bad debts	4,090
Interest accretion	3,058
Amortization of property, plant and equipment	55,111
Research expenses	91,426

Total Expenses

1,315,039

Excess of revenue over expenses

8,989

Thank you for your continued support.

We've seen incredible kindness and compassion from our community members over the past year. Thank you to everyone who has supported Unity Health Toronto and the St. Joseph's, St. Michael's and Providence foundations. Your generosity throughout the COVID-19 pandemic has helped us provide the best care for our patients, residents, staff and physicians during an extraordinary time.



**ST
JOSEPH'S**
HEALTH CENTRE FOUNDATION

THE URBAN
ANGEL

St. Michael's
Hospital Foundation

PROVIDENCE
Healthcare Foundation