



# Unity Health Toronto

ANNUAL REPORT

2022-2023

# A message from President & CEO and Board Chair



**Tim Rutledge**  
President and CEO



**Colleen Johnston**  
Chair, Board of Directors

**Unity Health Toronto made great strides on delivering the best care experiences for patients and families this year, furthering our reputation as leaders in the health sector.** While we focused on post-pandemic rebuilding, we also moved our strategy forward and received important recognition. In Unity Health’s first-ever Accreditation as a network, we achieved exemplary standing, highlighting the outstanding work of our teams. And, for the second year in a row, we were named one of the Greater Toronto Area’s top employers, celebrating our focus on joy in work.

As the world emerges from the pandemic, it is clear that that our Unity Health strategy is more relevant now than when we first developed it. There is a greater need than ever before to focus on achieving health equity for all, and developing and deploying practical healthcare solutions using advanced analytics and artificial intelligence. We will also continue to grow in our areas of world-class specialty care. Our strategic plan shows great promise for our patients, the communities we serve, and those around the world. To continue to advance this important work, we extended our strategic plan to 2026 and are continuing our vision: *The Best Care Experiences, Created Together*.

Unity Health is driving towards an equitable future where communities most in need have the opportunity to reach their health potential. This year we took important steps to address

inequities faced by our communities and staff. While we still have a long way to go, we are dedicated to furthering the conversation and taking meaningful action to promote health equity. Collaborating with community members who have lived experience with racism and experts at Unity Health, we will continue to deliver on our commitment to create inclusive and safe environments for everyone.

Our network is home to scientists and clinicians who are world leaders in the creation and implementation of innovative data analytics and artificial intelligence technologies in care settings. More than 50 innovations have been deployed, making key processes like staff scheduling and patient management easier and more efficient. Some of the stories you will read in this annual report have made headlines in the country’s largest publications for their ingenuity and widespread potential. Projects like the Electronic Patient Record, which will better connect patients, families and their care teams, will be pivotal in accelerating our advanced analytics program and building a bridge between hospital and community.

The momentum of our strategic plan is reflected in our growth as an organization with exciting, transformative work underway at our three campuses. The \$1.3-billion redevelopment at St. Joseph’s will be the biggest the site has seen in its more than one hundred-

“ We would like to extend our thanks to the Unity Health community: physicians, staff, learners, volunteers, patients, families, Foundations and supporters who work with compassion and integrity. ”

year history. A new tower and state-of-the-art care environments will provide 100 new beds for patients, and a new emergency department. At St. Michael’s, the Shuter Wing rebuild will meet the newest standards of care for populations in the downtown core. We are also planning Providence’s Centre of Excellence in Rehabilitation and Healthy Living and its integration with a Campus of Care to enable people to age well and live with choice.

This past year teams across each area of the hospital also developed creative solutions to some of the toughest challenges facing the health care system. Drivers of our success, like our top-ranked research institute, education initiatives, and our hiring and retention strategies, create pipelines to train and recruit the brightest and most innovative minds in medicine.

We would like to extend our thanks to the Unity Health community: physicians, staff, learners, volunteers, patients, families, Foundations and supporters who work with compassion and integrity. The past year has shown the positive impact our teams have made to the community and patients we serve and how we can continue to challenge the status quo in the years to come.

*Colleen Johnston*

**Colleen Johnston**  
Chair, Board of Directors

*Tim Rutledge*

**Tim Rutledge**  
President and CEO



## Thank you and farewell to Colleen Johnston

**A very special thank you to Colleen Johnston, Board Chair of Unity Health Toronto,** for her dedication and leadership over the past 11 years. Colleen first joined the St. Michael’s Board in 2013, and became the Chair of the Unity Health Toronto Board in 2019. This year, Colleen will have completed her term as Chairperson and will be stepping down. She has provided outstanding leadership, helping Unity Health evolve and define the strategic priorities that set us apart as one of Canada’s leading health care organizations. Colleen guided Unity Health through the unprecedented challenge of the pandemic, and led us to where we are now: a time of immense growth and hope for the future. On behalf of Unity Health, I’d like to recognize her work and wisdom throughout her tenure. My sincere thanks to you, Colleen.

- Tim Rutledge



# Our year in review

2022



## April

- St. Michael's becomes first hospital in Canada to acquire portable MRI scanner
- Province announces \$1-billion funding for St. Joseph's redevelopment
- Unity Health tackles blood tube shortage
- Unity Health joins forces with Signal 1 to revolutionize health care by delivering AI solutions developed at St. Michael's to hospitals around the world



## May

- St. Michael's scientists receive over \$3.2 million in federal funding to address the health impacts of COVID-19
- Mpox arrives in Canada, Unity Health physicians and researchers spring into action to address gaps in research and information



## June

- Dr. Janet Smylie becomes new Strategic Lead of Indigenous Wellness, Reconciliation and Partnerships
- After 204,000 swabs, the St. Joseph's COVID-19 Assessment Centre closes
- In a network first, Unity Health participates in Pride Toronto 2022
- In-person staff appreciation BBQs return after two years



## July

- Providence opens new 13-bed transitional care unit for patients who no longer require acute care but still need support until they find a place in long-term care
- St. Michael's Shuter Wing demolition begins to build an expanded Emergency Department



## November

- St. Michael's Hospital Foundation Angel's Den awards Unity Health scientists for innovation
- Unity Health launches new 'Unity Experience' Careers section, staff video testimonial library and social media strategy to promote recruitment
- Unity Health receives Energy Manager of the Year Award from Save on Energy



2023

## October

- Unity Health receives exemplary standing from Accreditation, meeting 99.4% of the criteria and with all organizational practices in place
- St. Joseph's opens new and expanded ambulatory area in the Emergency Department and adds more patient treatment space, supported by the St. Joseph's Health Centre Foundation



## September

- Unity Health welcomes first Medical Director of Addictions Dr. Anita Srivastava
- Unity Health's Behind the Mask exhibit is installed, recognizing staff, physicians and learners



## August

- St. Michael's researchers receive close to \$5 million in federal funding
- Supported by the St. Joseph's Health Centre Foundation, St. Joseph's opens clinic for high-risk pregnancies to fill gap in the community



## December

- Unity Health named one of the GTA's top employers for the second year in a row
- Unity Health receives the Provincial Eligible Approach Rate Award from Ontario Health (Trillium Gift of Life Network) for leading practices in facilitating organ and tissue donation discussions
- Unity Health research funding surpasses \$100 million, the highest dollar amount the network has received

## January

- Harm reduction dispensing machines spearheaded by researcher Dr. Sean Rourke launch across Canada
- Unity Health ranks as one of the Top 15 Research Hospitals in Canada and #2 in Researcher Intensity by Research Infosource Inc., moving up in rankings

## February

- Unity Health signs BlackNorth Initiative Pledge committing the organization to 7 goals to move Canada towards ending anti-Black systemic racism and create opportunities for underrepresented groups

## March

- St. Michael's opens new Transplant and Advanced Kidney Care Clinic, supported by the St. Michael's Hospital Foundation
- Research team led by Dr. Ripudaman Minhas receives funding to support mental health and well being of families in 8 cultural linguistic groups

## April

- Providence hosts open houses on Centre of Excellence in Rehabilitation and Healthy Living
- Unity Health signs contract with Epic Systems to build network-wide Electronic Patient Record
- With projects like the PVC 123 Recycling Program led by Dr. Ali Abbass, pictured above, Unity Health wins the Energy and Environmental Stewardship Award from Canadian College of Health Leaders



STRATEGIC PRIORITY

# Health Equity

At Unity Health, we're committed to providing leadership to improve health equity everywhere. We are especially focused on achieving equity for our patients and communities, and the people who work and learn here.



LP Pavey works with the ED Outreach Workers Program at the Slight Family Emergency Department at St. Michael's to help unhoused patients find housing and support.





“Nothing about us, without us.”

Dr. Janet Smylie  
Strategic Lead of Indigenous Wellness,  
Reconciliation and Partnerships

HEALTH EQUITY

# First Nations, Inuit and Métis Community Advisory Panel

Unity Health is working with community members to better understand the care experiences of Indigenous peoples. Our goal is to improve our practices to create more equitable, safe and compassionate environments across the three main hospital sites and community-based clinics.

**Recognizing the disproportionate burden of ill health experienced by Indigenous peoples, the First Nations, Inuit and Métis Community Advisory Panel (FNIM CAP)** was originally formed at St. Michael’s Hospital in 2009 to advise on the creation of culturally safe, accessible and high-quality health care.

More recently, the hospital has embraced the health care ‘Calls to Action’ contained within the final report of the Truth and Reconciliation Commission and is wholeheartedly supporting Indigenous-led initiatives across Unity Health that will improve Indigenous health. To help lead this important work and build the foundations for change, Dr. Janet Smylie was hired into a new, temporary position as the Strategic Lead of Indigenous Wellness, Reconciliation and Partnerships, to provide strategic advice and set the foundation for change. Within the year, Dr. Smylie and the FNIM CAP have updated its terms of reference, developed a high-level Indigenous health strategy, created job descriptions for hiring key roles, and began work to create a plan to address work in the most urgent Indigenous care pathways.

They also designed a forum where Unity Health’s leadership team will be accountable to the Board and Indigenous community members/ partners for Indigenous health issues and outcomes.

“For non-Indigenous settlers – those who have arrived

in the past 500 years to this land we currently call Canada - there are really three keys to reconciliation. The first is to open up your mind and heart and learn the true histories and realities of First Peoples. The second is to move beyond talk and good intentions towards concrete actions that result in tangible change. The third is to ensure that the principle of ‘nothing about us, without us’ is respected,” said Dr. Smylie.

**WHAT’S NEXT**

Unity Health Toronto will hire a permanent full-time Director of Indigenous Wellness, Reconciliation and Partnership and is working on building a core Indigenous team that will work together with hospital leaders and staff to develop and implement a more comprehensive strategy to improve Indigenous health and well-being across the network. In this next phase, staff, physicians, learners and volunteers will continue to have the opportunity to take the San’yas Anti-Racism Indigenous Cultural Safety Training course, an eight-week online program designed to increase knowledge, awareness and skills for working with and providing healthcare services to Indigenous communities. More than 500 people at Unity Health have already completed the program.

*This story was written with the input and support of the FNIM CAP.*





Seanice Dennis

Jacqueline Lumsden

Samuel Coleman

HEALTH EQUITY

# Dismantling Anti-Black Racism

Unity Health is creating policies, processes, education and community engagement opportunities to combat anti-Black racism and create a safe, equitable and inclusive environment for patients, families and staff.

**Over the past year, the network introduced anti-Black racism training for all staff and targeted education for leaders** with the goal of identifying, addressing and eliminating structural, institutional and personal mistreatment on the basis of race. Unity Health also signed the BlackNorth Initiative Pledge committing to seven goals intended to move Canada towards ending anti-Black systemic racism and create opportunities for underrepresented groups.

For the first time in our history, we collected data on the racial representation of Unity Health staff and physicians. This data has been used to identify targeted strategies, including those needed to address gaps in the underrepresentation of Black leaders and physicians. Unity Health is 71 Black physicians short of accurately representing Toronto’s demographics. A workforce that represents our community will make us a stronger organization, better positioned to deliver best care experiences for all.

Unity Health launched a Black Affinity group, also

known as a community of inclusion or employee resource group, to create affirming and safer spaces for Black staff to share their experiences and lean into collective wisdom for celebration, empowerment and action.

During Black History Month in February, staff members shared their stories in first-person Behind The Mask profiles.

**“I don’t want to be the token Black girl or a number that somebody checks off. I want to work hard for something. And I want to make things better.”**

They reflected on their experiences with racism and shed light on micro-aggressions at work to raise awareness and move towards a safe work environment for all.

“We need to look within ourselves, to slowly unravel systemic racism within the organization,” said Jacqueline Lumsden, a Patient Care Manager at Providence. “I’ve been pleased to support our anti-racism, equity and social accountability work and

it’s something I’m really passionate about. I don’t want to be the token Black girl or a number that somebody checks off. I want to work hard for something. And I want to make things better.”

**“Our services  
fill an important  
need for patients  
who often fall  
through the  
cracks.”**

Dr. Stephen Hwang  
Director of MAP



HEALTH EQUITY

## Advocacy for unhoused populations

Addressing gaps in care and policy for unhoused populations through innovative programs, research and advocacy sets Unity Health apart.

**In winter 2023, as temperatures dropped and public conversations turned to a need for shelter access,** the network and its researchers, physicians and staff took a stance, advocating for a swift response to cold weather for unhoused people. Now, the City of Toronto has changed criteria for activating Warming Centres during the winter.

Science from the MAP Centre for Urban Health Solutions and clinical teams’ innovative projects fuel our focus and expertise:

### **The Navigator Program**

St. Joseph’s and St. Michael’s staff follow up with unhoused patients after hospitalization for serious illness, connecting patients to life-saving care.

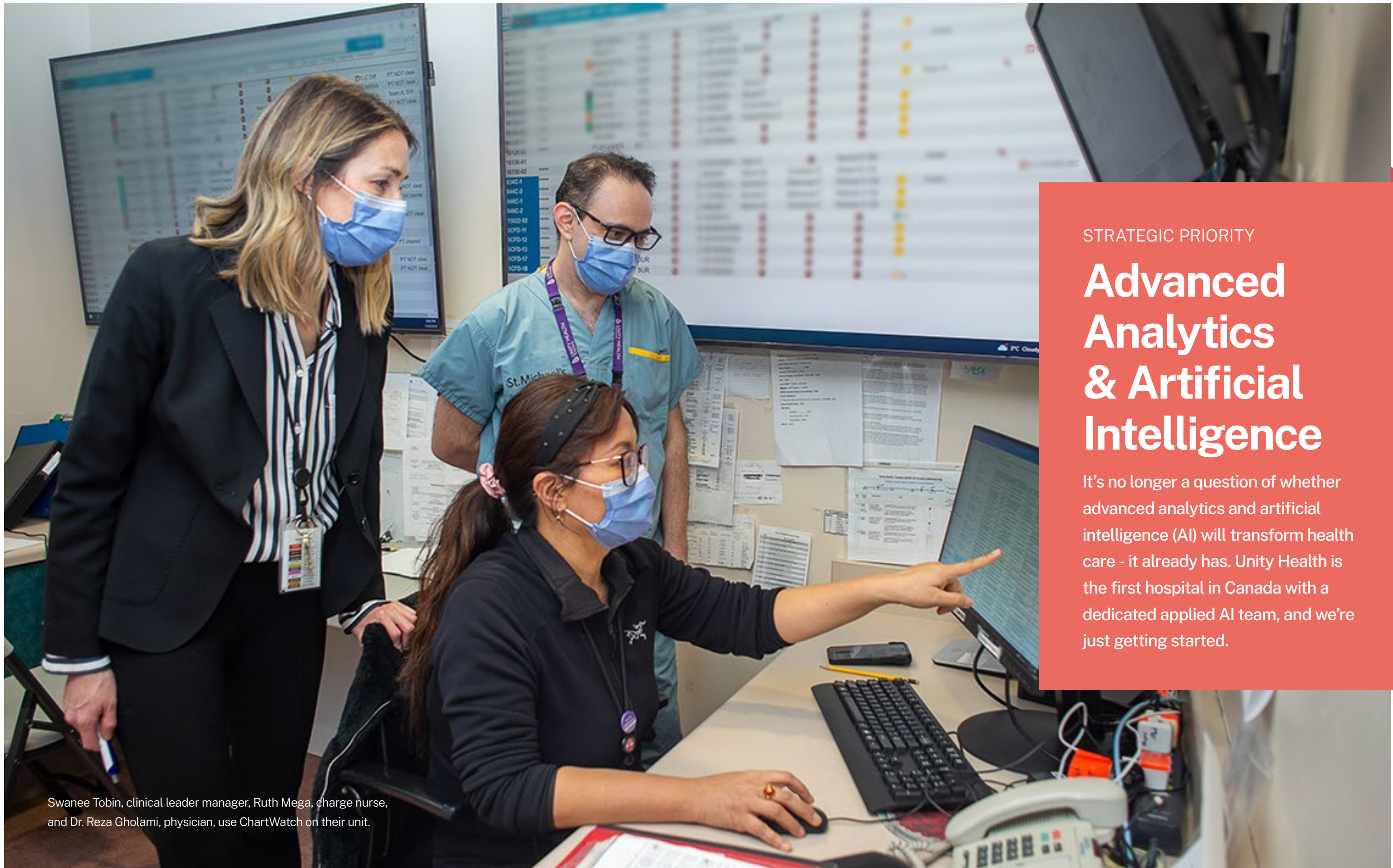
### **ED Outreach Workers Program at the Slaight Family Emergency Department**

More than 200 precariously housed patients leaving St. Michael’s emergency department have paired with outreach workers to help them find a place to live, access to food, and financial support.

### **A pilot project to increase health services at low-barrier service centres**

A project located in drop-ins, or easy-to-access social service centres, is addressing gaps in access to day-to-day care for people in low-barrier community settings. Led by the Downtown East Toronto Ontario Health Team (DET OHT), Unity Health researchers are exploring the impacts of this unique approach, which offers services from nurses, social workers, case workers and more on a drop-in basis.





Swanee Tobin, clinical leader manager, Ruth Mega, charge nurse, and Dr. Reza Gholami, physician, use ChartWatch on their unit.

STRATEGIC PRIORITY

# Advanced Analytics & Artificial Intelligence

It's no longer a question of whether advanced analytics and artificial intelligence (AI) will transform health care - it already has. Unity Health is the first hospital in Canada with a dedicated applied AI team, and we're just getting started.





ADVANCED ANALYTICS &  
ARTIFICIAL INTELLIGENCE

# Personalizing critical care

Using Artificial Intelligence (AI), our researchers are creating individualized critical care treatments to speed up recovery, reduce complications, and help patients spend less time in intensive care.

**Dr. Laurent Brochard, a critical care physician, and Dr. Muhammad Mamdani, Vice-President of Data Science and Advanced Analytics,** are studying how to use AI to tailor mechanical ventilation – which assists patients in breathing when they are unable to do so on their own – to each individual patient.

The project aims to help patients recover faster in Intensive Care Units (ICUs) by reducing the need for sedation through minute-by-minute, AI-powered patient status monitoring and analysis. This tool would also help improve hospital operations by freeing up intensive care unit beds more quickly for other ill and injured patients.

The duo won the Odette Award for Health System Innovation at the 2022 St. Michael's Hospital Foundation Angel's Den pitch competition for their project titled "Breathe Easy: The Personalized Ventilator is Here." An initial algorithm for testing and deployment is likely to be ready by the end of 2023.

## DID YOU KNOW?

AI solutions deployed at Unity Health are showing significant benefits such as a > 20% reduction in mortality in our general internal medicine units.





ADVANCED ANALYTICS &  
ARTIFICIAL INTELLIGENCE

# How AI is improving patient care

A new Artificial Intelligence (AI) solution is making it easier for surgical teams to make care decisions for patients.

**In November, Unity Health introduced CHARTWatch Surgical. Launched in partnership with Canadian health AI startup Signal 1,** this tool uses patient data in the hospital's electronic medical record to predict the level of medical support a patient will need. This insight, paired with clinical expertise, helps care teams deliver the best care experiences.

St. Michael's surgical unit looks after more than 40 patients on a busy day, coordinating everything from pain management to wound treatment to deciding who can be discharged.

“What we’re seeing with CHARTWatch is improved teamwork on the unit and improved communication between the nursing and physician teams,” says Swanee Tobin, clinical leader manager.



A photograph of four healthcare professionals standing on a modern wooden staircase. From left to right: a man with glasses and a beard in a grey blazer, a woman in a black floral top and black pants, a woman in a black top and black pants, and a woman in a blue floral dress. They are all smiling. In the background, there are signs for 'Exam Rooms 1-3' and 'Family Consult Rooms'.

STRATEGIC PRIORITY

## World-class specialty care

Brain and heart. Trauma. Multiple sclerosis. Critical care. Unity Health excels in these areas on the global stage, providing high-quality and innovative care and developing leading research that will change lives for people around the world.

Dr. James Marriot, neurologist, Chloe Pou-Prom, data scientist, Ashley Jones, project manager, and Dr. Jiwon Oh, Medical Director, work to integrate AI into care at the world-class BARLO MS Centre at St. Michael's Hospital.





Wendy Legacy, clinical educator - nursing, Valerie McWhinnie, physiotherapist, and Kapilan Kulasingham, occupational therapist, are part of the team that cares for recovering stroke patients at Providence.

WORLD-CLASS SPECIALTY CARE

# Streamlining care for stroke patients

From care for a stroke in progress to rehabilitation after the fact, Unity Health teams provide seamless connections for patients throughout their journey.

**A ‘Purple Pathway’ is being created to move stroke patients directly to the rehabilitation services at Providence from Unity Health’s acute care sites.** This way, patients receive consistent care from their Unity Health team, without any interruption. This connected approach is part of a larger plan to develop Providence’s Centre of Excellence in Rehabilitation and Healthy Living.

Dr. Atif Zafar, Medical Director of the Stroke Program at St. Michael’s, has also created faster processes to determine the best treatment for each stroke patient. With the Direct to CT initiative, stable stroke patients go to the CT scanner upon arrival at the Emergency Department, speeding up the clock on life-saving interventions.

The team has also started the Stroke and Neurovascular Health Equity Clinic, building relationships with nursing homes and shelters to make sure doctors and staff can follow-up with patients who are unhoused once they leave hospital.





Pictured left to right, Dr. Andrew Petrosoniak, Dr. Katerina Pavenski, Dr. Andrew Beckett, Dr. Brodie Nolan and Dr. Johannes von Vopelius-Feldt

WORLD-CLASS SPECIALTY CARE

# Revolutionizing trauma care

Two teams from St. Michael’s are revolutionizing where and how trauma care is delivered to save more lives.

**Dr. Katerina Pavenski, Dr. Andrew Beckett and Dr. Andrew Petrosoniak, physicians and scientists at Unity Health,** are leading the St. Michael’s portion of a trial to understand whether an alternative to plasma could be a more accessible, efficient and safer option to blood transfusions for patients experiencing massive bleeding.

The majority of deaths from major traumas occur before patients reach a hospital. The products, which come in the form of a white powder that is diluted in water at the patient’s bedside, can be stored for years and quickly administered at the scene of a trauma.

**“The idea isn’t to replace paramedic care, but to augment it for critically ill or injured patients”**

Dr. Brodie Nolan and Dr. Johannes von Vopelius-Feldt, emergency physicians and trauma team leaders, are examining if and where medical teams can deploy immediate, life-saving care such as blood transfusions, general anesthesia, and limited surgery before patients get to the hospital.

“The idea isn’t to replace paramedic care, but to augment it for critically ill or injured patients,” said Nolan, also a scientist in the Li Ka Shing Knowledge Institute.



# Changemakers

From researchers, to Patient & Family Partners, to educators and learners, Unity Health team members are at the forefront of change in health care. Meet some of the people whose ingenuity drives our success at creating the best care experiences.



**“It’s exciting to be able to work in one of the leading centres in MS research and care.”**

## Dr. Veronique Miron

**Dr. Veronique Miron is turning previously accepted knowledge** of diseases like Multiple Sclerosis (MS) on its head.

In a recent study, she found that a cell previously thought to cause more damage in neurological disease could one day help treat it, driving forward our understanding of one of Unity Health’s world-class areas of care.

“There’s still so much we don’t understand about MS,” Miron said. “It’s exciting to be able to work in one of the leading centres in MS research and care, where taking findings from the lab to the bedside is possible, and where scientists and clinicians work together to find solutions for a devastating diseases like MS.”

**\$104M**  
the total research funding this year

## Dr. Sean Rourke

**People with life-threatening diseases like HIV will have better access to diagnostic tools and sexual health supplies** thanks to a pilot project spearheaded by Dr. Sean Rourke.

Our Healthbox machines dispense free self-testing kits for HIV and COVID-19, naloxone, new needles, condoms and other essential harm reduction supplies. The machines are already appearing across the country.

“Everyone in Canada deserves to have what they need, when they need it, to take care of their health,” said Rourke.



**“Everyone in Canada deserves to have what they need, when they need it, to take care of their health.”**

**1,730**  
peer reviewed publications



**“Our science serves communities.**

**We approach our modeling with that lens.”**

## Dr. Sharmistha Mishra

**When COVID-19 landed in the city**, there was little understanding of which communities would be hardest hit.

Dr. Sharmistha Mishra’s team of mathematicians and epidemic modelers were the ones to crack the code. They shone a light on not only which areas would be most impacted, but who needed additional support. This equity-based approach to science continues to be used in other global epidemic responses.

“Our science serves communities,” Mishra said. “We approach our modeling with that lens.”



83  
new PFP activities  
this year



**“PFPs will help ensure that patient users are kept top of mind at every step of the development and implementation of the EPR, and that alternate options are made available to those who cannot access it.”**

## Meet the Patient & Family Partners improving health care

**Nearly 90 Patient & Family Partners (PFPs) across Unity Health** are using their stories and insights to improve patient experiences.

While platforms like Zoom offered an alternative to in-person meetings, one patient recognized its limitations for people with hearing loss.

Glenn Fraser, a PFP and patient at St. Michael's who has hearing loss, raised the issue in a town hall meeting. The impact of his feedback has been widespread: closed captioning is now available in all virtual meetings, improving accessibility.

“It's about being considerate and making things easy for people, especially when it comes to well-being,” Glenn said.

Some PFPs share their personal stories and collaborate

in education initiatives, some sit on job interview panels to bring the perspective of patients and families to who we are hiring. Others, like Catherine Héroux, support major projects like the mass implementation of our new Electronic Patient Record. Catherine uses her experience to prioritize patient and family access to this digital world.



GLEN FRASER  
PATIENT & FAMILY PARTNER

“Having PFPs on the EPR project is critical because it is not only a platform to store patient information, but it will be used as a communication tool with care providers,” said Héroux.

“PFPs will help ensure that patient users are kept top of mind at every step of the development and implementation of the EPR, and that alternate options are made available to those who cannot access it.”



**“I have been able to become a preceptor on the unit and take on new opportunities. This program has opened doors for me.”**

## Using education to address health care challenges

**From sponsoring critical care nurses to paid work placements for internationally educated nurses**, education is central to Unity Health's commitment to addressing health care challenges.

Close to 90 nurses a year are becoming accredited in critical care through the Critical Care Sponsorship Program, helping to fill an urgent need for specialized nurses across Ontario. The program offers classroom and hands-on clinical education, as well as job shadowing of Intensive Care Unit (ICU) nurses.

“I have been able to become a preceptor on the unit and take on new opportunities,” said Brendan Daniel, an RN in the St. Joseph's ICU who completed this program after starting his career at Unity Health in the hospital's Interprofessional Resource Team. “This program has opened

doors for me.”

Other programs, like the Supervised Practice Experience Partnership (SPEP), also provides paid,

supervised work placements for Internationally Educated Nursing (IEN) interns going through the registration process to become licensed to practice nursing in Ontario. So far, Unity Health has been able to employ 22 of the internationally educated nursing interns.

“I sometimes thought about giving up on nursing because of the pressures of life, being an immigrant, trying to provide for my family,” Sheila Leano-Cunanan, Registered Nurse, who completed the SPEP on the pediatric and NICU units at St. Joseph's says. “To others going through the same thing I would say, if nursing is your passion, just never give up and be strong for your dreams.”

**6,141**  
learners across  
Unity Health

**53**  
different  
medical fields  
covered



UNITY HEALTH TORONTO

# In the news

Dr. Anne Wormsbecker

LP Pavey

Lori Brady



## Best care experiences dominating the headlines

St. Joseph's Health Centre supports parents and their children as they prepare for COVID-19 vaccination.  
**(CTV Toronto)**

St. Michael's Hospital offers a novel outreach program for patients experiencing homelessness with acute care needs.  
**(Toronto Star)**

Providence Healthcare supported people recovering from COVID-19 at home with an outpatient and virtual rehabilitation program.  
**(The Globe and Mail)**

Dr. Sean Rourke

Dr. Amol Verma

Muhammad Mamdani



## We are leaders in digital transformation and AI

A research-based initiative installs harm-reduction vending machines across Canada.  
**(Toronto Star)**

Advanced analytics and data predict staffing needs in emergency departments.  
**(Toronto Star)**

Unity Health's collaboration with Signal 1 to bring AI health solutions to the world.  
**(The Globe and Mail)**



## We are transforming the conversation on health equity across Canada

Dr. Stephen Hwang advocates for safe and warm spaces for people experiencing homelessness in the winter.  
**(TVO)**

Dr. Janet Smylie's research highlights low vaccination rates among Ontario's urban Indigenous communities.  
**(Global News)**

Dr. Gordon Arbess reflects on how the team-based primary care model at St. Michael's benefits patients and is a model for Canada.  
**(The Globe and Mail)**

Dr. Bobby Yanagawa's pilot project for youth aims to increase diversity among Canada's surgeons.  
**(CBC)**

Dr. Nav Persaud is increasing awareness of the contributions of Canada's first Black doctors.  
**(City News)**



## We are driving system change through world-class specialty care and innovation

Dr. James Maskalyk advocates for new ways to address physician burnout.  
**(Toronto Life)**

Dr. Tara Kiran is shaping the future of primary care with patients at the table.  
**(Toronto Star)**

Dr. Anne Stephenson explains how a new life-changing drug is altering the course of cystic fibrosis.  
**(The Globe and Mail)**

Dr. Sharon Straus speaks to a new stroke treatment that is saving lives.  
**(New York Times)**

Dr. Aditya Bharatha and Dr. Tim Dowdell share how St. Michael's became one of the only Canadian hospitals with portable MRI, improving patient care.  
**(Toronto Star)**



MORE THAN  
**1,400**

MEDIA REFERENCES DOMINATING THE HEADLINES



IN TOP TIER MEDIA OUTLETS



**672**



**206**



**156**



**149**



**106**



**71**



**26**



**18**



**13**



**6**



INCLUDING COVERAGE IN INTERNATIONAL MEDIA OUTLETS



# A GROWING SOCIAL MEDIA FOOTPRINT

**66,373**  
TOTAL FOLLOWERS  
ACROSS ALL  
PLATFORMS

**6,631**  
NEW FOLLOWERS  
DURING THIS  
PERIOD

**+2.4M**  
TOTAL POST  
IMPRESSIONS



@UnityHealthTO

**32,900** TOTAL  
FOLLOWERS  
**+405** NEW  
FOLLOWERS  
**1.25M** TOTAL  
IMPRESSIONS



/unityhealthtoronto

**17,493** TOTAL  
FOLLOWERS  
**+6,370** NEW  
FOLLOWERS  
**590K** TOTAL  
IMPRESSIONS



/UnityHealthToronto

**10,911** TOTAL  
FOLLOWERS  
**+456** NEW  
FOLLOWERS  
**260K** TOTAL  
IMPRESSIONS



@unityhealthto

**6,810** TOTAL  
FOLLOWERS  
**+1,400** NEW  
FOLLOWERS  
**290K** TOTAL  
IMPRESSIONS

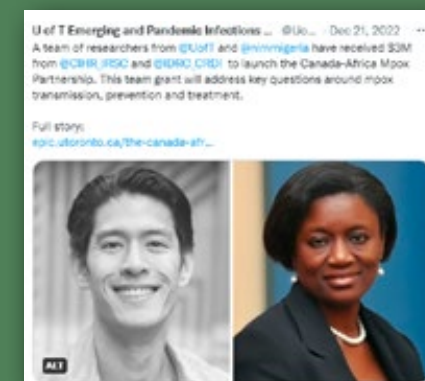
## Impressions

are the number of times our content is displayed in a feed on a social media platform, whether it was clicked or not.

## Range of Data

April 1, 2022 - March 31, 2023

## KUDOS FROM OUR COMMUNITY





# Our Shared Values Award Winners 2023

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

The Our Shared Values awards honour staff, physicians, teams, patient and family partners and volunteers for bringing our values of human dignity, compassion, excellence, community and inclusivity to life every day in our hallways and at the bedside.

By leading with our shared values in mind, we flourish in our work, relationships, careers, communities, and in the lives of patients and residents.

We recognize and congratulate this past year's winners.



**Bogdan Swierzbinski and Jose Lebres**  
Environmental Services Cleaning Staff  
Compassion Award



**Marcella Honour**  
Patient Care Manager 4L Medicine and Nephrology  
Inclusivity Award



**Lisa Hales**  
Addiction Services Worker  
Human Dignity Award



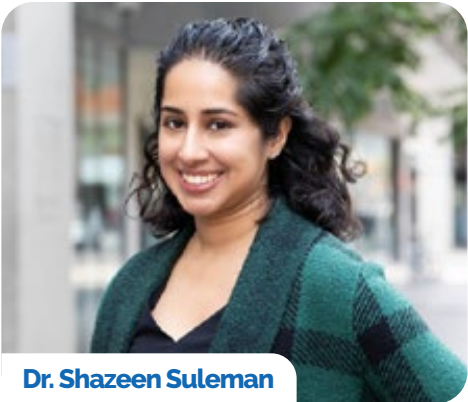
**Tamara Mitchell**  
Dietary Aid, Nutrition Services  
Community Award



**Shara Junaid and Unity Health's Infection Prevention and Control team**  
Excellence Award



**Ted Bednarski**  
Clinical Assistant, Emergency Department  
Human Dignity Award



**Dr. Shazeen Suleman**  
Pediatric Clinic Physician  
Compassion Award



**Murray Krock**  
Senior Director, Nursing Practice and Education (retired)  
Excellence Award



**Meghan Storey**  
Research Coordinator, Knowledge Translation Program  
Community Award



**My Baby and Me Team**  
Women's & Children's Health Program  
Inclusivity Award



**Christina Salmon**  
Manager, Research Program Knowledge Translation and Partnership  
Inclusivity Award



**Marry Ninan**  
Speech and Language Pathologist  
Compassion Award



**Marnellie Hilao**  
Operations Leader and Behavior Support, HOP  
Human Dignity Award



**Janet Richards**  
Registered Practical Nurse, Geriatric and Medical Rehab Team  
Excellence Award



**Niala Dookie**  
Activation Assistant, HOP  
Community Award



**Pamela Rose**  
Clinical Resource Coordinator in the Adult Day Program  
Inclusivity Award



# Governance

## BOARD OF DIRECTORS ELECTED MEMBERS



Chair  
**Colleen Johnston**



Vice-Chair  
**Nora Aufreiter**



**Danny Assaf**



**Wayne Barwise**



**Domenic Belmonte**



**Hazel Claxton**



**Yves Denommé**



**Kamala Jean Gopie**



**Peter Gordon**



**Denise O'Neil Green, PhD**



**Doug Guzman**



**Elio Luongo**



**Kate Stevenson**



**Derek Chum**

### EX-OFFICIO (VOTING)

- Patrick B. Meneley**  
Chair, St. Michael's Hospital Foundation Board
- Catherine Pawluch**  
Representative of the Archdiocese of Toronto
- Diane Kazarian**  
Chair, St. Joseph's Health Centre Foundation Board
- Dr. Trevor Young**  
Representative of the University of Toronto

### EX-OFFICIO (NON-VOTING)

- Dr. Tim Rutledge**  
President and CEO
- Sonya Canzian**  
Corporate CNE
- Dr. Jeff Zaltzman**  
Representative of the Medical Advisory Committee
- Dr. Robert Cirone**  
Representative of the Medical Advisory Committee
- Dr. Kamran Ahmad**  
Representative of the Medical Advisory Committee
- Dr. Teela Johnson**  
Representative of the Medical Advisory Committee

## EXECUTIVE COMMITTEE 2022-23 MEMBERS

- Dr. Tim Rutledge**  
**Beverly Bulmer**  
**Sonya Canzian**  
**Dr. Robert Cirone**  
**Dale Clement**  
**Christopher De Bono**  
**Mélanie de Wit**  
**Dr. Irfan Dhalla**  
**Sabrina Divell**  
**Maria Dyck**  
**Mike Keen**  
**Lili Litwin**  
**Manson Locke**  
**Dr. Muhammad Mamdani**  
**Dean Martin**  
**Melissa Morey-Hollis**  
**Dr. Thomas Parker**  
**Dr. Kunuk Rhee**  
**Dr. Ori Rotstein**  
**Anne Trafford**  
**Dr. Ashley Verduyn**  
**Dr. Jeff Zaltzman**  
**Luckson Zireva**
- President and CEO  
VP, Education  
EVP, Clinical, People, Chief Nursing and Health Disciplines Officer  
Vice Chair, Medical Advisory Committee  
VP, Clinical Programs, Strategy and Transformation  
Executive Director, Mission, Values and Spiritual Care  
Chief Legal Officer  
VP, Care Experience and Equity  
VP, Stakeholder Relations and Chief Communications Officer  
President, St. Joseph's Health Centre Foundation  
VP, Facilities and Planning and Chief Planning Officer  
President, St. Michael's Hospital Foundation *(until Sept 1, 2022)*  
VP, People, and Chief Human Resources Officer  
VP, Data Science and Advanced Analytics  
EVP, Corporate Services and Chief Financial Officer  
VP, Clinical Programs, Rehabilitation & Transitions  
EVP, Clinical Programs, and Chief Medical Officer  
VP, Medical Affairs, St. Joseph's Health Centre  
VP, Research and Innovation  
EVP, Organizational Performance and Chief Information Officer  
VP, Medical Affairs and Chief of Providence Healthcare  
Chair, Medical Advisory Committee  
Interim President, St. Michael's Hospital Foundation *(started Sept 1, 2022)*

## MEDICAL ADVISORY COUNCIL MEMBERSHIP 2022-2023

- Dr. Jeff Zaltzman**, Chair  
**Dr. Robert Cirone**, Vice-Chair  
**Dr. Mary-Anne Aarts**  
**Dr. Mariam Abdurrahman** *(as of April 2022)*  
**Dr. Najma Ahmed**  
**Dr. Andrew Baker**  
**Dr. Urszula Zurawska-Fortin** *(as of Dec 2022)*  
**Dr. Graham Berlyne** *(until Dec 2022)*  
**Dr. Yvonne Chan**  
**Dr. Joan Cheng**  
**Dr. Tim Dowdell**  
**Dr. Sybil Judah**  
**Dr. Karen Lee**  
**Dr. Jodi Lofchy** *(until April 2022)*  
**Dr. Thomas Parker**  
**Dr. Kunuk Rhee**

**Dr. Michael Sgro**  
**Dr. Carolyn Snider**  
**Dr. Sharon Strauss**  
**Dr. Cathy Streutker**  
**Dr. Ashley Verduyn**  
**Dr. Karen Weyman**  
**Dr. Daphne Williams**  
**Dr. Tara Williams**  
**Dr. Anne Wormsbecker** *(as of January 2023)*  
**Dr. David Wong**  
**Dr. Heather Yang** *(until Dec 2022)*

**Dr. Tim Rutledge** *(non-voting)*  
**Sonya Canzian** *(non-voting)*  
**Melanie de Wit** *(non-voting)*  
**Dr. Irfan Dhalla** *(non-voting)*  
**Dr. Mark Downing** *(non-voting)*  
**Dr. Trevor Jamieson** *(non-voting)*  
**Dr. Domenic Lehnert** *(non-voting)*  
**Dr. Matthew Muller** *(non-voting)*
- MEDICAL STAFF ASSOCIATION**  
**Dr. Teela Johnson** *(President)*  
**Dr. Kamran Ahmad** *(Vice-President)*  
**Dr. Karen Arcot** *(Secretary)*



# Statement of operations

YEAR ENDED MARCH 31, 2023  
AUDITED



## REVENUES

(IN THOUSANDS OF DOLLARS)

Ministry of Health and Ontario Health	1,084,712
Patient revenues	55,130
Other income	164,510
Interest income	12,947
Grants and donations for research and other purposes	120,639
Amortization of deferred capital contributions	38,097
	<b>1,476,035</b>



## EXPENSES

(IN THOUSANDS OF DOLLARS)

Salaries, wages and employee benefits	865,554
Medical and surgical supplies	103,128
Drugs and medical gases	142,419
Other supplies and expenses	162,484
Bad debts	2,053
Interest accretion	6,195
Amortization of property, plant and equipment	62,325
Research expenses	120,637
<b>Total Expenses</b>	<b>1,464,795</b>
<b>Excess of revenue over expenses</b>	<b>11,240</b>
<b>(before Bill 124)</b>	
Bill 124	41,637
<b>(Deficiency) excess of revenue over expenses</b>	<b>(30,397)</b>



**Thank you for your continued support.**

We are deeply grateful to the 19,500+ donors across our communities for their generosity.

**\$52.1 million**

**St. Michael's  
Foundation** / ST. MICHAEL'S HOSPITAL  
PROVIDENCE HEALTHCARE

**\$13.3 million**

**ST  
JOSEPH'S**  
HEALTH CENTRE FOUNDATION

Thanks to the steadfast support of our donors, our hospitals are driving innovations and creating the best care experiences for our patients.