



**UHN**

Toronto General  
Toronto Western  
Princess Margaret  
Toronto Rehab  
Michener Institute

# Report to Our Community

2022-2023 UNIVERSITY HEALTH NETWORK

# Welcome Message

**Dr. Kevin Smith**  
President and CEO,  
University Health Network

**Mr. Brian J. Porter**  
Chair, Board of Trustees  
University Health Network



Over the past year, TeamUHN has undergone a significant transformation across the clinical, research and scholarship levels, with the aim of delivering world-leading care for our patients. We are pleased with the progress we have made and are even more motivated to build on our strong foundation to continue to serve our patients and their families, today and over the longer term.

It must be said at the outset that the accomplishments detailed in this report would not have been possible without TeamUHN's tireless efforts, including the contributions of 5,000 nurses across our sites. Our nurses are the backbone of UHN and our health system more broadly. Their resilience and commitment to UHN's patients are an example to us all and we thank them for their leadership as clinicians, researchers, educators, and innovators.

As you'll read in this year's report, UHN has taken steps to leverage the power of technology and innovation – most notably through the launch of Epic, a modern health information system (HIS), to transform care, clinical education, and research. That spirit of modernization has underpinned UHN's decision to become a founding member of Mayo Clinic's Platform\_Connect. Through this collaboration, we are hoping to produce even more effective, evidence-based disease prevention and treatment.

UHN also played a leading role in addressing the health human resources (HHR) crisis. The Michener Institute of Education at UHN is Canada's only post-secondary institution devoted exclusively to applied health care education. Through the Michener Institute, UHN is working to create new health specialty programs, train health care professionals, and establish a strong pipeline of talent to support our health system sustainably and strategically.

As one of the world's top-five hospitals and the leading health network in Canada, we encounter some of the country's most complex cases and patients. UHN is well-equipped to tackle these challenges as we are home to seven leading research institutes, represented by more than 5,100 principal investigators, staff, and trainees, with more than \$550 million in funding.

We also believe we have a responsibility to look beyond the walls of the hospital to explore inventive models of care to serve society's most vulnerable and marginalized – from those experiencing alcohol or opioid dependencies to seniors needing specific supports. We will continue to play a leading role in delivering all types of care to patients in communities across our province, and country.



University Health Network is a teaching hospital  
affiliated with the University of Toronto

It's important to close by noting that our success is made possible through the ongoing support of our community partners, our donors, and our funders – the Government of Ontario, our principal funder; and the Government of Canada, our primary research funder. We thank you for partnering with us to build *A Healthier World*.

Our world has changed a great deal over the past few years, but despite that change, TeamUHN's commitment to our patients, our communities, and our country remains steadfast. We will continue to do what we can to build a stronger, more resilient UHN over the coming year and beyond.



Dr. Kevin Smith  
President and CEO  
University Health Network



Mr. Brian J. Porter  
Chair, Board of Trustees  
University Health Network

# Special Thanks to Mr. Brian Porter

We would like to express sincere gratitude to Mr. Brian Porter, who has concluded his term as Chair of University Health Network's Board of Trustees, a position assumed in 2017. We welcome Mr. Dean Connor as the new Board Chair and thank Mr. Porter for staying on as Past Chair.

Brian's vision, boldness, wisdom, and tenacity have been critical to UHN's success. His leadership during the COVID-19 pandemic, including helping to launch one of the world's largest vaccine clinics at Scotiabank Arena, was invaluable.

Under Brian's tenure:

- UHN (Toronto General) was **recognized as among the world's top-five hospitals**.
- UHN successfully implemented its *A Healthier World* strategy.
- UHN went live on a **new health information system** from Epic to supercharge our clinical transformation.

**Thank you, Brian, from TeamUHN for your remarkable service.**

# Our Journey to Clinical Transformation

After 19 months of preparation, UHN went live on Epic, a modern health information system (HIS) to supercharge clinical transformation and take us to a new era of care.



*UHN senior leaders and members of the Synapse Project Team push the button symbolizing Epic go-live at UHN Digital offices in the Atrium on Bay early Saturday morning (Photo: UHN)*

With this tool, care providers and support teams can cut time spent documenting or searching for information and can instead concentrate on applying their expertise to each patient's well-being.

The project was code-named Synapse to symbolize the interconnectedness that comes with a single source of truth for a patient's journey instead of dozens of inefficient paper and electronic systems. It means those being cared for at UHN no longer need to repeat their health history when they meet a new provider or visit a UHN clinic for the first time.

The project was a key element in UHN's five-year journey to ensure quality and safety is a primary focus for every member of the organization.

With access to consistent information and powerful reporting tools to help leaders use data to make better decisions, the new system is already positioning UHN to become the safest hospital in the world.

Implementing a new HIS was a critical element of UHN's 2019-23 Strategic Plan, and priorities to "unleash the power of technology and innovation."

UHN was proudly named Epic's top Canadian customer and won top honours in comparison with the international peers.

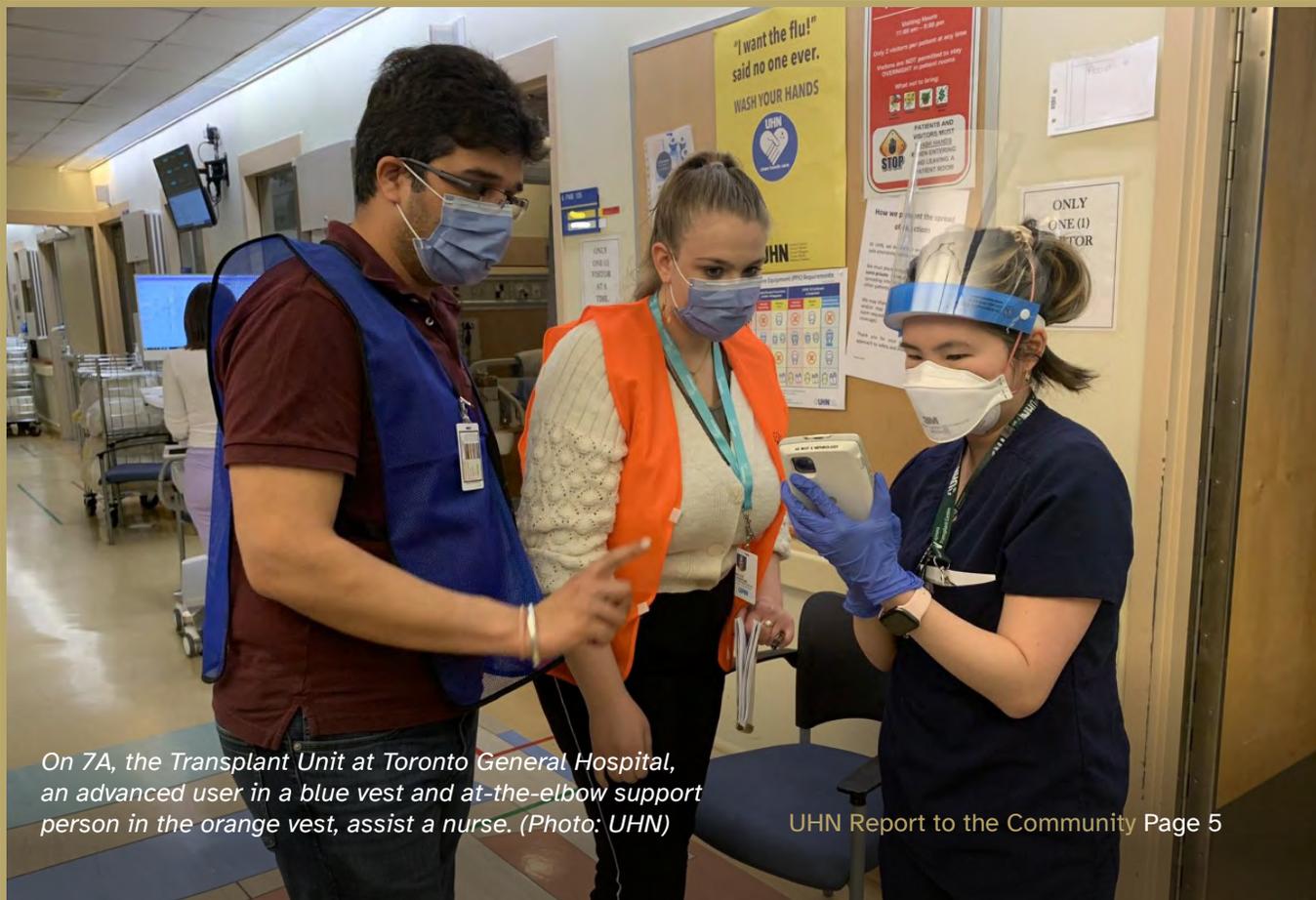
# Synapse implementation means ‘we’ve entered a new generation at UHN’

With the push of a symbolic button, UHN marked a major milestone in its clinical transformation as the new health information system (HIS) from Epic went live.

“ We’ve entered a new generation at UHN with the world’s best electronic health information system, which is great for our patients, great for research, great for education and great for work-life balance,”

*Dr. Kevin Smith, President & CEO, said after the launch of the project, which was code-named Synapse.*

Clinical teams had been wanting a new HIS for years and the planning of the implementation began before COVID-19. While it was challenging to keep the project on track during the worst waves of the pandemic, UHN made it a priority because improvements to patient safety could no longer wait.



On 7A, the Transplant Unit at Toronto General Hospital, an advanced user in a blue vest and at-the-elbow support person in the orange vest, assist a nurse. (Photo: UHN)

# Embracing Technology to Serve Patients and Find Answers

Over the past year, UHN moved to inspire, invent and deliver tomorrow's care, and unlock new ways to give patients the care they demand and deserve.



*(L-R) Steve Mackin, President & CEO, Mercy; Prof. Yitshak Kreiss, M.D., CEO, Sheba Medical Center; Henrique Neves, CEO, Hospital Israelite Albert Einstein; Gianrico Farrugia, M.D., President & CEO, Mayo Clinic; Kevin Smith, D.Phil., CEO, University Health Network.*

UHN's Integrated Care strategy to see patients seamlessly transition to home with one care team, one digital patient record, and one 24/7 phone line for patients and caregivers, helped more than 2,500 patients return to their communities. There are ambitious plans to support 10,000 patients a year.

UHN's Connected Care Clinical Hub, virtual care, and Virtual Emergency Department helped bridge systemic barriers to care outside our hospitals' walls. The Princess Margaret Cancer Centre's innovative Allo@Home program allowed hematologic patients who receive an allogeneic stem cell transplant to access much of their care at home and avoid spending weeks in the hospital.

This work not only addresses patients' top concerns about their care experience or access but also improves patient satisfaction and self-management, while decreasing readmissions to the hospital or Emergency Department.

Along with Israel's Sheba Medical Centre and Brazil's Hospital Israelita Alberta Einstein, UHN joined Mayo Clinic's Platform\_Connect, a revolutionary data network and global partnership to harness the power of data science and artificial intelligence (AI) to find new health care solutions. Using secure, cloud-based access to de-identified clinical data across three continents, this alliance of large health systems will unlock discovery and validation of new data-driven algorithms informed by AI.

As technology evolves, UHN will continue to explore how AI algorithms and machine learning can more quickly identify diseases and the strongest treatment options for patients.



# Global collaboration with Mayo Clinic



UHN became a founding member of Mayo Clinic's Platform\_Connect, a global distributed data network designed to enable the creation of new health care solutions driven by data science and artificial intelligence.

“Teamwork, technology and bold thinking are essential to transforming the ways that health care is delivered and putting patients first – goals UHN shares with Mayo Clinic,”

*Dr. Kevin Smith, UHN's President & CEO, said after the agreement was signed at the Mayo campus in Rochester, Minnesota.*

Alongside UHN, Hospital Israelita Albert Einstein in Brazil, and Sheba Medical Center in Israel, UHN joined with Mercy and the Mayo Clinic in the United States as founding members. It is a first-of-its-kind global alliance among large health care systems that transcends language and other barriers.

Mayo Clinic's Platform\_Connect will enable federated learning that keeps “Data Behind Glass” in member institutions, while unlocking discovery, validation and implementation of new data driven algorithms informed by AI.

This approach creates new pathways for collaboration and at the same time ensures that each health care system maintains control over its de-identified data.

“We describe the data needed for fair, equitable AI as having depth (types of information), breadth (number of patients) and spread (heterogeneity),” says Dr. John Halamka, President of Mayo Clinic Platform.

“If we are to transform health care globally, we must expand our distributed data networks for machine learning to every continent.”

# Real action on diversity, inclusion and population health

We continue the journey to create a safer, more equitable and inclusive organization for every patient, visitor and member of TeamUHN.



*Kirsten Engelbrecht, co-Chair of the UHN 2SLGBTQIA+ Committee, prepares to raise the Pride flag outside Toronto General Hospital to celebrate June as Pride Month. (Photo: UHN)*

We also recognize that to realize our vision of *A Healthier World*, we must also have an impact beyond our walls, undertaking initiatives and making impacts to foster environmental and social sustainability and improve population health.

UHN remained at the forefront of exploring new models of care for vulnerable and at-risk populations that can scale for the province and country. This year, we opened the UHN Stabilization and Connection Centre to provide alternative support and recovery for patients with alcohol or opioid use and launched a first-of-its-kind NORC Innovation Centre to deliver care, social care and supports to those living in communities with a high density of older adults.

Recognizing the immense threat of climate change on human health, we broke ground on the world's largest raw wastewater energy transfer system at Toronto Western Hospital. This unique project is expected to lower greenhouse gas emissions by 10,000 metric tonnes each year.

Under the guidance of the Indigenous Health Program, we advanced the Truth and Reconciliation Commission's Calls to Action, with specific attention to recognize the value of Indigenous healing and ceremonial practices and expanding Indigenous Health roles at UHN. From the plants grown at the *Gitigan* used for traditional medicine to training and educational opportunities, UHN is committed to action and accountability on the path to reconciliation.



*Members of TeamUHN receiving personal “commitment cards,” which offered opportunities to make personal commitments to reconciliation over the coming year. (Photos: UHN)*

We also moved to make our physical environments more inclusive, from a new neurology clinic for 2SLGBTQIA+ patients and all-gender washrooms at the Princess Margaret to lactation rooms for new mothers to privately express and store milk during work hours.

Finally, as part of continued commitment to empower and invest in a diverse workforce, we launched our inaugural Self-Identification and Inclusion survey to better understand and address Inclusion, Diversity, Equity, Accessibility and Anti-Racism [IDEAA] at UHN and see IDEA principles embedded into our clinical, education and research environments.

# UHN opens stabilization centre for patients experiencing isolated alcohol intoxication and substance abuse



Launched in late 2022, the UHN Stabilization and Connection Centre near Toronto Western Hospital is an alternative model of health care delivery for people experiencing isolated alcohol intoxication and substance abuse.

In collaboration with Toronto Paramedic Services, the City and Ontario governments, and numerous community partners, the centre is an extension of UHN's Emergency Department and features 11 beds staffed by harm reduction workers, peer support workers, case workers and a physician on call 24/7.

Designed to help improve care for patients while alleviating pressures facing UHN's Emergency Departments, the centre also enables paramedics to return to service sooner, delivering people experiencing homelessness who are intoxicated by alcohol to a location where they can recover and then access services.

Through the first few months of operation, more than 200 patients had been admitted and ambulance crews averaged a drop-off time of seven minutes compared with an average of five to seven hours in the ED, saving them an estimated 800 hours.



**NORC  
Innovation  
Centre**  
at UHN

## Breaking ground on world's largest raw wastewater energy transfer system

UHN is building the world's largest raw wastewater energy transfer (WET) system, which will see the site at Toronto Western Hospital reduce its carbon emissions by the equivalent of 1,811 cars a year.

The WET System will use thermal energy from wastewater flowing through a nearby municipal sewer to supply up to 90 per cent of the hospital's heating and cooling needs, significantly reducing use of existing electric and natural gas systems.

As a result, the site's direct greenhouse gas emissions will be reduced by about 10,000 metric tonnes each year – more than 60 per cent of UHN's overall direct emissions.

“At University Health Network, we know climate change is a major threat to health,” Kevin Smith, President & CEO, said at the groundbreaking.

“This is a major milestone that furthers our commitment in delivering *A Healthier World* – through a sustainable environment.”

## Launch of a bold mission to design the future of aging in place

In an initiative that is the first-of-its-kind in Canada, UHN has launched the NORC Innovation Centre (NIC), focusing on developing new options for older adults to age in place with dignity and choice.

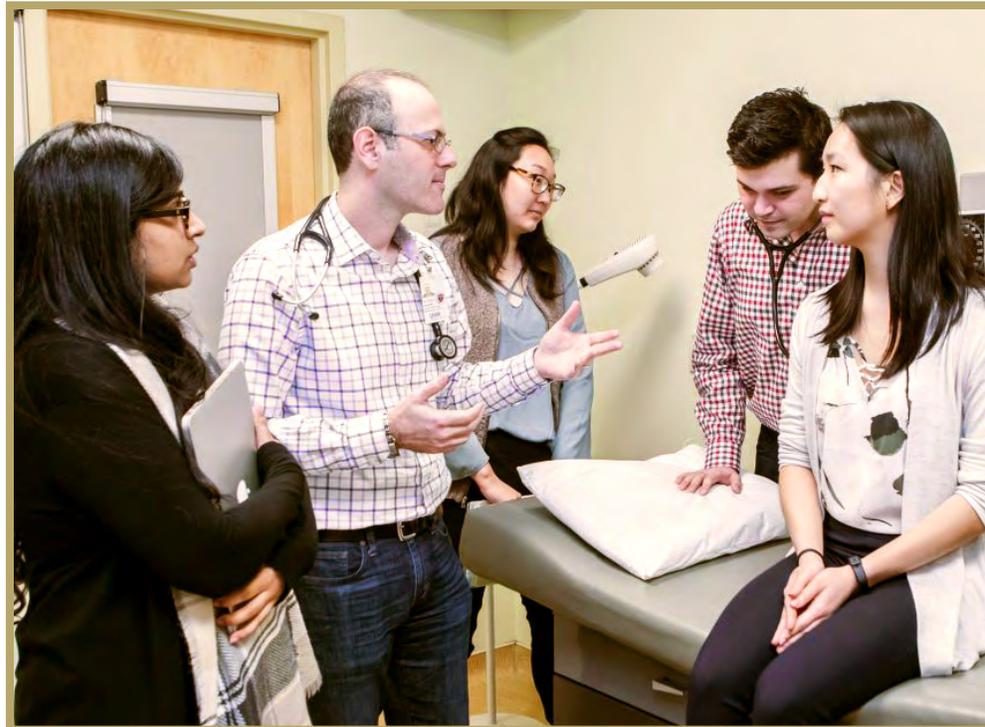
NORC, which stands for naturally occurring retirement community, envisions a future that will bring a range of services and technology to older adults where they live, and that will empower individuals to co-design these supports, tailoring them to their actual needs.

The NIC has identified almost 500 buildings in Toronto alone, where more than 30 per cent of residents are over the age of 65 and with at least 50 residents in this age group. This translates to over 70,000 older adults living in NORCs in the city – that is more than in long-term care and retirement homes combined.

“This means an amazing opportunity to develop a new model to deliver more efficient supports, while honouring where older adults want to stay – at their homes,” says Jen Recknagel, Director of Innovation and Design of the NIC.

# Building and Investing in the Workforce of the Future

An unprecedented health human resource challenge, exacerbated by the pandemic, impacted all facets of health care, both at home and internationally over the past year. It also further strained already fatigued providers who so nobly served through the COVID-19 pandemic.



The Michener Institute of Education at UHN met the challenge of re-imagining the roles of clinicians and exploring new team-based models to fill the needs of the entire system.

Michener continued to drive capacity to train critically needed health care professionals while growing its national presence. After partnering with Saskatchewan to increase medical imaging training, Michener reached a multi-year agreement with Nova Scotia to offer its Medical Laboratory Science program – effectively creating a Michener Maritime campus. New educational initiatives, such as the Fundamentals of Health Care and direct-entry Magnetic Resonance Imaging (MRI) technology programs, highlighted UHN’s laser-focus on finding answers for system-wide staffing shortages.

TeamUHN is the heart of all we do at UHN as we seek to become the destination of choice for Canada’s best providers. People & Culture’s inaugural Employee Referral Program filled hundreds of hard-to-fill roles, while the group led efforts to create a pipeline of nurses, including partnering with the Supervised Practice Experience Partnership program to hire internationally educated nurses.

UHN’s dynamic nursing strategy, crafted over the past year, will empower nurses to thrive in their careers at UHN, and continue to consistently answer the call to service.

We also acted to better support personal support workers who were too often the pandemic’s unsung heroes. The “Building Strong Care Teams” educational initiative upskilled PSWs to contribute even more with enhanced patient-facing skills.

# Michener Institute course focusing on needs ‘we don’t even know we have yet’

Health care is evolving rapidly, and Canada is facing significant gaps and shortages from an overburdened system.

The COVID-19 pandemic has also increased the number of people interested in meaningful jobs in health care – many of whom are internationally educated professionals looking to enter Canada’s vast sector.

True to its mission since 1958, The Michener Institute of Education at UHN is helping support Canada’s health care system by creating the right programs at the right time.

The Michener Institute will offer a new program beginning in September 2023 to prepare learners for a new career path in health care or further health education, as well as meet current and anticipated health human resource shortages.

The Fundamentals of Health Care diploma program offers learners a self-paced, flexible and fully customizable program to explore and prepare them for careers across the health care spectrum. Whether graduates intend to work in a health care setting or enroll in further health education, this program provides pathways to a multitude of possibilities.

“As much as we’re recruiting and focusing on retaining the talented staff we have, we’re likely not going to be able to completely recruit our way out of this staff shortage,” says Pam Hubley, Vice President and Chief Nurse Executive at UHN.

“This new program will allow us to get creative and think about where there are new opportunities to fill some of those gaps.”



# Writing the next chapter

Everywhere you looked over the past year, there were examples of how UHN is positioning itself for success now and into the future.



We kicked off Project Aspire, which will see UHN build a 15-storey tower at Toronto Western Hospital – 11 floors for patient care including inpatient floors with single rooms and 20 new operating rooms – with the remaining floors reserved for mechanical and design purposes.

“We are building *A Healthier World* and the future of patient care,” says Rebecca Repa, Executive Vice President of UHN. “Working through construction for a project of this size is complicated, but we are committed to supporting TeamUHN and the neighbouring community.

“This tower will help us clear surgical backlogs and create a state-of-the-art working environment – the end result will be well worth it.”

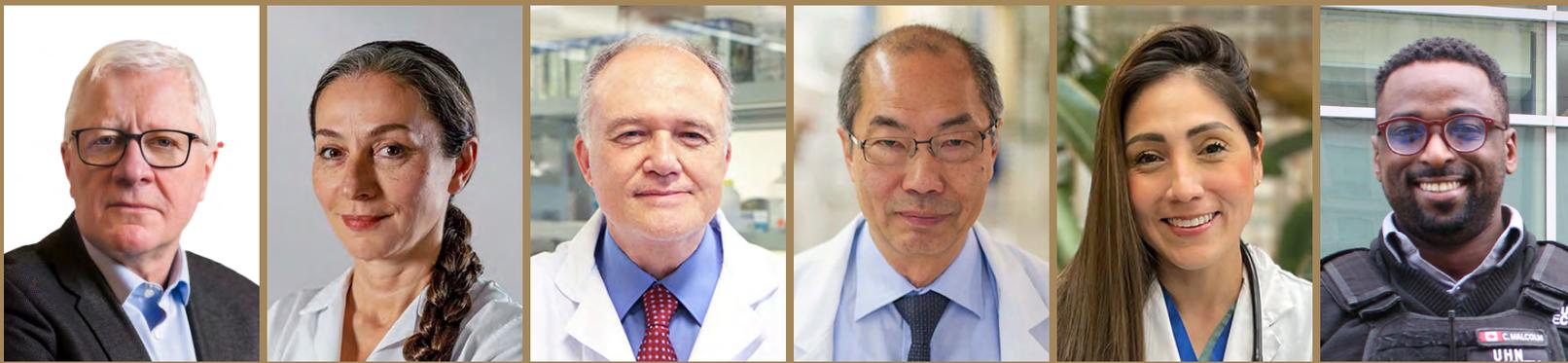
In addition to that, we launched Project Agile, which is going to do for the business end of the network what Epic is doing for UHN’s clinical transformation.

Enabled by Digital, and powered by our Finance, Procurement & Supply Chain teams, the initiative will touch every corner of UHN. It will transform how the organization manages its finances and supports patient care by utilizing our data better, and modernizing our systems so we get the best possible outcome of every dollar spent.

In a fiscally constrained, publicly supported health care environment, this is critical to ensuring we have what we need to best serve our patients, and support research and education.

# Remarkable Recognition

We know it takes a true team to deliver world-class results. The following leaders have been recognized for achievements that they proudly share with their teams:



- Dr. John Dick, Senior Scientist at the Princess Margaret Cancer Centre, won the Canada Gairdner International Award for his groundbreaking discovery of leukemic stem cells and work on the diagnosis and treatment of acute myeloid leukemia.
- Dr. Gelareh Zadeh, Senior Scientist at the Princess Margaret and Co-Director of the Krembil Brain Institute (KBI), won an inaugural Canada Gairdner Momentum Award for advancing the molecular and genomic understanding of brain tumours.
- Dr. Donald Weaver of the Krembil Brain Institute was awarded a 2022 Oskar Fischer Prize, honouring the world's top scientists exploring new approaches to Alzheimer's disease. Dr. Weaver was recognized for his theory of Alzheimer's disease as an autoimmune disorder.
- Dr. Tak Mak, Senior Scientist at the Princess Margaret, captured the 2023 International Award for Extraordinary Achieve for leading the group that cloned the human T-cell receptor beta chain.
- The Princess Margaret's Dr. Fei-Fei Liu was named Scientific Director of the Canadian Institutes of Health Research (CIHR) Institute of Cancer Research, based at UHN.
- Dr. Heather Ross, Division Head of Cardiology at the Peter Munk Cardiac Centre, was awarded the 2022 Lifetime Achievement Award from the Canadian Society of Transplantation, recognizing her internationally renowned work in transplantation.
- Shereli Soldevilla, a nurse practitioner in cardiovascular surgery, won the Ontario Award of Excellence from the Nurse Practitioner Association of Canada.
- UHN's "Behind the Breakthrough" podcast won Outstanding Science Series at the 2022 Canadian Podcast Awards – a first for a Canadian hospital-produced podcast.
- Chris Malcolm, a Toronto General security guard who sings and performs with the group, Kevin Adams & Voices of Praise, was nominated for a Juno.



# Leading on discovery, research, education and commercialization

- UHN Research launched UHN Collaborative Centres to accelerate team-based research and discovery in cross-cutting areas of clinical research, technology and innovation, and AI, with more centres being established for immune therapy, health services and data science.
- UHN also opened the Oncology Nursing Research Centre of Excellence, Canada's first centre devoted to supporting oncology nursing research, at Princess Margaret Cancer Centre.
- The "Stand with Ukraine" program, launched with the support of our Foundations, provided crucial support to displaced Ukrainian scientists, researchers and students.
- Groundbreaking research led by UHN scientists revealed that storing donor lungs at a warmer temperature than the current standard markedly increases the length of time the organ can live outside the body.
- Krembil Brain Institute researchers developed an approach to better tailor deep brain stimulation to patients' needs to help with conditions such as Parkinson's disease.
- UHN Commercialization's five-year licensing revenues ended the fiscal year at \$98 million.
- UHN Commercialization formed two new companies: Paradox Immunotherapeutics, a biotechnology company in the protein misfolding therapeutics space based on a discovery from the Princess Margaret Cancer Centre, and Inteligex, a company developing novel stem cell and drug-based therapies for the treatment of traumatic spinal cord injuries and diseases of the central nervous system, based on a discovery from the Krembil Research Institute.
- Students and researchers from The Centre for Advancing Collaborative Healthcare and Education (CACHE) and The Institute for Education Research at UHN (TIER) won the Minister's Award of Excellence from Ontario's Minister of Colleges and Universities for a pilot program for families of children with autism in Northern Ontario.
- UHN embraced the power of technology: Toronto Western became the first hospital in the Greater Toronto Area to perform PET-CT rubidium scans on cardiac patients. The Center for Advancing Neurological Innovation to Application (CRANIA) built a new 0.5T MRI scanner.



## Securing significant investments, donations and grants

- UHN was awarded one of the largest planning grants in Ontario's history: \$34 million for the Toronto Western Hospital patient tower and \$4.8 million for Princess Margaret Cancer Centre expansions.
- The Rogers Foundation donated \$90 million to the Ted Rogers Centre for Health Research to usher in a new era of cardiac health.
- The John and Myrna Daniels Foundation donated a \$52-million gift to establish the Myrna Daniels Seniors Emergency Medicine Centre at UHN – a first-of-its-kind centre designed to meet the needs of older adults.
- The Ontario government invested \$4.6 million in Michener to remove financial barriers for nurses aiming to upskill to work in critical care areas.
- The Ontario government provided \$10 million in funding for UHN maintenance projects.
- The Government of Canada invested \$20 million to support the “Long COVID Web,” a national network led by Dr. Angela Cheung, Senior Scientist at the Toronto General Hospital Research Institute.
- The federal government unveiled \$23.6 million in funding to establish a UHN-led international team to develop leading-edge regenerative therapies for heart disease.
- A patient-led research team from Ajmera Transplant Centre received a four-year, US\$2-million funding grant from the Chan Zuckerberg Initiative to research primary sclerosing cholangitis.
- UHN was awarded \$4 million from the Canadian Institutes of Health Research to establish a training platform for clinical trials.
- UHN researchers leading seven cutting-edge projects received \$4.75 million in funding from the Stem Cell Network.

# Donors Make it Possible: Historic gift to transform emergency care for older adults

The largest single donation to emergency medicine in Canada – a lead gift of \$52 million by the John and Myrna Daniels Foundation – will elevate the standard of urgent care for older adults across the country.

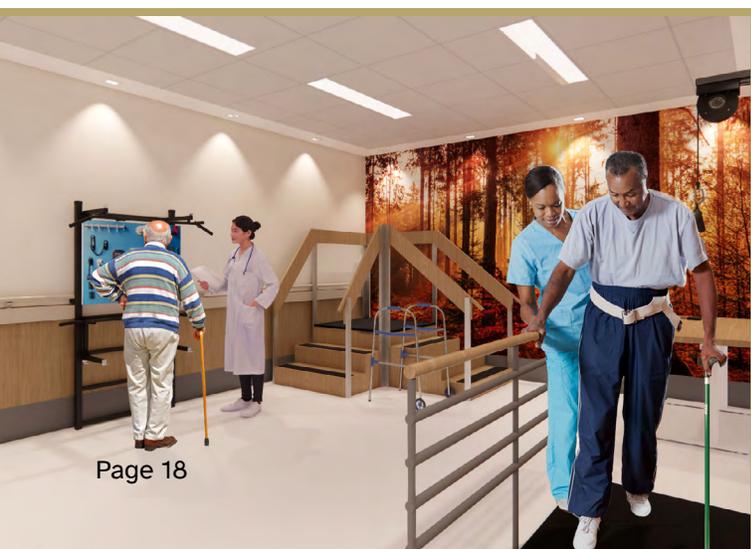


As Canada's first purpose-built seniors emergency medicine facility, the Myrna Daniels Seniors Emergency Centre at UHN, it will have full Level 1 Geriatric Emergency Department Accreditation as approved by the American College of Emergency Physicians. Every element, from the lighting to the non-slip floors, will be designed to address the unique, most complex needs of older adults.

“Living a long life is a privilege, one that comes with its mounting health challenges,” says Myrna Daniels. “We see it as our personal responsibility to ensure that everyone can age with grace, dignity and respect – and having access to the very best health care is key.”

The new centre will be housed at Toronto Western Hospital, home to Canada's largest brain, arthritis and vision programs. TWH offers its diverse patient population world-leading care with a community feel.

In addition to funding the construction of the physical space, John and Myrna Daniels Foundation's investment will support a model of geriatric care that will become the gold standard across Canada and beyond.



# UHN researchers publish groundbreaking clinical trial in lung transplantation

Storing donor lungs for transplant at 10 degrees Celsius markedly increases the length of time the organ can live outside the body, according to research led by a team of scientists at the Toronto Lung Transplant Program in UHN's Ajmera Transplant Centre.



*Study lead author Dr. Marcelo Cypel, (L), and first author Dr. Aadil Ali demonstrated warmer storage temperature allows donor lungs to last longer prior to transplant. (Photos: UHN)*

The multicentre, non-randomized clinical trial study of 70 patients demonstrated that donor lungs remained healthy and viable for transplant up to four times longer compared to storage at the current standard of ice cooler preservation of around 4 C. Results were published in NEJM Evidence.

“The clinical impact of this study is huge,” says lead author Dr. Marcelo Cypel, Surgical Director of the Ajmera Transplant Centre and a surgeon within UHN's Sprott Department of Surgery.

“It's a paradigm shift for the practice of lung transplant. I have no doubt that this will become the gold standard practice of lung preservation for the foreseeable future.”

Lungs available for transplant are currently limited by the length of time a donor organ can be kept viable. Increasing storage time allows for viable donor lungs to come from greater distances, increasing the potential for greater numbers of lungs becoming available for transplant and overcoming many of the hurdles around transplant logistics.

# Financial Highlights

**For the year ended March 31, 2023**

(in thousands of dollars)

<b>REVENUE</b>	<b>\$</b>
Ontario Ministry of Health and Ontario Health	1,678,774
Other patient services	229,590
Grants and donations for research and other purposes	396,074
Ancillary services and other	546,392
Amortization of deferred capital contributions	63,925
	<b>2,914,755</b>
<b>EXPENSES</b>	<b>\$</b>
Compensation	1,791,037
Medical, surgical supplies and drugs	485,435
Other supplies and expenses	384,706
Plant operations and equipment maintenance	156,819
Amortization	135,237
Interest on long-term liabilities	9,509
	<b>2,962,743</b>
<b>Deficiency of revenue over expenses for the year</b>	<b>(47,988)</b>

<b>ASSETS</b>		<b>\$</b>
<b>CURRENT</b>		
Cash and cash equivalents		428,953
Accounts receivable		358,326
Inventory		30,181
Prepaid expenses		25,610
<b>LONG-TERM</b>		
Loans receivable		1,600
Capital assets, net		1,607,137
Long-term investments		606,394
		<b>3,058,201</b>
<b>LIABILITIES AND NET ASSETS</b>		<b>\$</b>
<b>CURRENT</b>		
Accounts payable and accrued liabilities		1,099,434
Current portion of long-term liabilities		4,930
<b>LONG-TERM</b>		
Due to MaRS Development Trust		57,975
Deferred research contributions		450,152
Long-term debt		143,785
Employee future benefit liabilities		52,449
Deferred capital contributions		700,815
		<b>2,509,540</b>
<b>NET ASSETS</b>		
Internally restricted		141,159
Unrestricted		405,251
		<b>546,410</b>
Accumulated remeasurement gains		2,251
		<b>548,661</b>
		<b>3,058,201</b>

# Statistical Report

## Program Grouping Activity

2022/23

UHN	Inpatient Separations*	Inpatient Weighted Cases+	CCC RUG Weighted Patient Days**	Day Surgery Cases~	Day Surgery Weighted Cases^	Ambulatory Visits **'
Acute	36,111	94,702		31,004	8,526	1,115,465
Rehab	2,376	3,864				
Complex Continuing Care (CCC)	783		79,005			
Rehab & CCC Combined						70,612
<b>Total</b>	<b>39,270</b>	<b>98,566</b>	<b>79,005</b>	<b>31,004</b>	<b>8,526</b>	<b>1,186,077</b>

\* Data is based on General Ledger for Acute, Rehab, and CCC, PHS for Rehab & CCC Ambulatory Visits;

+ 2022 HIG Weights for Acute, 2022 RPG Weights for Rehab;

\*\* 2022 RUG III Grouper; ~ Coding (NACRS);

^ 2022 CACS ON Weights; \*excludes radiation fractions and Emergency visits

## Site Activity

2022/23

Site	Beds	Inpatient Days	Clinic & Day/ Night Care Visits	Emergency Visits
TGH	466	165,081	289,871	56,299
TWH	281	102,749	271,497	59,704
Princess Margaret	162	46,388	554,097	
TRI - Bickle Centre	226	78,952	1,794	
TRI - University Centre	133	46,508	37,805	
TRI - Lyndhurst Centre	54	20,212	6,765	
TRI - Rumsey Centre			24,248	
<b>UHN Total</b>	<b>1,322</b>	<b>459,890</b>	<b>1,186,077</b>	<b>116,003</b>

# Trends Report

## Research Activity by Institute

2022/23 (in thousands of dollars)

Princess Margaret Cancer Centre <i>Cancer Research</i>	273,890
Toronto General Hospital Research Institute <i>Cardiac, Communities of Health, Critical Care, Diabetes &amp; Metabolism, Infectious Diseases, Liver, Nephrology, Respiratory, Transplant</i>	121,880
Krembil Research Institute <i>Brain, Vision, Arthritis</i>	78,350
KITE (Knowledge. Innovation. Talent. Everywhere) <i>Rehabilitation</i>	36,290
TECHNA <i>Technology for Improved Health</i>	16,810
McEwen Stem Cell Institute <i>Stem Cell Research</i>	7,890
The Institute for Education Research (TIER) <i>Research Education</i>	3,880
<b>Total</b>	<b>538,990</b>

## Inpatient and Outpatient Activity

(in thousands of dollars)



## Revenue

(in millions of dollars)



## External Research Funding

(in millions of dollars)





## University Health Network

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🌐 Website [uhn.ca](https://uhn.ca)

### Social Media

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