

Annual Report 2007/08



# University Health Network

Toronto General Hospital Toronto Western Hospital Princess Margaret Hospital



# Vision

Achieving Global Impact

# Mission

Exemplary patient care, research and education

# Purpose

We are a caring, creative and accountable academic hospital, transforming health care for our patients, our community and the world

# Values

Caring

Integrity

Teamwork

Respect

Innovation

Excellence

Leadership

## Message from the Board Chair and the Chief Executive Officer

The Annual Report gives us the opportunity for reflection on the year that has just passed and anticipation of the challenges ahead for University Health Network (UHN).

UHN's purpose statement—*We are a caring, creative, accountable and academic hospital, transforming health care for our patients, our community and the world*—serves as our guidepost against which we measure all activities. We expect to provide exemplary health care to our patients and through this service, improve health care for patients throughout the country and around the world.

We also strive to provide an environment where all members of UHN's staff may learn, grow and succeed in their chosen careers. We can only be successful if the people in our organization are supported in a way that enables their individual aspirations and supports their ambitions. Of particular note this year was the opening of Oasis, UHN's Wellness Centre, which is designed to provide all of our staff with a series of programs and initiatives that support each staff member in living a healthy and balanced life—at work and at home. This initiative, and many others aimed at improving the work environment for all staff, means that UHN was named one of the top 100 workplaces in the country for the fifth year in a row.



*Bob Bell and Philip Orsino*

This year's Annual Report echoes the structure of our Purpose Statement and Balanced Scorecard, giving readers a glimpse of all the achievements and accomplishments of the past year. We encourage you to view the electronic version of the Annual Report at [www.uhn.ca](http://www.uhn.ca) where we have included more information, with audio and video clips where appropriate. You can read UHN's complete financial statements, hear from our leaders and tour some of the new facilities we have opened in 2007/08.

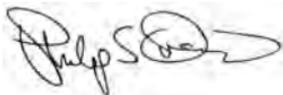
This past year has also seen the departure of two senior leaders from the organization, and we would like to thank them for all they have done and wish them well in their new roles. Matthew Anderson, formerly our Senior Vice President, Performance and Technology, has taken on the role of President and Chief Executive Officer of the Toronto Central Local Health Integration Network (LHIN). Kevin Empey, Executive Vice President, Clinical Support and Corporate Services, will be taking on the role of President and Chief Executive Officer of Lakeridge Health Network. Both Matt and Kevin contributed much to UHN through their service and we wish them well in their new leadership roles.

The coming year will challenge us to provide more health care to more patients and there will be financial pressures. However, there will also be great opportunities and we are confident that the people of UHN will take up those opportunities and succeed.

*To view our extended  
Annual Report, including  
video content, visit  
[www.uhn.ca](http://www.uhn.ca)*



Dr. Bob Bell  
President and CEO  
University Health Network



Philip Orsino  
Chair, Board of Trustees  
University Health Network

# Our Team

## *Building a healthy, safe and respectful work environment*

One of our primary objectives at UHN is to ensure we attract and retain the best people to deliver safe, patient-centred care. In 2007, we continued our focus on creating an environment that inspires our people to deliver high performance while achieving their own personal goals and aspirations. Our success was recognized in our selection, for the fifth consecutive year, as one of Canada's Top 100 Employers, an unprecedented accomplishment for a Canadian hospital.



## Employee health, safety and well-being

We were proud to launch the Oasis Wellness Centre for staff this year, expanding our concept of wellness to include lifestyle programs which help staff balance work and personal lives. The Centre is a space to relax, de-stress and participate in a broad and diverse set of programs that improve health and well-being. Interest and participation has been exceptional, and we look forward to growing the programs in the future.

We also completed and tested our Pandemic Plan to ensure our skills and knowledge are up-to-date, and that we can respond to emergencies in a comprehensive way.

## Building leadership capacity

Recognizing the importance of developing leadership skills at all levels of our organization, we led several initiatives to increase our leadership capacity, including our New Manager Orientation and a newly designed Supervisory Development Program. In partnership with the Schulich School of Business at York University, we also now offer a Clinical Manager Succession Development Program to our staff.

## Enhancing strategic recruitment

In 2007, we attracted 220 new nursing graduates. With the new Nursing Graduate Guarantee funding from HealthForceOntario, the graduates were given a three-month supernumery orientation—mentors, clinical educators, nurse managers and others supported the new graduates as they transitioned from student to Registered Nurse.

## Culture of respect

Integrity, trust and ethical behaviour are fundamental principles at UHN: We continued our focus on building a culture of respect and inclusion by launching our first Code of Workplace Ethics this year.

*"A constant focus on our people's health, safety and personal growth and a respectful environment is what sets us apart."  
– Emma Pavlov,  
Senior Vice President,  
Human Resources*

## Our Patients

We're proud of the continuing success of our Emergency Department – General Internal Medicine Transformation Project. Over 200 clinicians and Shared Information Management Services (SIMS) team members have been working in collaboration on this project. Since its inception, more than 50 improvements have been implemented across the organization. We are now focusing our attention on patients requiring care outside of our setting in order to improve patient flow, and ultimately improve access to care in our emergency department. Our efforts this year were rewarded with the prestigious 3M Health Care Quality Team Award for the project. With wait times at the forefront of health care issues in Ontario, UHN is proud to lead in this area.



In November, the Canadian Institute for Health Information released its first hospital standardized mortality ratio (HSMR), a measure in standard practice in the United Kingdom and the United States. The HSMR rates inpatient deaths in Canadian hospitals, and is one way for UHN to measure how we're doing in patient safety. This past year, we reported the lowest HSMR rates in the GTA. We are also a provincial leader for low infection rates. For the past three years, we have been posting our Methicillin-Resistant *Staphylococcus aureus* (MRSA) rates on our public website; in 2007, our hospital-associated MRSA rate dropped by 13 percent from the previous year. We will continue to focus on hospital-acquired infections as our principal patient safety initiative with a goal of zero hospital-acquired infections.

Our success in these areas reflects our pledge to keep patient safety a priority. We intend to concentrate on initiatives such as the national Safer Healthcare Now! Campaign, and our newly appointed Chief Safety Officer will take our commitment to a new level. The Campaign will improve health care delivery by focusing on patient safety through evidence-based best practices and quality improvement. Our Critical Care Response Teams are just one way in which Safer Healthcare Now! is already improving patient care throughout UHN.

Continuing to build our record in achieving global impact, UHN has been designated a World Health Organization site for beta-testing of a patient safety checklist in the Operating Room.

***Our success in these areas reflects our pledge to keep patient safety a priority. We intend to concentrate on initiatives that take our commitment to a new level.***

# Advancing Research

## *Research growth and new initiatives*

As a research hospital, we're always aware of the importance and impact of translational research—research advances which move us forward to continue delivering the best possible patient care. In 2007, UHN was proud to be involved in research initiatives and partnerships which will impact new scientific breakthroughs on a local, national and global scale.

### **New centres for cancer imaging and collaboration**

The new Spatio-Temporal Targeting and Amplification of Radiation Response (STTARR) Innovation Centre officially opened this year. The facility is home to multidisciplinary research aiming to improve cure rates and reduce side effects of radiation therapy.

UHN was named the Ontario node of a new cross-Canada cancer research partnership with the Terry Fox Research Institute. Dedicated to translational cancer research, the new institute will launch collaborative projects promising to impact patient care within three to five years.

UHN researchers were the only group in Canada awarded a new \$3-million grant from the National Institutes of Health in the U.S. The new Phase I program will expedite access to and evaluation of novel, anti-cancer drugs.

### **New partnership accelerates diabetes research**

UHN announced the formation of a partnership with the University of Toronto's Banting and Best Diabetes Centre that will be housed at Toronto General Hospital. The partnership will enhance diabetes education, research and patient care, and expand the search for a cure. The major research focus will be the use of islet cell biology and stem cell research.

## Awards recognize achievement

Over the past year, many of our investigators were recognized both nationally and internationally by their colleagues. Among them were Dr. Peter St George-Hyslop, Director of the Toronto Western Research Institute, who was elected a member of the National Academies of Science in the U.S., and Dr. Peter Singer, of the McLaughlin-Rotman Centre for Global Health, who received this year's Canadian



*The STTARR Innovation Centre*

Institute for Health  
Research Michael Smith  
Prize in Health  
Research—Canada's  
Health Researcher of the  
Year in the category of  
Health Services and  
Systems and Population  
Health Research.

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## Being Accountable

UHN uses the Balanced Scorecard as a strategic management tool to help us ensure we deliver on our Annual Report promises, by articulating goals, outcomes and objectives, and developing measures to evaluate progress over time. In general, UHN continues to focus on public accountability and transparency in multiple areas including patient care and fiscal responsibility. As a result of our Balanced Scorecard initiatives, we are proud to be a recognized system leader in Ontario for meeting accountability targets.

UHN is also dedicated to developing best practices of care and models of efficiency through our Lean and Six Sigma interventions, which take place in the Emergency Department, General Internal Medicine and Operating Room, by developing patient transfer protocols with partner hospitals and by fostering and sharing partner site expertise, through group purchasing within the SIMS Partnership and Plexxus respectively. UHN continues to lead in clinical, administrative and information integration throughout Ontario, while also supporting the priorities of the Toronto Central Local Health Integration Network (LHIN).

Foundational to these successes is our commitment to increasing capital and core research budgets in order to support a culture of discovery and facilitate innovation, investment and translation of benefit into the highest possible level of patient care.



## Greening health care

UHN's Environment and Energy Department continued to make its motto, "Health care should not create health problems," a lived reality throughout the hospital. Our environmental programming frequently breaks new ground, testing out ideas and innovations which have never before been undertaken in health care. The department is involved at all levels, from working with staff to implement individual actions, to policy level discussions on how to move UHN through the 21<sup>st</sup> century and maintain our position as leaders in environmental management.

This year saw the implementation of the TLC—Thermostats, Lights, and Controls—Care to Conserve program. The energy management program started at Toronto Western Hospital and will be rolled out to our other sites over the next couple years. It focuses on creating a culture of conservation and encouraging behavioural change from individual staff members. The findings will direct how we manage energy at UHN in the future.

UHN was rewarded for its efforts on mercury reduction with an Environmental Excellence Award from Hospitals for a Healthy Environment in the Making Medicine Mercury-Free category.

In the areas of both cleaning and building products, UHN continues to strive for a green alternative wherever possible. Balancing many interests, such as infection control and maintenance, with environmental protection, we work closely with suppliers to identify toxins in cleaning products and ask them to find alternatives. New and existing building initiatives receive the same treatment, with a keen awareness that we need to account for environmental standards that are rapidly becoming the norm and ensure that environmental concerns are on the table from day one.

# Teaching and Learning

As one of the country's largest teaching hospitals, we're proud to welcome more than 3,000 students through our doors over the course of the year, from our 45 family medicine residents to 860 specialty residents to the 643 fellows hailing from 58 countries who chose UHN as their place of learning. Education is a cornerstone of UHN, and this past year saw significant growth and the start of new and exciting initiatives.

## Interprofessional Education (IPE)

Thanks to significant external funding, our IPE programming continues to grow. Funding has been secured to develop, implement and evaluate an IPE curriculum; we are also securing funds to develop the IPE Centre at Toronto Western Hospital. And simultaneously, the Wilson Centre received funding to evaluate the IMPLC Catalyzing and Sustaining Communities of Collaboration Around Interprofessional Care Project.

## Wilson Centre

Scholarly productivity at the Wilson Centre—dedicated to advancing health care education and practice through research—continues unabated. With 20 graduate students, the Centre is fast attaining a global reputation as one of the premier sites for work in medical education.

## Centre for Education and Knowledge Transfer

The development of the Centre for Education and Knowledge Transfer is our newest education initiative. The Centre offers three week-long intensive courses aimed at being “a cut above” the traditional continuing education course.

### Telesimulation

Simulation is a rapidly growing field and UHN is involved in this area from both a teaching and research perspective. Dr. Allan Okrainec, a new surgery recruit to UHN, has developed a program to teach faculty from Botswana the fundamentals of laparoscopic surgery. Not only does Allan travel to Botswana for hands-on education, but he has established an online system of telesimulation to mentor African surgeons from his clinic at Toronto Western Hospital on a weekly basis.

### Accreditation

No small measure of our success, we received positive accreditation from the Royal College of Physicians and Surgeons of Canada, which reviewed all our programs this past year. Our Pharmacy Residency Program also earned full, four-year accreditation from the Canadian Hospital Pharmacy Residency Board.



*Dr. Allan Okrainec teaching surgeons in Botswana*

## Our Laboratories

UHN Labs play a crucial role in patient care at UHN and across the province, providing over 12 million tests annually, including esoteric testing and pathology consultation service, to over 100 hospitals throughout Ontario.

This year, UHN Labs continued to increase access to pathology services across the province and moved forward in the implementation of telepathology to our northern hospital partners. The partnerships facilitate the sharing of resources, knowledge and best practices, all with the objective of improving quality patient care and positioning UHN Labs as a key provincial resource. Within UHN, telepathology is enhancing intra-departmental consultations and communication with clinicians, ultimately strengthening the link between laboratory medicine and patient care.

The expansion of hospital partnerships has also provided the opportunity to grow the UHN complement of pathologists to 39 and strengthens the sub-specialty pathologist model. This model aligns laboratory medicine with UHN clinical programs, research and teaching priorities.

UHN Labs has provided leadership in building a teaching hospital partnership. This year, in partnership with Sunnybrook Health Sciences Centre, we launched a joint transfusion medicine information system project. The project leverages our joint capacity as large organizations in the health care system to provide a standardized system which will ultimately benefit all patients in the GTA and provides a model for regionalization across the province.

The UHN Histocompatibility Laboratory (HLA) continues to expand to meet the growing needs of three of the largest Solid Organ and Bone Marrow Transplant programs in Canada (UHN, the Hospital for Sick Children and St. Michael's Hospital). The HLA lab again received accreditation from the American Society for Histocompatibility and Immunogenetics, the international accrediting body for HLA laboratories.

UHN Labs was proud to again receive accreditation by the College of American Pathologists (CAP), with an overall proficiency rating of 99.5 percent. This accreditation takes us a step above—CAP Accreditation is recognized as the gold standard across North America, signifying excellence in the practice of laboratory medicine.



# Information Management

Information management is an increasingly important enabler for safe, high-quality patient care, both for UHN and throughout the Ontario health care system. UHN is proud of our ability to find creative opportunities to innovate the use of information technology in care delivery to improve the safety, quality and productivity of the health care system.

## Lean initiatives

Our Lean initiatives focus on some of the most pressing issues in patient care, streamlining care delivery processes to improve patient access and decrease wait times. Over the past two years, UHN has implemented several clinical change management projects with a specific focus on improving patient flow through the Emergency, General Internal Medicine (GIM), Surgical Services, Palliative Care and Medical Imaging departments.

Lean initiatives have been very successful in bringing improvements to patient care across UHN. In GIM, we realized a 73 percent increase in discharges of patients prior to 11 a.m., creating bed capacity for patients waiting in Emergency, while in the Operating Room Pre-admission Clinic, we staggered patient arrival times, reducing patients' length of stay by half.



*Staff using the electronic Whiteboard*

## Whiteboard

A clinical tool used on various units and in the Emergency Department, the electronic Whiteboard displays real-time patient information on a flat screen monitor, replacing the grease boards commonly used for tracking patients and improving patient confidentiality. System software gathers information from multiple clinical systems across the hospital, giving clinicians up-to-the-moment patient updates at a single glance.

Whether a unit is struggling with the coordination of patient care among multiple members of the health care team or trying to track the progress of orders for critical items such as blood products or specialist consults, the electronic Whiteboard is the primary focal point. The application has already shown tangible benefits within in-patient and ambulatory settings, and we will explore possibilities for expansion in the future.

## eReferrals

Referrals are an integral part of a patient's journey through the health care system. With support from the Ontario Emergency Department Support Fund, Toronto Central LHIN Referrals is a new online tool designed to streamline the referral process by matching patients to the most appropriate programs and services available. The system improves communication and workflow between GIM units, Rehabilitation/Complex Continuing Care facilities and home care agencies, thus alleviating some of the pressures on the acute care hospitals and improving wait times.

## SIMS Partners: Transforming the way health care is delivered

*The SIMS Partnership grew in 2007/08 with the addition of COTA Health, North York General Hospital, St. Joseph's Health Centre and Toronto East General Hospital.*

- Bridgepoint Health
- Central Community Care Access Centre
- COTA Health
- North York General Hospital
- Providence Healthcare
- St. John's Rehab Hospital
- St. Joseph's Health Centre
- Toronto Central Community Care Access Centre
- Toronto East General Hospital
- Toronto Rehabilitation Institute
- University Health Network
- West Park Healthcare Centre
- Women's College Hospital

## Our Foundations

Our three Foundations help us continue to grow and offer the best in patient care and groundbreaking research. This year, the Foundations—the Arthritis & Autoimmunity Research Centre Foundation (AARCF), Princess Margaret Hospital Foundation (PMHF) and Toronto General & Western Hospital Foundation (TG&WHF)—raised a combined total of over \$116 million (net) for research, medical education and patient care.

### Leveraging private donations to beat arthritis

The AARCF had a very successful year, maximizing private donations by leveraging for additional matching funds that have furthered critical research at UHN. Funding from the Beamish family enabled the launch of partnerships and projects which resulted in substantial additional funding to researchers at the T. Robert Beamish Family Convergence Centre of Medical Discovery. The Edward Dunlop Challenge Research Grant, now in its third year, saw the fruition of its 2006 grant to Dr. Eleanor Fish, who leveraged the funding to receive a grant from the Arthritis Society this past year. The annual \$25,000 Dunlop grant is unique in providing seed money for feasibility studies, a rare opportunity for researchers to test fresh ideas which may eventually develop into further research.



*Dorrie Dunlop and long-time friend Trudy Eagan*

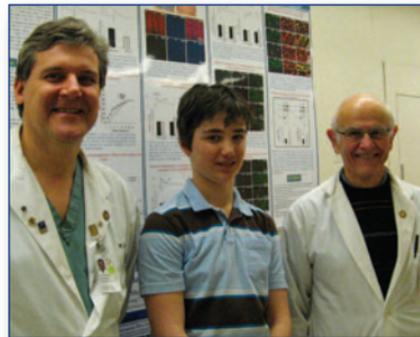
## Youth philanthropy makes its mark

The TG&WHF enjoyed a very successful fundraising year, achieving \$44.6 million in net revenue—10% over its goal. With two hospitals under its umbrella, the funds benefit a wide diversity of programs and research areas at UHN. The Krembil Discovery Centre, which will provide a world-class facility for researchers at Toronto Western Hospital, received a kick-start to its \$60-million donor campaign with a \$30-million commitment from Bob and Linda Krembil. The Donald K. Johnson Eye Centre at Toronto Western Hospital was established with a \$5-million gift from Donald K. Johnson. In the fall, An Evening with Warren Buffett brought together Toronto General Hospital with the Israeli Rambam Health Care Campus and the Hospital for Sick Children at the Royal Ontario Museum, raising almost \$4 million for the hospitals.

This year also saw the TG&WHF benefit from the growth in youth philanthropy: 13-year-old Graham Rotenberg directed all monetary gifts from his Bar Mitzvah to stem cell research at Toronto Western Hospital to help fund a cure for spinal cord injury.

## Continuing to grow and succeed

The PMHF raised \$66.5 million this year. A new fundraising event, Joe's Team triathlon, was successful in raising funds to support the translational research program in head and neck cancer at Princess Margaret Hospital. The Kirchmann Family Chair in Neuro-Oncology Research was established to support research and education at the Gerry & Nancy Pencer Brain Tumour Centre. The Weekend to End Breast Cancer marked its fifth year with a record 5,521 walkers, who raised over \$12.9 million to support critical breast cancer research and treatment programs.



*Graham Rotenberg with Drs. Michael Fehlings and Charles Tator*



# Financial Statements

For the year ended March 31, 2008 (Amounts in \$ thousands)

## Revenue

Ontario Ministry of Health & Long-Term Care/Toronto Central -  
Local Health Integration Network

Hospital programs	\$ 760,313
Specifically funded programs	43,962
Other patient services	56,818
Grants and donations for research and other purposes	202,109
Ancillary services and other	164,095
Amortization of deferred capital contributions	60,583
	<hr/>
	\$ 1,287,880

## Expenses

Salaries and benefits	\$ 745,546
Medical, surgical supplies and drugs	151,331
Supplies and other	167,431
Specifically funded programs	44,519
Plant operations and equipment maintenance	63,937
Depreciation	84,758
Loss on disposal of assets	8,256
Interest on long-term liabilities	21,364
	<hr/>
	\$ 1,287,142

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**Excess of revenue over expenses**

**738**

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**Full audited statements may be viewed at [www.uhn.ca](http://www.uhn.ca)**

## Assets

### Current

Cash and cash equivalents	\$ 76,401
Short-term investments	-
Accounts receivable	112,708
Inventory and prepaid expenses	15,360

### Long Term

Loan receivable	2,841
Capital assets, net	1,034,263
Long-term investments	171,046

\$ 1,412,619

## Liabilities and Net Assets

### Current

Accounts payable and accrued liabilities	\$ 235,076
Current portion of long-term liabilities	12,814

### Long Term

Due to MaRS Development Trust	92,076
Deferred contributions	115,375
Long-term debt	245,275
Employee future benefit liabilities	20,830
Deferred capital contributions	429,325

### Net Assets

Invested in capital assets	265,669
Unrestricted deficit	(3,821)

\$ 1,412,619

## Trends Report

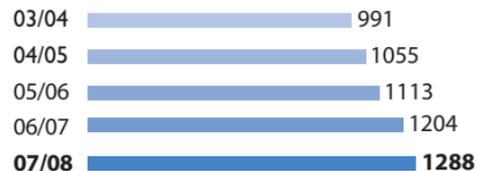
### Inpatient and Outpatient Activity

(in thousands)



### Growth in Revenue

(in \$ millions)



### Growth in External Research Funding Awarded

(in \$ millions)



# Statistical Report

## Program Grouping Activity 2007/2008

UHN	Inpatient * Separations	Inpatient Weighted Cases*+	Day Surgery Cases	Day Surgery Weighted Cases^	Clinic Visits**
<b>Total</b>	<b>30,518</b>	<b>66,866</b>	<b>29,573</b>	<b>3,815</b>	<b>1,059,469</b>

\*Based on 2005 Grouper, +PAC 10 Weight MOHLTC 2006 Calculator, ^Estimated PAC 10 DPG weight, `Includes radiation fractions

## Site Activity

Site	Beds	Inpatient Days	Ambulatory Visits	Emergency Visits
<b>TGH</b>	406	129,770	211,484	30,911
<b>TWH</b>	249	81,751	381,521	44,101
<b>PMH</b>	112	38,119	240,803	
<b>Non-Site Specific</b>			3,286	
<b>UHN</b>	<b>767</b>	<b>249,640</b>	<b>837,094</b>	<b>75,012</b>

## Research Activity (Amounts in \$ thousands)

Program Grouping Activity 2007/2008	External Research Grants Awarded to UHN
Krembil Neuroscience Program	\$ 16,646
Medical & Community Care – Complex Medical Care	1,551
Medical & Community Care – Chronic Disease Management	5,896
Medical & Community Care – Community & Multicultural Health	4,528
Musculoskeletal Health and Arthritis	16,076
Peter Munk Cardiac Centre	18,880
PMH Cancer Program	109,817
Surgical & Critical Care – Critical Care	608
Surgical & Critical Care – Surgical Services	10,342
Transplantation	11,264
<b>Total</b>	<b>\$ 195,609*</b>

\* Figure rounded to nearest thousand from full total

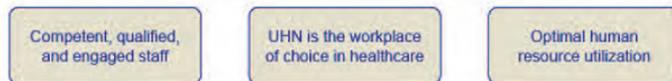
# Global Impact

## Exemplary Patient Care, Research and Education

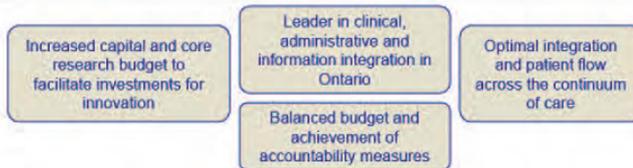
### Our Purpose



### We



### Accountable





## University Health Network

Toronto General Hospital Toronto Western Hospital Princess Margaret Hospital

*We are a caring, creative and accountable  
academic hospital, transforming health care for  
our patients, our community and the world.*



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

### *UHN Corporate Offices*

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Toronto ON M5G 2C4  
General Inquiries: 416 340-4800

### *Toronto General Hospital*

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Toronto ON M5G 2C4  
General Inquiries: 416 340-3111

### *Toronto Western Hospital*

399 Bathurst Street  
Toronto ON M5T 2S8  
General Inquiries: 416 603-2581

### *Princess Margaret Hospital*

610 University Avenue  
Toronto ON M5G 2M9  
General Inquiries: 416 946-2000