



University Health Network

Toronto General Hospital Toronto Western Hospital Princess Margaret Hospital

Annual Report 2006/07



About University Health Network

University Health Network consists of Toronto General, Toronto Western and Princess Margaret Hospitals. The scope of research and complexity of cases at University Health Network has made it a national and international source for discovery, education and patient care. It has the largest hospital-based research program in Canada, with major research in transplantation, cardiology, neurosciences, oncology, surgical innovation, infectious diseases, and genomic medicine. University Health Network is a teaching hospital affiliated with the University of Toronto.

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 AND CHIEF EXECUTIVE OFFICER

Welcome to the UHN Annual Report 2006/07

Every day, 12,000 employees, researchers, students, physicians and volunteers at University Health Network touch the lives of countless patients. Whether we are providing patient-centred care, evaluating a breakthrough drug therapy, or training future generations of health care leaders, our efforts are fueled by our commitment to achieving global impact. This year's annual report offers a glimpse into some of our accomplishments.

Our guiding purpose

UHN's purpose statement, **"We are a caring, creative and accountable academic hospital, transforming health care for our patients, our community and the world,"** is the basis for the goals and objectives that we record and measure in our Balanced Scorecard. By focusing our collective energy on organization-wide initiatives, we are improving how we deliver care, strengthening our accountability to the government and the public, and enhancing operations at our three hospitals, Princess Margaret Hospital, Toronto General Hospital, and Toronto Western Hospital.



photo credit: Arantxa Cedillo

Philip Orsino and Bob Bell

In 2006/07, UHN reached a number of significant milestones: we were recognized for the fourth consecutive year as one of Canada's Top 100 Employers; we achieved several medical and research breakthroughs, which ranged from new approaches to transplantation to understanding the long-term impact of treatment for Hodgkin's lymphoma; we recruited and retained international clinical and research talent through our \$500-million fundraising campaign; and we established the McEwen Centre for Regenerative Medicine, the largest centre with this focus in Canada.

Our employees led a number of system-wide initiatives to transform health care in Ontario and Canada, including task forces to address emergency department overcrowding, treatment wait times, unfunded drug therapies, chronic diabetes management and hospital pandemic planning.

Putting patient safety first

In 2007/08, you will hear more from UHN about patient safety. Building on our patient safety track record, we will continue to work hard to further reduce drug interaction errors, hospital-acquired infections and other major adverse events. We believe that patients should expect care from hospitals that is not only the highest quality, but also the safest.



Dr. Bob Bell
President and CEO,
University Health Network



Philip Orsino
Chair, Board of Trustees,
University Health Network

OUR TEAM

Increasing staff engagement

For the fourth straight year, University Health Network has been named one of Canada's Top 100 Employers—an achievement accomplished in large part by maintaining open channels of communication with staff, explains Emma Pavlov, Vice President of Human Resources. “At UHN we continuously engage our employees using two-way communication tools such as the internal message board 'Ask Emma' where I answer employee questions; this tool as well as manager-led staff meetings and action planning sessions help us to understand employee needs and concerns, and then take action to ensure UHN remains their workplace of choice.”

Employee engagement and satisfaction

The results of UHN's 2006 Employee Opinion Survey were very positive. Seventy-five per cent of respondents rated UHN a “good” or “very good” place to work. The survey also confirmed that the majority of employees feel respected, safe in their working environment, supported by their team members and have up-to-date technology.



Workplace wellness

With feedback from staff, UHN launched a comprehensive wellness program this year to support employees who are ready to make lifestyle changes and reduce health risks. The “Just for YoUHN” wellness program includes workshops, coaching and interactive sessions. In addition, we are in the process of building our first employee wellness centre at Toronto General Hospital.

Recruiting, retaining, and developing from within

Retaining clinical and nurse managers is essential to providing excellent patient care. To provide employees with development opportunities and to recruit leadership from within UHN, the unique Clinical Manager Succession Development program has been developed in collaboration with the Schulich Executive Education Centre at York University. The program—the first of its kind amongst Canadian hospitals—is scheduled to begin in September 2007 with 20 UHN Nursing, Allied Health and Pharmacy professionals.



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OUR PATIENTS

Patient-centred care in an integrated care delivery environment

University Health Network's commitment to patient-centred care is based on the belief that the perspective of the patient is what matters most. An integrated care delivery environment allows us to share best practices across all of our programs and contribute to health care system advances.

In 2006/07, UHN continued to strengthen our patient-centred philosophy and practice with targeted initiatives. In one project, a patient advocate and patient-centred care coach are teaming up to provide guidance and encouragement to staff and patients at the bedside.



UHN is a Canadian leader in patient safety. We encouraged incident reporting by staff and have openly shared information about our incident rates with the public through our hospital website. Building on this progress, UHN's Board of Trustees and our management team have established UHN's Patient Safety Plan. The plan formalizes our quality improvement initiatives and makes safety a part of our daily activities. UHN is also taking part in an international initiative that uses targeted clinical strategies to reduce adverse events for patients, called *Safer Healthcare Now!*

Ensuring that patients have access to care, UHN's Emergency Department (ED) and General Internal Medicine (GIM) teams are part of the ED-GIM Transformation Project. It includes a provincial pilot project that aims to streamline every stage of the patient's journey and improve quality in key areas from the ED, to the inpatient GIM ward, to discharge. As part of the project, a toolkit is being developed for all Ontario hospitals. Similarly, the Operating Room Transformation Project aims to enhance patient care and make scheduling and processes as efficient as possible.



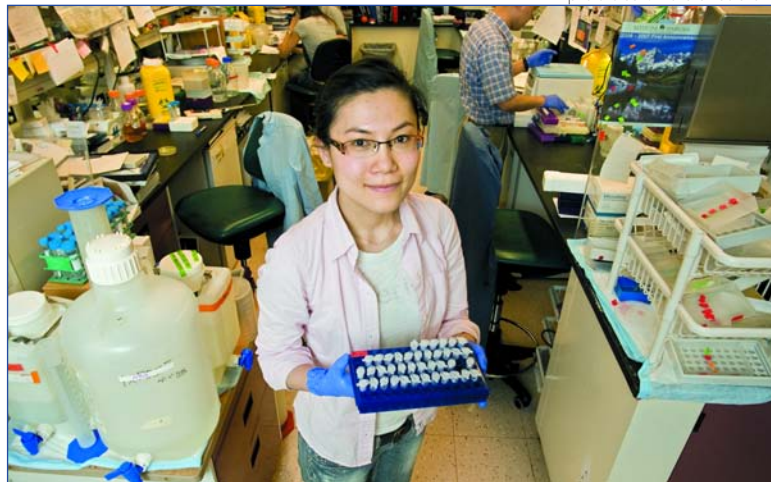
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ADVANCING RESEARCH

Demonstrating research impact and enhancing patient care

In 2006/07, UHN continued to break new ground in discovery, translational and clinical research areas. As a research hospital, we recognize that advances in research are necessary to delivering the best possible patient care. The strong research teams at each of our three research institutes—along with their colleagues at the University of Toronto and at other hospitals in the Toronto Academic Health Science Network—are leading our drive to scientific excellence.

Exceptional teams require exceptional leaders, and in 2006 UHN Research attracted two such individuals. Dr. Benjamin Neel, an international leader in cancer biology and signal transduction, was named the new Director of the Ontario Cancer Institute, while world-renowned stem cell researcher Dr. Gordon Keller was appointed Director of the McEwen Centre for Regenerative Medicine. With their extensive backgrounds in medical research and proven executive abilities, these directors are leading new initiatives designed to maximize scientific impact at their respective sites.



Teamwork is also key to UHN's success in large multi-investigator project grants. This year five UHN teams were awarded \$49.4-million from the Canada Foundation for Innovation and the Ontario Research Fund. This funding, a UHN record, will create new research centres in regenerative medicine, cancer stem cell biology, systems biology, genomics and proteomics and cancer survivorship.

UHN's reputation is built on the reputation of individual researchers who are part of our teams. In 2007, we captured several honours that will help ensure discoveries continue. UHN researchers were three of the four recipients of the Premier's Summit Award, which recognizes scientific talent and medical research excellence in Ontario. Projects led by Drs. John Dick, Tak Mak and Peter St George-Hyslop will receive a total of \$7.5-million in new funding from the province of Ontario over the next five years. UHN salutes these individuals for their achievements.



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BEING ACCOUNTABLE

Expanding our capacity for innovation

Demonstrating accountability is a core part of University Health Network's purpose statement. To make the most of our resources—funding, staff, utilities and space—we have put a strong emphasis on integrating programs and services, from information management to laboratory and diagnostic services. The hospital also continues to strengthen its connections to health care partners within the Central Toronto Local Health Integration Network and across the province.

The right care at the right time

Helping patients make the transition to rehabilitation, palliative, long-term or complex continuing care when they no longer require acute care is vital to ensuring their continued recovery and health. Timely transitions also help provide access to acute care beds when they are needed most. To help improve these transitions, UHN is linking patients with social workers and providing comprehensive patient education materials. As well, we are strengthening our ties to our partners across all parts of the health care system.



Ed Rubinstein, Manager, Environment and Energy

Greening the hospital

Health care shouldn't cause health problems! This is the credo of UHN's Environmental Management System, created in 1999. It's a motto that Environment and Energy Manager Edward Rubinstein has brought to life through award-winning energy conservation, pollution prevention, and recycling programs, a thriving staff "Green Team," and wildly popular enviro-newsletters for staff, *Talkin' Trash* and *Bright Ideas*. Rubinstein has championed initiatives like the installation of a chemical-free cooling tower system, "green" procurement policies, and construction guidelines that integrate energy conservation and pollution prevention into day-to-day activities and long-term planning. Energy use and the impact of conservation initiatives are tracked as part of the hospital's goal setting and measurement process.

This spring, UHN was rewarded for its efforts with the Hospitals for a Healthy Environment 2007 Environmental Leadership Award.



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TEACHING AND LEARNING

Enhancing our international profile in education

Whether we are training over 3,000 students that come through our doors annually, or supporting the continuous learning of 12,000 employees, education is visible in every corridor of University Health Network. Setting aggressive but realistic goals, and measuring our progress through a balanced scorecard approach, we are endeavouring to meet our educational needs for the future.

Interprofessional education (IPE)

For the concept of interprofessional health care to truly come to life, students of the health professions need to understand each other's roles, learn in a common environment, and practice team care in a more comprehensive way than ever before. Providing a focal point for IPE activities is the newly-established EHPIC Centre (Educating Health Professionals in Interprofessional Care) located at Toronto Western Hospital. The IPE team, led by Dr. Ivy Oandasan, has received both provincial and national funding to investigate how interprofessional education can improve the delivery of health care.



Opening of the EHPIC Centre, fall 2006

Attracting international trainees

Each year, clinical fellows from around the globe train at UHN, because it is here that they can learn the most up-to-date approaches to complex problems. This year, we welcomed 340 fellows—an increase of almost 20 per cent over last year—in areas ranging from neuroscience and transplant to family medicine.

Leading education research

The Wilson Centre has now become world famous for research in education. In 2006, the centre surpassed its benchmark of increased productivity, publishing 157 academic papers and capturing 107 grants.

Continuing education for all health professions

UHN is vitally engaged in continuing education, not only for physicians but for all health professionals. In 2005, UHN participated in 30 local, provincial, and national continuing medical education events, and in 2006 our participation included 47 of these events—an increase of 57 per cent.



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OUR LABORATORIES

When you consider that a majority of diagnostic and treatment decisions are based in part on tests of one kind or another, it is easy to see the crucial role laboratory medicine plays in patient care in our hospitals.

In 2006/07, Toronto Medical Laboratories—a joint partnership of University Health Network and MDS Diagnostics—celebrated the completion of two ambitious projects designed to enhance patient care and broaden the reach of its services. A new Pathology Department became operational in 2006, and was followed by the opening of a new consolidated Core Laboratory (biochemistry and hematology) in April, 2007. These laboratories feature the latest equipment, technologies, and people needed to meet the challenges of caring for patients with complex illnesses across Ontario.

Last year, TML/UHN moved forward with its plan to bring digital imaging pathology (e-slide) to Northern Ontario hospitals. E-slide technology compresses digital images of tissue samples and distributes them using broadband networking and web-based streaming technology. Physicians in rural and community settings can call on the diagnostic expertise of UHN's sub-specialty pathologists who review and interpret the slides using the computer as a “virtual” microscope.



Another highlight for TML in 2006/07 was the Transfusion Medicine Collaborative, which integrates the best clinical practices of the blood transfusion medicine programs of UHN, Sunnybrook Health Sciences, St. Michael's Hospital and the Hospital for Sick Children.

TML is also home to the largest histocompatibility (tissue typing) laboratory in Canada, supporting transplantation programs that treat the highest volume and most complex cases at UHN, the Hospital for Sick Children and St. Michael's Hospital. Last year, UHN recruited renal transplantation expert Dr. Kathryn Tinkham from Brigham and Women's Hospital, New England to the position of Assistant Director of the Histocompatibility Laboratory. Dr. Tinkham is working with the UHN transplant teams and the Director of the lab, Dr. Neal denHollander, to plan and upgrade services.



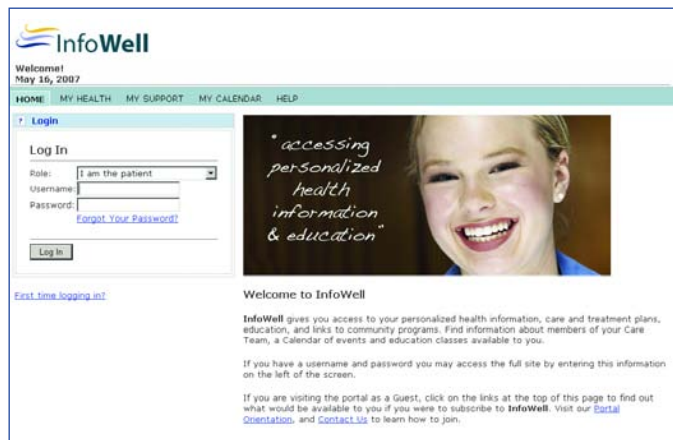
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INFORMATION MANAGEMENT

Transforming health care delivery

Imagine having personalized online access to important health care information anytime you need it. Patient portals are perfect for just that: giving patients secure access to their individual records, health care information and links to community programs—from any computer connected to the internet. Similar to banking websites, patient portals display patients' personalized and up-to-date information, helping patients better understand their illness, and feel more comfortable communicating with their health care team and participating in their care.

University Health Network's information management and technology department, Shared Information Management Services (SIMS), works with clinicians and patients to make projects such as patient portals possible. The group, shared between UHN and eight other GTA health care organizations (listed at right), strives to transform health care across the continuum of care.



One example of how hospital and community health organizations are integrating their services is a project to alert health care teams in the Emergency Department (ED) to patients who may benefit from home care services. When patients enter an ED, those who may be candidates for home care are "flagged" based on pre-defined criteria, and a Toronto Central Community Care Access Centre (CCAC) care co-ordinator automatically receives an electronic alert. The care co-ordinator then arranges to meet with the patient and connects him or her with CCAC services such as home care visits as needed. Because of ED notifications, the number of Toronto Central CCAC referrals from UHN has quadrupled. The ED Notification project won a Canadian Information Productivity Award—a national award for information technology and innovation across all business sectors—in the Exceptional Innovation category.



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SIMS Partners: Transforming the way health care is delivered

- **University Health Network**
- **Bridgepoint Health**
- **Central CCAC**
- **St. John's Rehab Hospital**
- **Providence Healthcare**
- **Toronto Central CCAC**
- **Toronto Rehabilitation Institute**
- **West Park Healthcare Centre**
- **Women's College Hospital**

OUR FOUNDATIONS

At University Health Network we are very fortunate to have three foundations: the Arthritis & Autoimmunity Research Centre (AARC) Foundation, Princess Margaret Hospital (PMH) Foundation, and Toronto General & Western Hospital (TG&WH) Foundation. Their combined efforts raised more than \$150-million (net) in 2006/07 for research, medical education and patient care.

Understanding the impact of arthritis

In 2006/07, the AARC Foundation aimed to expand its donor base and raise awareness about the critical need to fund arthritis research. A new tagline and website, www.beatarthritis.ca, were introduced, and a fresh new yoga event, "Power of Movement," boosted public awareness and participation. This year also saw the start of a study about the impact of arthritis on our economy and workplaces.



Gift of Stock: An innovative fundraising alternative

This past year, the PMH Foundation raised more than \$73-million. The “Give the Gift of Stock” national campaign was launched, and the renovated Breast Centre and The Weekend to End Breast Cancer Survivorship Centre opened, thanks to generous donations from the WEBC walkers and donors. A generous commitment of \$3.5-million was received from The Dr. Geoffrey R. Conway Foundation for a state-of-the-art chemotherapy unit, and the Kevin and Sandra Sullivan Chair in Surgical Oncology and The J. Douglas Crashley Chair in Gynecological Cancer Research were established.



Historic donation makes 2006/07 a landmark year

TG&WH Foundation raised a phenomenal \$78-million in 2006/07. The historic \$30-million gift received from Peter and Melanie Munk will support a world-class imaging, intervention and innovation cardiac centre as well as an endowed Chair in cardiac imaging at Toronto General Hospital. The McEwen Centre for Regenerative Medicine opened, and welcomed leading stem cell scientist Dr. Gordon Keller. Rob and Cheryl McEwen also gave an additional \$10-million to support several initiatives at the Centre, including post-doctoral fellowships, an embryonic stem cell laboratory, and imaging facilities. In addition, UHN's research in Parkinson's disease attracted \$1-million-plus gifts from the United Kingdom and Switzerland.



FINANCIAL STATEMENTS

For the year ended March 31, 2007 (Amounts in \$ thousands)

Revenue

Ontario Ministry of Health & Long-Term Care	
Hospital programs	\$ 705,204
Specifically funded programs	40,681
Other patient services	56,835
Grants and donations for research and other purposes	209,208
Ancillary services and other	138,206
Amortization of deferred capital contributions	53,594
	\$ 1,203,728

Expenses

Salaries and benefits	\$ 677,635
Medical, surgical supplies and drugs	146,071
Supplies and other	156,256
Specifically funded programs	41,381
Plant operations and equipment maintenance	63,289
Depreciation	91,566
Interest on long-term liabilities	22,275
	\$ 1,198,473

Excess of revenue over expenses	5,255
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Full audited statements may be viewed at www.uhn.ca

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 2006/2007

UHN	Inpatient * Separations	Inpatient Weighted Cases*+	Day Surgery Cases	Day Surgery Weighted Cases^	Clinic Visits**
Total	30,167	64,217	28,361	3,804	1,023,152

*Based on 2005 Grouper, +PAC 10 Weight, ^Estimated PAC 10 DPG weight, **Includes radiation fractions

Site Activity

Site	Beds	Inpatient Days	Ambulatory Visits	Emergency Visits
TGH	385	124,358	207,312	29,743
TWH	232	79,429	374,623	43,757
PMH	113	38,067	231,052	
Non-Site Specific			3,835	
UHN	730	241,854	816,822	73,500

Research Activity (Amounts in \$ thousands)

Program Grouping Activity 2006/2007	External Research Grants Awarded to UHN
Surgical and Critical Care	\$ 16,064
Medical and Community Care	6,254
Peter Munk Cardiac Centre	13,714
Musculoskeletal Health and Arthritis	9,671
Krembil Neuroscience Program	17,473
Oncology and Blood Disorders	91,305
Transplantation	10,807
Total	\$ 165,290 *

* Figure rounded to nearest thousand from full total



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UHN Corporate Offices

190 Elizabeth Street
Toronto ON M5G 2C4
General Inquiries: 416.340.4800 ext. 8800

Toronto General Hospital

200 Elizabeth Street
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