



# 2023/2024 Annual Report

Over the past year, our collective journey at Humber River Health and Humber River Health Foundation has been defined by **transformative growth, change and innovation.**

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## Message from Leadership

Over the past year, our collective journey at Humber River Health and Humber River Health Foundation has been defined by transformative growth, change and innovation. We announced our 2023–2026 Strategic Plans and adopted our new name to reflect our growing presence within the community. This put us on course for a year marked by embracing change and continuing to boldly light new ways in healthcare.

Doing healthcare differently is what sets us apart. We are at the forefront of healthcare innovation – an identity embedded in our organization since the Wilson Hospital opened in 2015 as North America’s first digital hospital. We were proud to see recognition of our leadership in this area acknowledged by CBS News in their Innovators and Disruptors Leaders Series. Demonstrating our commitment to agility and adaptability in the face of disruption, the feature highlighted our Command Centre, our innovative surgical and anaesthetic approaches and our culture within the Hospital. Innovation at Humber has also expanded to include exploring and assessing applications for Artificial Intelligence (AI). We will be introducing a digital health platform for our Apotex Emergency Department (ED) that will apply AI and machine learning to forecast and optimize patient queues, determine the optimal pre-arranged time slot per patient, and dynamically adjust time slots using real-time data, ultimately reducing the amount of time some patients spend waiting in our Apotex ED.

One of our strategic objectives is to address racism with a focus on anti-Black racism. Thus, we held a series of eight listening sessions to hear the experiences of our staff, physicians, and volunteers who self-identify as African, Caribbean, and Black. These sessions required a great deal of vulnerability, and we want to acknowledge the courage it took for those who participated. These shared experiences and ideas for change have been instrumental in shaping our understanding of the issues at hand and guiding our future actions. In addition, the Introduction to Anti-Black Racism eLearning Module was introduced to all staff, physicians, and volunteers, reinforcing our commitment to address anti-Black racism within our hospital community.

As we reflect on another year of serving Northwest Toronto, we are humbled by the meaningful relationships and interactions community members have granted our entire team. We believe that it is only by listening to, engaging with, and learning from those we serve that we can truly understand our community and meet their needs. We will continue to seek the input and feedback of our community, ensuring that their experiences inform and help guide our decision-making. Through our partnership with the Northwestern Toronto Ontario Health Team, we constructed a “health hub” located at the Finch Campus so that we could all collectively provide community health and social services could be provided closer to home.

The dedication and commitment of the entire Humber team culminated in notable achievements last year. We were Accredited with Exemplary Standing by Accreditation Canada, achieving all the Required Organization Practices and met a remarkable 99.9 per cent of their standards. The Canadian Institute of Health Information data shows that Humber continues to enhance evidence-based practices, preventing nearly 63 per cent less hospital harm than the provincial average

Furthermore, 87 per cent of patients say they would recommend Humber as a place to receive care. These results are a testament to our outstanding record of delivering innovative, high-reliability, quality care to our community, and they speak to the extraordinary contributions of our staff, physicians and volunteers who embody our values of compassion, professionalism and respect every day.

The official opening of our Schulich Family Medicine Teaching Unit (Schulich FMTU) was made possible through the exceptional generosity of The Schulich Foundation. The Schulich FMTU is designed to address the critical shortage of primary care providers in Northwest Toronto by providing immediate

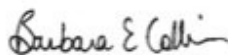
healthcare access to our community, all while nurturing the next generation of family medicine professionals. As an official teaching site of the University of Toronto's Family Medicine Residency Program, this endeavor not only promotes academic excellence, but is an essential step towards addressing the healthcare access challenges faced by our community. In addition, we thank the Honey & Barry Sherman Legacy Foundation for their recent transformational gift of \$10 million towards our Finch Campus to revitalize healthcare in one of Toronto's most underserved communities.

We also extend our gratitude and sincere appreciation to our many donors who have enabled this success. The impact that Humber has made within our community, province, and country has been because of the invaluable contributions of countless individuals and organizations.

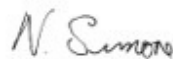
As we continue to embrace change as a catalyst for excellence in healthcare, we want to thank our stakeholders for embarking on this journey with us. We are eager and full of anticipation for all that the future will hold as we continue to light new ways in healthcare.



**Michael Iacovelli**  
Board Chair  
Humber River Health



**Barbara Collins**  
President & CEO  
Humber River Health



**Nick Simone**  
Board Chair  
Humber River Health  
Foundation



**Sandra Sualim**  
President & CEO  
Humber River Health  
Foundation





# Hospital Statistics

Our teams are setting new standards in patient care and reshaping its future possibilities.



**127,500**

Apotex ED Visits, 7%  
Increase in Visits with  
Higher Acuity



**98%**

Occupancy Rate of  
Medical Beds



**4,650**

Babies Delivered at  
Humber River Health



**20%**

Increase in  
NICU Volumes



**55%**

Increase in  
Robotic Surgeries



**2,300**

Hip and Knee  
Replacements



**3%**

Increase in  
Cancer Surgeries



**6%**

Increase in Outpatient  
Mental Health Treatments



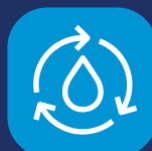
**6.5%**

Increase in  
Chemotherapy  
Treatments



**1,900**

Patients were  
provided care by  
our Schulich FMTU



**9**

New Dialysis  
Stations at  
Church Campus



**43**

Clinics and  
Departments



**87%**

Of patients say they  
would recommend  
Humber as a place to  
receive care



**63%**

Less hospital  
harm than the  
provincial average



**89%**

Of our patients  
experienced excellent  
communication with  
doctors



**84%**

Of our patients  
experienced exceptional  
communication with  
our nurses



# Highlights

**Doing healthcare differently is what sets us apart.**

As we reflect on this past year, we invite you to explore the significant achievements and milestones of Humber River Health and Humber River Health Foundation. We are driven to work together with our community to deliver innovative, safe and equitable healthcare.





Alex Krawczyk, who leads the Honey & Barry Sherman Legacy Foundation with Humber River Health staff, Finch Campus

## Received transformational \$10-million gift from the Honey & Barry Sherman Legacy Foundation

May 14, 2024

Humber River Health Foundation is thrilled to announce a donation of \$10 million from the Honey & Barry Sherman Legacy Foundation to revitalize healthcare in one of Toronto's most underserved communities. With this donation, the 17-acre Humber River Health Finch campus in the Jane and Finch Corridor will be re-imagined with a dedicated focus on closing the healthcare disparity gap in North West Toronto.

This investment is crucial given the area's pressing healthcare needs. People living in the Jane and Finch neighbourhood face many socio-economic challenges. The community is home to the highest percentage of lone-parent families, racialized and marginalized populations in Toronto. Additionally, our surrounding neighbourhoods have a disproportionate number of low-income seniors aged 80 and above who live alone and need their complex healthcare needs addressed closer to home.

"My parents were long-time supporters of Humber River Health, and I am proud to build on their legacy of generosity with this gift," said Alex Krawczyk, daughter of Honey and Dr. Barry Sherman, who established the foundation in honour of her parents. "As a nurse, I am keenly aware of the pressing healthcare inequities facing many people in North West Toronto and Humber River Health's important role in addressing them."

This \$10 million donation is the Honey & Barry Sherman Legacy Foundation's largest charitable gift since its inception by Ms. Krawczyk in 2020.

"The Honey & Barry Sherman Legacy Foundation's gift will transform people's lives in one of our city's most diverse communities. We are planning for the future but recognize the urgency of our community's needs today," said Sandra Sualim, President and CEO of Humber River Health Foundation. "We are grateful to Alex Krawczyk for establishing this new foundation and building on the relationship her parents began with us more than 30 years ago."

The reimagined facility will be designed around specific community needs. It will identify a range of options to address any misalignment between current and future service delivery and potential solutions that will deliver the greatest short and long-term value for Ontarians. The assessment will explore various areas of care including: a fully accessible urgent care clinic; a diagnostic imaging and lab services to enhance care and increase community access; and, potentially, a new acute hospital on the site.



Dr. Barry and Honey Sherman at Humber River Hospital's 2015 Fundraising Gala, honouring Jack Kay



Humber River Health, Finch Campus, 17-acre site

# Opened Schulich Family Medicine Teaching Unit

September 21, 2023

This past September, Humber River Health announced the official opening of the Schulich Family Medicine Teaching Unit (Schulich FMTU), a pivotal step towards addressing the healthcare access challenges faced by our Northwest Toronto community. With a catchment of 850,000, the need for accessible primary care has never been more critical.

The Schulich FMTU has already seen 685 patients (as of September 5, 2023), and we expect it will care for an estimated 3,600 new patients by 2026. This endeavour not only promotes academic excellence but also empowers Residents to establish their own family practices within our community, ensuring more families have ongoing access to high-quality care.

This momentous achievement was made possible through the exceptional generosity of The Schulich Foundation, whose steadfast commitment to philanthropy has paved the way for us to revolutionize healthcare services at Humber River Health. We extend our heartfelt gratitude as well to The Slight Family Foundation for their invaluable initial financial support. The official ribbon-cutting ceremony took place on September 20th and was attended by esteemed guests who voiced their unwavering support.

The Schulich Family Medicine Teaching Unit is designed to address the critical shortage of primary care providers in Northwest Toronto by providing immediate healthcare access to our community, all while nurturing the next generation of family medicine professionals. As an official teaching site of the University of Toronto's Family Medicine Residency Program, the Schulich FMTU will provide specialized training for first and second-year medical residents pursuing careers as Family Physicians.

This endeavour not only promotes academic excellence but also empowers residents to establish their own family practices within our community, ensuring more families have ongoing access to high-quality care.

Barb Collins, President and CEO at Humber River Health, expressed her enthusiasm, stating, "The Schulich Family Medicine Teaching Unit is a significant milestone in our ongoing commitment to developing the future of primary care in our community and provides care closer to home. Our partnership with The Schulich Foundation and the University of Toronto empowers us to shape the next generation of primary care providers who will provide care in our community."



Schulich FMTU Resident, Dr. Shamini Vijaya-Kumar consults with a patient. As an official teaching site of the University of Toronto's Family Medicine Residency Program, the Schulich FMTU will provide specialized training for first and second-year medical residents like her.





Sandra Sualim, President and CEO of Humber River Health Foundation states, "We are profoundly grateful for The Schulich Foundation's extraordinary generosity. Their commitment to philanthropy and their unwavering support have been instrumental in making the Schulich Family Medicine Teaching Unit a reality. Without their gift, this transformative healthcare initiative would not have been possible. We thank them for their visionary leadership and dedication to our community's well-being."

Judy Schulich, Director of The Schulich Foundation states, "It is our privilege to support Humber and help increase access to family doctors in the community, as well as train future medical professionals so desperately needed today."

"We are starting small, but I'm confident my group of residents will leave a lasting impact on the growth of this program for the years to come," says Dr. Bilal Negash, Lead Resident, Postgraduate Y1.

The Schulich Family Medicine Teaching Unit at Humber River Health is poised to make a lasting impact on the healthcare landscape of Northwest Toronto. This marks the beginning of a journey toward improved healthcare, brighter futures, and a healthier, happier community.

### Quick Facts

- The Schulich Family Medicine Teaching Unit is an official teaching site of UofT's program for Family Medicine Residents. This year we welcomed our first group: Drs. Bilal Negash, Yoonsik Park, Clara Sawires, and Shamini Vijaya-Kumar.
- Ontario researchers examined primary care gaps throughout the province, discovering that the areas with the highest needs provided the lowest levels of care (one of which is Northwest Toronto).
- There is currently a lack of access to comprehensive interdisciplinary primary care in our community, with only 12.2% of the local population enrolled to a Family Health Team (vs. 23.3% provincial average).

## Celebrated our 1000th case using the ROSA surgical robot

*April 20, 2023*

On 3 April 2023, the ROSA surgical robot completed its 1000th case at Humber River Health. ROSA is the first orthopaedic surgery robot in Ontario. Through donor support, Humber was the first Hospital to acquire ROSA, as Dr. Sebastian Rodriguez-Elizalde performed the first surgery on 3 October 2020.

By implementing innovation during the COVID-19 pandemic, ROSA has assisted Humber in challenging the status quo to support new ways of addressing surgical backlogs and improving patient outcomes throughout. Humber has since acquired a second ROSA and has six trained surgeons using the technology.

ROSA's 1000th surgery was performed by Dr. Rodriguez-Elizalde on patient Claude Vezina.



Before his orthopaedic surgery, Claude experienced limited ambulation due to pain and swelling. As a retiree, Claude enjoys spending time hunting, fishing, and working on his property but lacked the necessary mobility because of chronic pain.

Claude had first heard about ROSA's orthopaedic surgery through a friend who underwent hip surgery by Dr. Rodriguez-Elizalde. Through further research, he became impressed by what the robotic technology could offer; same-day surgery, precise anatomical analysis of knee joints, addresses patient-specific needs, and improved post-operative care.

Performed by Dr. Rodriguez-Elizalde and a team of Humber's outstanding surgical staff, the ROSA 1000th case was a prosperous milestone and Claude's surgery was a success. "I am already ambulating and feel no pain at this time," explained Claude less than four hours after his surgery. "I am feeling encouraged to go out and continue my healing."

Due to his positive experience, Claude believes that Humber is a leading institution for care in Ontario. "[Humber] was well conceived and laid out. The human contact was good at all levels. Everyone communicated very well and explained everything to me thoroughly. It was 100% a good experience!"

Claude expressed his gratitude to the Humber team and the need for more surgical technology in our communities. According to Claude, as the population ages and individuals live longer, mobility of hips and knees has become increasingly important, creating a need for more access to technology of this nature.

"I feel that if 999 people have gone before me, I am encouraged that I came here and made the right choice. I am not the first case, but I am one of many, and I know that Humber will have many more. I am very happy to have made this decision."



[Watch an interview](#) with Dr. Rodriguez-Elizalde and learn more about the ROSA surgical robot.

## Our Hyper-throughput operating rooms increase efficiency

*January 2, 2023 (published by Hospital News)*

At Humber River Health, breaking new ground is the norm. The team, including staff and physicians, work tirelessly to improve processes and embrace new ideas. This innovative spirit is evident in their latest initiative: the Hyper-Throughput Operating Rooms, specifically designed for faster and safer anterior hip replacements. This approach is inspired by leading international healthcare practices and is a testament to Humber's commitment to teamwork and excellence.

On December 21, the hospital celebrated the successful completion of its fourth Hyper-Throughput Operating Room pilot. This follows the success of the first pilot in October, showcasing Humber's dedication to advancing healthcare, and how they are stepping up to find innovative ways to improve throughput and lower costs to address the growing demands of the provincial healthcare system.

"This truly was a collaborative effort, engaging the entire team throughout the planning process," commented Jhanvi Solanki, Vice President of Clinical Programs. "Hyper-Throughput Operating Rooms break down each step within the process and evaluate its effectiveness – leaning out waste and introducing the concept of parallel processing has allowed micro changes to result in big time savings. We are proud to be doing our part to help the province tackle the surgical backlog."

Dr. Sebastian Rodriguez-Elizalde, Dr. Barry Cayen and Dr. Justin Chang, along with the Humber team, played a pivotal role in these pilot days. On November 24, Dr. Rodriguez-Elizalde performed an impressive 14 anterior hip replacements in just one day, setting a new standard in surgical efficiency without compromising patient safety in Canada. Drs. Chang and Cayen





are also performing greater than typical volumes. Hyper-Throughput Operating Rooms are not about set number of procedures per day, but more so about improving the flow of procedures and leaning out wastes. The lessons learned from these pilot days are broadly applicable to all operating rooms. For example, the concepts of parallel and lean processing can help improve block utilization per day, per surgeon daily. This benefits the system at large because in many instances, this allows the surgeon to add an additional case to their lists.

"In a typical day, the orthopaedic surgeons and I will usually perform three to four surgeries per day in one operating room," said Dr. Rodriguez-Elizalde. "Working with hospital staff, we were able to effectively triple our surgical productivity through process improvements at the beginning and end of the surgeries. The most important element of innovation is ensuring there is a quality and patient safety framework." All procedures are performed using navigation technology to ensure the utmost safety standards are met.

Intellijoint's technology was critical to this effort, as it eliminates the need for intra-operative X-rays, while simultaneously reducing post-surgery complications and ensuring the highest level of safety. "As a local Ontario technology business, we are proud to work with hospitals like Humber River Health that are leading the nation in clinical and technological innovation," says Armen Bakirtzian, Co-Founder and CEO of Intellijoint Surgical Inc. "Together, we have demonstrated how hospitals and innovators can collaborate in new and highly effective ways.

These pilot Hyper-Throughput Operating Rooms have been transformative, setting an important example of how hospitals can use lean processing

and teamwork to improve operational efficiencies, while simultaneously reducing wait times and surgical backlog. Thanks to the parallel processes and the collective efforts of Humber staff, there was a marked decrease in total case time, operating room turnover, housekeeping, as well as set-up and takedown times.

Furthermore, patient outcomes were consistently exceptional; all patients bypassed the PACU, and there were no complications, with each patient being discharged that same day. There was even a reduction in garbage and linen usage, exemplifying the hospital's commitment to sustainability. While recognizing that not all procedures can benefit from such high-throughput settings, the advancements made will continue to inform enhancements across the hospital's operating rooms.

Looking ahead, Humber is working on transferring the learnings across as many surgical procedures as possible, marking another step in Humber's journey of innovation. This initiative is about more than just surgical improvements; it is about reimagining healthcare possibilities, enhancing patient care, and making healthcare more accessible.

Humber River Health's efforts are a shining example of what can be achieved when dedication meets innovation. The team's relentless pursuit of better patient outcomes and their contribution to the community pave the way for a bright future in Canadian healthcare.



Learn more about our Hyper-Throughput Operating Rooms by [watching this CBC News video.](#)





## We revealed our COVID Wall of Fame, generously donated by Terry and Mary Jo Leon

July 13, 2023

On July 13, 2023, Humber River Health revealed their COVID Wall of Fame, generously donated by Terry and Mary Jo Leon.

The COVID Wall of Fame is a permanent showcase within the Hospital, comprised of engraved names of the staff, physicians and volunteers who worked tirelessly during the pandemic between March 17, 2020 to May 9, 2022.

According to Toronto Public Health, Humber's Northwestern Toronto community experienced the highest burden of COVID-19. During this time, Humber provided care to 4,000 inpatients admitted with the virus and provided 123,000 COVID lab tests for patients.

"We accepted the challenge and faced it head on," explained Barb Collins, President and CEO of Humber River Health, "and I couldn't be more proud of every individual who played a role in providing great care, despite their own anxieties, the daily changing information, and the increasing isolation from their families."

Made from brushed aluminum metal and located on the main floor of Humber's Wilson Hospital, the wall

recognizes the commitment of our outstanding staff, physicians, and volunteers in helping our patients, community, and each other during such a challenging time.

The COVID Wall of Fame serves as a reminder for the resilience displayed by our staff, physicians, and volunteers in conquering the intense, unpredictable healthcare demands presented to them over the past few years.

"[The staff, physicians, and volunteers at Humber River Health] gave comfort and care to our community in a time when many of us could do very little," stated Terry Leon. "We hope [this display] serves as a small reminder of the gratitude we feel in our hearts for [their] ability to make us feel good about the human spirit, especially during a very difficult time for us all."

This display is one of the ways we are able to show our appreciation for the compassion our teams brought to patients throughout COVID-19, and the dedication they continue to display in delivering integrated care and Lighting New Ways in Healthcare everyday.





## Received funding to introduce an AI-Enabled Virtual Triage and Queue Management Application for our Apotex Emergency Department

September 27, 2023 (published by Ontario Hospital Association)

Humber River Health is one of nine organizations that have received funding from SCALE AI, Canada's Artificial Intelligence Supercluster, as announced at Canada's ALL IN event in Montreal. Accepted onstage by Peter Bak, Humber River Health's Chief Information Officer, Deloitte Partner, Arslan Irdees, the hospital is set to introduce an AI-Enabled Virtual Triage and Queue Management Application to help patients receive appropriate and timely care.

The hospital has received \$1.5 million from the AI for Healthcare Initiative to support hospital projects pioneering the deployment of AI solutions. This latest SCALE AI initiative promotes collaboration between hospitals and AI product and solutions providers across the country to innovate further and accelerate the deployment of AI in the Canadian healthcare network to improve operations, logistics and resource allocation.

Humber recognizes the opportunity to develop an AI-Enabled Virtual Triage and Queue Management Application to help navigate patients to the appropriate care at the appropriate time. Humber will apply AI and Machine Learning to forecast and optimize patient queues in the emergency department (ED), determine the optimal pre-arranged time slot per patient, and dynamically adjust the time slot per patient to continuously optimize and manage the queue of patients using real-time/near-real-time data. The goals are to achieve more efficient use of health system resources and improve the patient experience by improving patient flow, reducing occurrences of unexpected surges in ED demand, and eventually redirecting the volume of non-urgent patients accessing the ED to the most appropriate care.

Barbara Collins, CEO, Humber River Health: "Humber River Health is committed to working with our community and other partners to collectively learn to deliver innovative, safe and equitable healthcare. Being one of the busiest emergency departments in Ontario, we are continuously leveraging technology to work for staff and physicians, giving them more time to spend with patients, eliminating inefficiencies, and reducing the chance of errors. AI furthers our ability to revolutionize the patient experience and deliver even higher quality care, resulting in a better patient journey from start to finish."

Humber is proud to work with partners Deloitte, MEDITECH Collaborative, Mackenzie Health to test this initiative.

## Performed first Gastrectomy with Da Vinci Xi Surgical System

(published by Ontario Hospital Association)

In May 2023, Humber River Health celebrated a significant milestone in the field of surgical innovation, as Dr. Quoc Huynh, Dr. Lazar Klein, and their skilled team completed the hospital's first gastrectomy utilizing the da Vinci Xi surgical system. This achievement is a testament to Humber's pioneering spirit, having been the first community hospital in Canada to acquire a da Vinci surgical robot back in 2012.

A gastrectomy is a surgical procedure in which all or part of the stomach is removed. This procedure is typically performed to treat stomach issues such as cancer, benign tumors, severe ulcers, or intractable bleeding. With recent advances in medical technology, gastrectomies can be performed laparoscopically or even robotically, such as with the da Vinci Xi surgical system. These minimally invasive methods involve several small incisions rather than a single large one, reducing recovery time and decreasing the risk of complications. Humber has harnessed the extraordinary capabilities of da Vinci Xi, which is revolutionizing the landscape of gastrectomies.

The da Vinci Xi surgical system is a sophisticated robotic-assisted surgical platform designed by Intuitive Surgical®. It was designed with the goal of further facilitating minimally invasive surgery across a wider spectrum of procedures, extending into more complex and multi-quadrant surgeries. The da Vinci Xi mimics the surgeons' hand movements through its four interactive robotic arms equipped with precision instruments, providing the surgeon



with a great degree of flexibility and reach. It filters out even the slightest tremors, enhancing the safety and effectiveness of every procedure. Such features facilitate outcomes such as less pain, less blood loss, shorter hospital stays, and quicker return to everyday life for patients.

With enhanced 3D high-definition vision, surgeons gain unparalleled depth perception, ensuring precision in every surgical procedure. "The next evolution of laparoscopic technology is visualization and a range of motion that we don't have with a laparoscope," explains Dr. Huynh, Head of General Surgery. "The da Vinci Xi can do a lot more, making the operation easier and safer."

By adopting the da Vinci Xi, Humber continues to broaden the range of surgeries offered, extending now to treatment for prostate cancer, colorectal cancer, and renal and rectal cancers, as well as ventral hernia repair and hysterectomy. The advanced technology will also make a meaningful difference to individuals across the province with complex medical needs who have limited surgical options. "This technology is not only about advancing our surgical program," says Dr. Luke Fazio, Head of Urology, reflecting on the da Vinci Xi. "We improve patient care and patient lives every time we

use it. We can treat more and more conditions in a minimally invasive way."

Humber's adoption of the da Vinci Xi is part of a broader vision to maximize technology as an enabler of higher-quality care. It is not just a transformative tool for today's surgeons, but also poised to inspire the next generation of surgeons and set new standards in patient care, making the benefits of robotic surgery a mainstay in future medical practice. Compared to the current da Vinci model, the Xi allows Humber's talented surgeons to operate at an entirely new level, essentially launching the program a decade into the future.

"Humber has a long history of commitment to innovation and technology, and it's still doing things that are currently on the forefront," says Dr. Huynh. "We were one of the first community service programs to have a robot and Humber continues to support us, wanting us to do more and push the frontier of what we can do to help patients."

The successful robot-assisted gastrectomy signifies the hospital's unwavering commitment to surgical innovation. It also marks a significant step forward in Humber's mission to deliver the most advanced, patient-centered care possible, always pushing the boundaries of what can be achieved in healthcare.





## Implemented a LTC Remote Monitoring initiative in partnership with LTC Homes in Northwestern Toronto

*April 4, 2024 (published by Hospital News)*

Humber River Health has identified a core priority of delivering comprehensive, quality care closer to home for members of its community. This commitment is particularly relevant to caring for one of our most vulnerable populations – seniors.

In February 2021, Humber implemented a Long-Term Care (LTC) Remote Monitoring initiative in partnership with seven LTC Homes in Northwestern Toronto, scaled to two more LTCs in January 2022, and continues to grow. This program uses Practical Routine Elder Variants Indicate Early Warning for Emergency Department (PREVIEW-ED®), an observation-based clinical deterioration tool, and LTC+, an integrated team of healthcare professionals, to detect early signs of health deterioration in LTC residents and facilitate early intervention.

This initiative promotes an integrated, upstream approach to care through an innovative partnership between the hospital and LTC homes, reducing the number of Emergency Department (ED) visits and hospital admissions, which are key priorities for the Northwestern Toronto (NWT) Ontario Health Team (OHT).

On average, approximately 1,000 LTC residents per year visit the ED at Humber, with approximately 50 percent being admitted. By minimizing these occurrences, Humber's LTC Remote Monitoring initiative is improving resident care, optimizing patient outcomes, reducing healthcare system burden and costs, and boosting staff capacity.

### Connecting care: How Humber, LTCs, and community care work together

LTC+ aims to re-imagine access to care and is committed to expediting the care of LTC residents close to or in their homes. The program focuses on putting the resident first by streamlining access to community and hospital services that previously would have required transfer to the ED.

LTC+ is operated by nurse navigators who offer general advice and assistance in navigating services at Humber and in the community. Nurse navigators also facilitate urgent virtual consults between LTC physicians and a General Internal Medicine (GIM) Physician or Geriatrician to support timely access to care. To further ensure residents receive the care they need when needed, a Nurse Led Outreach Team (NLOT) is involved to provide urgent mobile care.

The program creates efficiencies through pathways that support linkage to common health services needed among LTC residents. Pathways include streamlined access to diagnostic and medical imaging, fracture clinics, and lower limb preservation. This creates a seamless transition to and from the LTC home, supporting equitable access to care and services, helping reduce ED visits, and positively contributing to LTC residents' quality of life.

The program uses technology to deliver these services and creates stronger integration between LTC homes and the health care system more broadly. An electronic

version of the PREVIEW-ED tool can be embedded within Point Click Care and includes tracking and reports. The tools and digital components ensure appropriate actions are completed in a timely manner at the LTC to avoid ED visits.

### Improved outcomes and successes

Humber has seen significant outcomes and successes with this program. In March 2023, we expanded the program and launched new pathways in diagnostic imaging (DI) and transportation support for LTC residents, both supported by new funding from the Government of Ontario.

As a result of these expansions, between March and August 2023 Humber successfully diverted 139 ED visits from LTC homes and 99 patients were transferred to and from Humber via non-urgent transport. Furthermore, 154 consultations with nurse navigators were performed for DI needs.

LTC Remote Monitoring has also facilitated improved care coordination and increased knowledge and awareness of available resources among LTC staff. A provider experience survey revealed that 85.7 per cent of LTC staff who interact with the program indicated improved ability to identify early health decline, 85 per cent noted it has fostered their assessment skills, and 85 percent said that it has enhanced team communication related to changes in residents' health status.

These successes are the result of the collaborative approach among our partners in the LTC sector and our Humber team. The leadership of Beatrise Edelstein in establishing, operating and evaluating this initiative has ensured that it is sustainable and meets the needs of both LTC residents and care providers. Kathleen Kirk, Clinical Manager, has been instrumental in leading and supporting collaboration with LTC homes and physicians, as well as overseeing the program's execution and evaluation. Humber's team of knowledgeable nurse navigators help bring the program to life and ensures its ongoing success.

### Expanding accessibility and equitable care

The program is guided by an overarching philosophy of supporting LTC residents in their homes and increasing access to equitable care. Many factors influence patient access to equitable care, and those variables are often compounded and more complex for seniors.

Two common barriers to care for seniors in LTC are cost and transportation. A standardized, free-to-access service is not currently in place to provide non-emergency transportation for LTC residents. In response to this, Humber, alongside our program partners and with the support of the Government of Ontario, are piloting a service that provides free transportation to residents that need to receive care outside of their LTC home.

Downsview LTC Facility is among our partners where the pilot program is active. They share that "residents and family members have been lamenting how difficult and expensive it can be to get to and from the hospital or doctor's appointments. The LTC + free transportation services for non-emergency visits piloted by Humber can make a massive difference to the residents at Downsview LTC Facility, who may otherwise find it stressful and tiring to access hospital services when they need them the most." It is anticipated that feedback like this will help shape and inform similar programs and services across Ontario.

Humber is the only acute hospital in the Greater Toronto Area that has a robust LTC+ hub that integrates a clinical deterioration tool (PREVIEW-ED) with LTC+ and its numerous pathways, and that is supported by NLOT and in-hospital nurse navigators. As we look ahead, our focus is on continuing to expand and build upon the program, delivering care where it matters most – closer to home. We are eager to share our insights with other hospitals and health care providers as we continue to light new ways in healthcare.





## Helping primary care providers deliver quality care, faster

February 15, 2024 (published by Hospital News)

In January 2021, Humber River Health (Humber) launched a program aimed at solving one of the most persistent challenges in healthcare: administrative and logistical tasks that consume the time of Primary Care Providers (PCPs), including family physicians and nurse practitioners. SCOPE stands for Seamless Care Optimizing the Patient Experience and is designed to support PCPs by facilitating enhanced access to care pathways for patients and alleviating the burden of administrative tasks, such as finding the right specialists for referrals and coordinating diagnostic imaging.

As a member of the North Western Toronto (NWT) Ontario Health Team (OHT), Humber is part of a network that includes 258 family physicians and over 300 PCPs – individuals that SCOPE is specifically designed to help. Since its launch at Humber, SCOPE has grown to support over 200 PCPs in providing care for their patients, diverted over 300 Emergency Department (ED) visits, and continues to increase access to equitable care for our community.

### Meeting the Needs of PCPs

SCOPE provides a web of support for PCPs through an interprofessional care team, all accessible through a single point of entry that is convenient for them – a phone call, fax, or email. When PCPs reach out to SCOPE, they can access nurse navigators, internists, outpatient services, diagnostic imaging, and home and community care services. These supports help coordinate care in a variety of pathways, including diagnostic imaging, mental health, neurology, fractures, plastic surgery, vascular, and lower limb preservation.

Each of the care pathways and how they are delivered was established in response to the insight and feedback of PCPs, and Humber has continued to seek ongoing input to ensure the program is developing and adding new pathways that effectively addresses their most pressing challenges. In doing so, SCOPE accelerates timelines for care by pairing PCPs with an expert in the healthcare system who can quickly and seamlessly arrange the care patients need. In fact, ninety percent of requests filed through the program are completed within a single day.

To-date, Humber's SCOPE program has received over 2,500 calls from PCPs with each taking a mere five minutes (on average) to transfer the coordination of patient care. This enables PCPs to spend more time directly with patients, the ability to work more sustainable hours, and reduces administrative burnout – something that is being increasingly discussed in the media, medical journals and regulatory bodies as a problem needing a solution.

Family physician, Dr. Ferase Rammo, shares how SCOPE at Humber has impacted himself and his practice. "It has been a game-changer. Before SCOPE, wait times for specialists and other referrals were extremely long, which of course resulted in delays and frustrations for both patients and our team. With SCOPE, we have access to a five-star service that streamlines these steps, and impressively parallel-processes our requests. It is my go-to resource when I encounter complex patient presentations that require immediate attention. Patients have noticed the change in workflow and are very appreciative of the expedited services.



SCOPE has fundamentally and permanently changed the way my practice is able to interact with our healthcare system.”

### **Reducing Avoidable Emergency Department Visits**

SCOPE also plays a significant role in reducing ED visits by being a conduit to timely care. Humber has one of the busiest EDs in Ontario, averaging 384 visits per day and roughly 90 per cent of patients not requiring admission.

Prior to SCOPE, PCPs in Humber’s catchment area struggled to access certain care pathways and supports, which ultimately increased avoidable visits as patients sought timely services through the ED. Now, more patient needs can be addressed through SCOPE.

The program also takes a holistic approach to educating and informing patients so that future ED visits can be avoided. By coordinating alternative care pathways for patients, SCOPE facilitates heightened awareness of available health resources, amplifies access to specific services like essential tests, imaging, or referrals, and even helps patients navigate different healthcare processes.

### **Increasing Access to Equitable Care**

The informative approach and care facilitated by SCOPE increases access to equitable, team-based care and specialists. This is particularly important as Humber serves an equity-deserving community that continues to experience a lack of access to primary care and social support services. By supporting PCPs, SCOPE ensures that patients continue to get the care they need, when and where they need it. In response to these needs, SCOPE enhanced its Mental Health Pathway to include patient access to Mental Health Social Workers to provide short-term service navigation and information on available resources.

### **Fostering Collaboration in Healthcare**

The positive impact of the program on PCPs and patients within our community is a result of collaboration among healthcare experts and would not be possible without Humber’s dedicated SCOPE team.

Beatrise Edelstein, Vice President of Post-Acute Care and Health System Partnerships at Humber led the implementation, and evaluation of SCOPE, and provides ongoing strategic leadership, advocacy, and stakeholder engagement to ensure

its continued success. The program also benefits from the thoughtful and strategic management of Kathleen Kirk, and PCPs registered in SCOPE are supported by the expertise of our Nurse Navigators, Mehwish Ali and Kris-Ann Simpson.

The insight and direction of Dr. Patrick Safieh, Primary care SCOPE Lead and Dr. Andrew Duncan, General Internal Medicine SCOPE Lead, is imperative to the growth of the program. Dr. Safieh and Dr. Duncan integrate their personal experiences as physicians to ensure we are aligning the trajectory of SCOPE to the most pressing needs of physicians.

Together with the program’s governance inputs, including an Advisory Committee and the continual assessment and feedback of additional staff and physicians, Humber’s SCOPE team is making a profound difference in the lives of both PCPs and patients. This collaborative approach encourages interdisciplinary teams to actively participate in shaping patient care strategies, share insights, and contribute to continuous improvement. This engagement ensures that SCOPE remains a dynamic and evolving force in Humber’s care approach, fostering a culture of innovation and excellence.

In the realm of healthcare, the power to expedite care is transformative, especially when it offers answers to patients during their most vulnerable moments. SCOPE is a testament to the power of collaboration in healthcare, and it’s helping Humber deliver innovative, safe, and equitable healthcare to every patient, every time.





## Introduced Remote Cardiology Collaboration with TeleVU

May 22, 2024 (published by Early Adopter Health Network)

Humber River Health, in collaboration with TeleVU and OBIO's Early Adopter Health Network (EAHNTM), is proud to announce the successful completion of an innovative project that leverages two platforms working in synergy: TeleVU's augmented reality (AR)/artificial intelligence (AI) TelePresence and BioVU Remote Patient Monitoring (RPM). This groundbreaking initiative has revolutionized cardiac care, significantly improving patient outcomes, streamlining hospital workflows and optimizing healthcare resource allocation.

The Telepresence platform, equipped with smart glasses and connected devices, facilitates real-time and interactive communication between cardiac technologists and cardiologists.

The BioVU RPM platform has become an invaluable tool for cardiac technologists and cardiologists at Humber River Health, allowing them to monitor vital signs remotely, especially heart rate, for a comprehensive assessment of the functionality of cardiac devices implanted in patients.

"TeleVU was thrilled to be part of this groundbreaking initiative that showcased the transformative power of our digital ecosystem in reshaping the future of healthcare. Our TelePresence AR and Home Health Monitoring platforms are not just innovations; they represent a commitment to advancing health access, enhancing efficiency, and promoting collaboration in the medical field," said Ryan De'Larami, Founder & CEO of TeleVU.

BioVU's remote assessments reduced unnecessary in-person visits, improving patient satisfaction and clinic efficiency. With 86% of patients reporting satisfaction and 93% recommending the technology, BioVU also played a crucial role in early complication detection, leading to fewer ER visits and lower healthcare costs.

TeleVU's TelePresence platform further streamlined workflows by enabling remote procedural assistance, optimizing time and expanding patient capacity for healthcare professionals. This collaborative effort not only empowered patients with a sense of security through continuous monitoring, but also promoted proactive health management to reduce ER visits and improve overall cardiac patient health.



## Completed our First Abbott Aveir Leadless Pacemaker Implant

On June 22, 2023, Dr. Irving Tiong, with the aid of our professional laboratory team, implanted its first Abbott Aveir™ Leadless Pacemaker. With this achievement, Humber has proudly joined the ranks of nine centres across Canada, and only the second in Ontario, to implant a commercially available Aveir™ LP.

"Integrating TeleVU's telepresence technology into our workflow will propel us to new heights in delivering efficient, high-quality care," said Dr. Irving Tiong, Humber River Health. "Innovations like BioVu place the patient at the centre of their care, empowering them with the tools to manage their health effectively. With BioVu, we can offer continuous monitoring and support for higher-risk patients, which not only enhances the quality of care but also instills confidence in both patients and physicians, as they know that monitoring and intervention are readily available even beyond the walls of the hospital."

"The collaboration with TeleVU and OBIO®, and leveraging these innovative AR and AI technologies has enabled us to further enhance our cardiac care model," said Dr. Douglas Ng, Humber River Health. "This partnership aligns seamlessly with Humber River Health's commitment to driving innovation for improved patient experiences and outcomes."

"OBIO® is thrilled to support this type of collaboration where cutting-edge technologies can improve both patient outcomes and hospital workflows, creating a more streamlined process for patients and providers," said Dr. Maura Campbell, President and CEO of OBIO®. "It's exciting to see Canadian companies at the forefront of integrating innovations such as augmented reality into our healthcare system."

The project's success paved the way for a broader adoption of these technologies, which leads to enhanced patient care, streamlined workflows, and optimal allocation of healthcare resources.



### **Opened the Community Care Hub at our Finch Campus, that delivers localized and integrated services that address needs within the community**

In 2024, we became part of a team with 14 health service providers working together to improve access to social and health services through a new Community Care Hub (the Hub). Spearheaded by the North Western Toronto Ontario Health Team (NWT OHT) and Black Creek Community Health Centre, the Hub is a physical space that delivers localized and integrated services that address needs within the community.



### **Opened new Paediatric Smilezone**

In September 2023, we opened three new Smilezones in the Paediatric Day Surgery Clinic – Waiting Room, Treatment Bays and Play Area in partnership with Smilezone Foundation. The Toronto Maple Leaf's Alumni Association was the generous donor that brought this new project to life. The transformation included Fresh Paint, Toronto Maple Leaf inspired murals, iPad station, Gaming Table, Bubble hockey, scoreboard, LED lights and mobile iPad station.



### **Revealed our new, celebratory bell in our Cancer Care Clinic supported by PFAC members**

In October 2023, the Cancer Care Clinic at Humber revealed their new, celebratory bell. Our Cancer Care Clinic has had a celebratory bell since 2019, which was brought to life through the Cancer Care Patient and Family Advisory Council (PFAC). Similarly, members of the PFAC have generously contributed to the funding for the new bell, allowing them to celebrate patient milestones in a personal and compassionate way.

### **The Slaight Family Foundation commits \$1.5M to our youth and mental health initiatives**

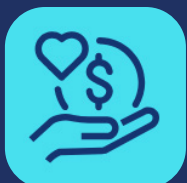
In October 2023, The Slaight Family Foundation committed \$1.5 million to Humber River Health, in partnership with Lumenus Mental Health, Developmental and Community Services, to provide extended mental health care to even more youth who come through our program. This gift was part of an astounding combined \$26.5 million donation from The Slaight Family Foundation to 19 organizations with the goal of expanding local mental health services.





# Foundation Statistics

Humber River Health Foundation is fueled by its mission to inspire the community to invest in innovative healthcare with no barriers. We are so grateful to have our community of donors by our side as we continue to light new ways in healthcare.



**5,586**

Total Donors



**255+**

Donations through Gifts of Gratitude, our grateful patient program



**460+**

Monthly Donors



**\$510,000+**

Raised through our Awesome Invitational Golf Tournament



**\$800,000**

Raised through our Illuminate: A Diwali Celebration



**\$6,600,000**

Raised towards our \$10M Robotic Surgery Expansion Campaign



**\$27,000,000+**

Total raised, including full value of pledges received during this period



**\$11,700,000+**

Total donations received



**\$5,900,000**

Total transferred to Humber River Health

A photograph of a healthcare professional, likely a nurse, assisting an elderly patient in a hospital room. The patient is seated in a bed, wearing a light blue hospital gown and glasses. The nurse is leaning over the patient, wearing a patterned scrub top, blue gloves, and a lanyard with an ID badge. In the background, a large medical monitor displays a software interface. The scene is dimly lit, with a blue tint overlaying the image.

## Your Impact

With your help, we're leading the way for innovative, patient-centered healthcare and look forward to helping even more families get back to the moments that matter.



## Sabrina's Story

**Our new Schulich Family Medicine Teaching Unit has already brought primary care to over 1,300 patients like Sabrina and her mother.**

*December 19, 2023*

Sabrina's scramble to secure primary care for her 94-year-old mother and herself began when their long time family doctor shared the news of their retirement.

She and her mother found themselves in need of a reliable healthcare provider, which was particularly concerning for Sabrina considering her mother's recurring health issues.

Sabrina encountered several barriers during her search: many doctors either were not accepting new patients, were outside of her community, or had extensive guidelines that made it difficult for her to access the care both her and her mother needed.

"I reached out to nearly a dozen doctors," says Sabrina. "As my mother's primary caregiver, I needed to quickly find accessible healthcare close to home."

Fortunately, Sabrina's retired doctor heard about Humber River Health's new Schulich Family Medicine Teaching Unit (Schulich FMTU) and recommended she get on the patient list.

Humber River Health announced the opening of the Schulich FMTU in September, a pivotal step towards addressing the healthcare access challenges faced by our Northwest Toronto community. With a catchment of 850,000, the need for accessible primary care has never been more critical. And as a training centre for Medical Residents in partnership with the University of Toronto, the Schulich FMTU is providing immediate added access to primary care for local patients like Sabrina and her mother, while also training future Family Physicians.

"When my old doctor retired, I was at a loss. The Schulich FMTU turned out to be a lifeline for both me and my mother," says Sabrina.

Upon an initial visit to the Schulich FMTU for a consultation with Dr. Priya Sood, Sabrina instantly felt a sense of comfort and relief. Not only was the Schulich FMTU nearby, meaning she could easily bring her mother to appointments, but she appreciated that the clinic was equipped with teaching staff and Residents, which gave her confidence in their care.



As their primary contact, Dr. Sood is not just a physician for Sabrina but someone who is genuinely interested in the well-being of her patients.

"Dr. Sood is fantastic! She actively listens and works on diagnosing and addressing my health concerns. She's a true advocate for her patients," says Sabrina.

Dr. Sood was caring and proactive in addressing Sabrina's new health issues, and secured an appointment she needed with a rheumatologist.

With her health issues increasing as she ages, Sabrina is grateful to have found healthcare that she feels confident in, enabling her to prioritize her mother's well-being without worry.

"I won the lottery! Dr. Sood and the staff at the Schulich FMTU are exceptional and I couldn't be more grateful for their efforts," says Sabrina.

Sabrina's story serves as a reminder of the importance of accessible healthcare and the profound impact a caring doctor can have on a patient's life. The Schulich FMTU stands as a testament to the positive difference that dedicated medical professionals can make in their communities.





## Edmund's Story

**Our Taking Charge Program, a 16-week outpatient program in our Jack and Pat Kay Emergency Psychiatric Unit have equipped many, like Edmund, with tools to improve their mental well-being.**

*October 11, 2023*

It was 2018 and from outward appearances, everything was great in Edmund's life. He exercised regularly and had a close and supportive family, a thriving social life, and a career as a consultant that was both challenging and fulfilling – He just couldn't understand why his depression and anxiety were getting worse.

Edmund tried to manage it with the support of those around him, but things continued to deteriorate. He began to have thoughts of self harm.

After an emotional phone call with his sister, where he opened up about his mental health, he realized he needed help. A friend took him directly to the Apotex Emergency Department at Humber.

In our Jack & Pat Kay Emergency Psychiatric Unit, Edmund was seen by psychiatrist Dr. Yousef Papadopoulos, who referred him to acute-care therapy. When his short-term therapy had ended, Edmund learned he was a candidate for Taking Charge—a 16-week outpatient program at Humber River Hospital.

"I decided to take a six-month leave of absence from my job—something that was a last resort as I've always enjoyed my work and am very career oriented," says Edmund. "But it was the right decision as I needed the time to focus on getting better."

Located in a bright space on the Hospital's fifth floor with an impressive view of the Toronto skyline, the 16-week day program involves one-on-one sessions

with psychiatrists and longer group sessions with other people in the program, meant to inform and build community. This sense of belonging in such a diverse group, turned out to be as integral to his recovery process as his psychiatric sessions.

"One of my biggest "aha" moments came with the connections I developed with fellow participants in the day program," says Edmund. "I came to question why I wasn't extending the love and sympathy I felt for them to myself. Learning how to do that was a big step forward for me."

"Everyone involved in the Taking Charge Program was amazing, including my therapist Amanda and my primary psychiatrist, Dr. Phillip Maerov," continues Edmund. "Even though the intensity of what I was going through with major depressive disorder and anxiety was scary, they were so experienced and so caring that I felt reassured. I'll never forget when Dr. Maerov significantly extended one of my sessions when we were making important progress – It showed me how invested he was in my recovery."

Edmund felt scared to return to life outside the program when it ended, but he realized that it had equipped him with the tools and techniques he needed to maintain his progress. He has also kept in touch with a few of his fellow participants who have become an informal support group for each other. Now, Edmund has the same strong family and social networks, is happily married, and still finds his career rewarding and fulfilling. The difference now is that he also feels at peace.

He is forever grateful for the treatment he received from Humber that he has given back as a donor. He wants to help other people by sharing his story, having recently giving a presentation on depression to hundreds of his work colleagues. He hopes that speaking about his experience and treatment will help those who are suffering but are afraid to seek help because of the stigma still associated with mental health issues.

"Knowing that other people are suffering, I feel an obligation to share my story in the hopes that it can help them as well," says Edmund. "If my story can help even one person realize that this kind of help is available and seek it out, then it's worth it."



You can [listen to Edmund speak](#) about his experience in the Taking Charge program at Humber River Health at the 2023 Hatsquerade.





## Suzana's Story

**The introduction of our Transition Care Unit and home dialysis empowers patients, like Suzana, to perform and manage treatments in the comfort of their own homes, offering levels of independence not achievable with in-centre dialysis.**

*March 12, 2024*

Suzana was only 41 when, despite transplants at 3 and 18, her kidneys failed and she learned she would need hemodialysis.

Initially, Suzana navigated the challenges of in-hospital hemodialysis at another Ontario hospital, including travelling throughout the week for hours-long dialysis sessions. However, it was a surprise discovery while watching television that introduced her to home dialysis.

"I was watching TV one day when I saw a woman talking about home dialysis. She showed a machine in her home and everything. I had no idea this existed!" says Suzana. This newfound discovery fed Suzana's determination to explore home dialysis as an option.

Home dialysis allows patients to perform and manage treatments in the comfort and privacy of their own homes, offering a level of customization and independence that isn't achievable with in-centre dialysis.

Suzana was disappointed to learn the hospital she received treatment at didn't offer home dialysis, but remained steadfast in her pursuit of finding a home dialysis option that would afford her greater freedom and flexibility.

"When it comes to dialysis, I'm my own advocate," says Suzana. Her drive ultimately led her to Humber River Health, where she found a supportive team, including the late Dr. Andreas Pierratos, who enthusiastically embraced home dialysis as part of her treatment plan. Over a decade later, Suzana is still practicing home dialysis through Humber.

For Suzana, home dialysis has been nothing short of life changing, providing her with a newfound sense of independence and empowerment.

The impact of home dialysis on Suzana's quality of life cannot be overstated. "It's given me options in life I never thought possible," says Suzana. "Home dialysis allows me to focus on what truly matters and to cherish every moment of my life."

By having the option to customize her dialysis routine to fit her lifestyle, Suzana has regained control over her life, allowing her to pursue her passions, travel, and cherish precious moments with family and friends. Having a personalized home dialysis routine has even allowed her to become a personal trainer! "I can eat whatever I want, go wherever I want and live the life I want to live. It's given me freedom, big freedom!" says Suzana.

Some of Suzana's advocacy work includes helping the home dialysis team at Humber where she speaks to and comforts incoming patients. "I want people to know that home dialysis can be a fearless process that can change their day to day life," says Suzana.

By sharing her story, Suzana hopes to raise awareness about home dialysis as a viable treatment option, empowering others to reclaim their independence and live life to the fullest. "I am forever grateful for my team at Humber. Thank you for giving me my life back!"

## David's Story

**Thanks to donor support, we upgraded our da Vinci Xi system to perform Toronto's first fully robotic bladder cancer surgery which transformed David's care and recovery journey.**

*January 25, 2024*

David's journey began when he noticed blood in his urine. Concerned about his health, he turned to his family doctor for guidance. "My family doctor initiated the evaluation process, and I was initially referred to Dr. Young-Soo Peter Kong at Humber River Health," says David.

After a thorough assessment, the diagnosis was confirmed – bladder cancer. It was a devastating revelation that required immediate action.

Dr. Kong introduced David to his colleague Dr. Kevin Leung, a Urologist at Humber who would play a crucial role in his cancer surgery. "Dr. Leung discussed the treatment plan, which involved the removal of the bladder, prostate, and lymph nodes," says David. "What struck me was when he brought up robotic surgery with the da Vinci Xi system, emphasizing the quicker recovery rates."

The da Vinci Surgical Robot, which is the centerpiece of the Murphy and Helen Hull Robotics Centre at Humber River Health, was recently upgraded to the newest Xi model thanks entirely to donor support. Without this upgrade, David's fully robotic bladder cancer surgery – the first one in Toronto – would not have been possible.

As surgery day approached, David described the exceptional care he received from the medical

staff at Humber. "They looked after me quite well!" says David. "They were with me every step of the way, ensuring I felt comfortable and informed about the procedure."

On the morning of the surgery, he met with Dr. Leung and the entire surgical team. They went over the procedure, easing any anxieties David might have had. Nine hours later, David was awake and on the path to recovery.

"Operating entirely with the da Vinci Xi allowed me to perform David's surgery in a much less invasive way compared to traditional bladder cancer surgeries," says Dr. Leung. "This means less pain for our patients and a shorter recovery time."

David praises the attentive care he received during his hospital stay. "I felt well taken care of," says David. "My team constantly monitored my condition, and the pain management was excellent."

With minimal incisions and constant attention to his urinary system, medication needs, and bandages, David's recovery was as smooth as it could be!

David's exceptional journey has been marked by the dedication and care of countless medical professionals who have supported him from the moment of diagnosis through surgery and recovery.

"I would rate my experience a 10 out of 10! The teamwork, expertise, and state-of-the-art technology made all the difference in my time at Humber!" says David.

Since his surgery, David has been working with Humber Medical Oncologist Dr. Gautam Sudan, and according to testing, his cancer appears to be gone. However, for added protection, he is now undergoing amino-therapy, a measure he willingly embraces to safeguard his health.

"I'd like to express my heartfelt thanks to all the staff for the exceptional care I received, starting way back when I began chemo," says David. "Everyone was amazing throughout my journey from the start!"

The da Vinci Xi Surgical Robot is the centerpiece of the Murphy and Helen Hull Robotics Centre at Humber River Health. David's surgery would not have been possible without the transformational generosity of our donors.



Discover more about the da Vinci Xi Surgical Robot by [watching this video](#).



## Helina's Story

**Our Maternal Fetal Medicine Clinic provides accessible and essential care for women experiencing higher-risk pregnancies, like Helina, and for patients with underlying health barriers who wish to become pregnant.**

*April 29, 2024*

Helina was 31 and pregnant with her first child when she first came to Humber River Health's Maternal Fetal Medicine (MFM) Clinic.

"I was looking for an obstetrician that would listen to me and help me along the journey, since it is my first time," says Helina. After completing an ultrasound that showed that her baby was measuring smaller than the baby's gestational age, she was referred to Dr. Howard Berger, an OBGYN and MFM Specialist at Humber River Health.

Humber's MFM Clinic provides accessible and essential care for women experiencing higher-risk pregnancies and for patients with underlying health barriers who wish to become pregnant.

"As an OBGYN and high-risk specialist, I proudly lead the clinic, along with two nurses. The clinic has been a great success!" says Dr. Berger.

At the time of her referral to the MFM clinic, Helina was 24-25 weeks along her pregnancy and Dr. Berger could not pinpoint why the baby was so small. They decided the best course of action was to monitor the baby very closely. She started getting ultrasounds every 2 weeks as the doctors continued to monitor the baby's growth.

"At first, I thought it may have been a genetic component as my husband was a fairly tiny baby as well," says Helina.

It was determined that the baby had a placenta blockage. This blockage resulted in insufficient nutrients being delivered to the baby, hence the small size. Dr. Berger and the team at the MFM Clinic decided to move monitoring to weekly.

"Dr. Berger and the rest of the team continued to monitor my baby very closely to make sure that enough oxygen was being delivered," says Helina.

Nearly 37 weeks later, Helina started having high blood pressure, a dangerous situation for both mother and baby. She was admitted to Humber



where her attending doctor recommended that she be induced immediately.

After being induced and moved into the birthing unit, Helina was put on oxytocin and monitored closely.

"My body was still not going into labour, so they increased my dosage," says Helina. "At some point, the dosage was so high, my baby's heartbeat was going into distress."

The doctors lowered her dosage, but her body was still not going into labour. After repeating the process a couple more times, the doctor recommended a C-Section.

"I knew that this was the most likely scenario, because the team could not keep increasing the dosage and repeating the process," says Helina. "It would just put my child and I at risk."

After her son Ezana was born, he was transferred to the NICU. Nurses regularly provided Helina and her husband updates about their son throughout the night. This kindness and support from the nurses, along with the quick and considerate action of her attending physicians during this stressful time was what made their Humber journey special.

Helina and her husband are grateful for the support of the MFM Clinic. "It was much better that we knew early on, and were prepared. For every decision, it felt like we were in control," says Helina.

After 2 weeks of trips back and forth to the hospital, Helina's son was taken off the ventilator and was able to go home with his parents. After an incredible journey, and thanks to the help of their team at Humber, they could all go home together to start their new life as a family.

"My husband and I are very appreciative of everyone that helped us at Humber," says Helina. "From the MFM Clinic, to the Labour & Delivery team and the NICU, thank you!"

## Roger's Story

**Roger agreed to be one of the first HoLEP patients at Humber River Health, which in November 2023, became the first GTA hospital offering this life-changing, minimally invasive solution for men with very large benign prostates that previously would have required an open operation.**

*January 24, 2024*

For the past few years, Roger has struggled to urinate. "I started having trouble initiating the flow and then the urine would come out slowly," says Roger. "My family doctor at the time put me on medication but after a year, I realized it wasn't improving my symptoms."

When the frequency of his long trips to the bathroom increased – forcing Roger to get up four times a night – he knew something had to change.

"I had a new family doctor by then, and he asked if I had ever been referred to a Urologist," says Roger. "He referred me to Dr. Jack Barkin at Humber River Health."

Dr. Barkin ordered a cystoscopy, a procedure that allows doctors to look inside the bladder and urethra. This confirmed that Roger's prostate had grown, creating a very narrow space for urine flow.

Roger wasn't alone – enlarged prostates affect nearly half of 50 year old men and 80% of 80 year old men.

Dr. Barkin walked Roger through some of his current options, but also told him about a new procedure called HoLEP, Holmium Laser Enucleation of the Prostate, that was coming soon to Humber, a less invasive solution for men with very large benign prostates that previously would have required an open operation.

Roger quickly agreed to be one of the first HoLEP patients at Humber River Health, which in November,



became the first hospital in the Greater Toronto Area offering this life-changing, minimally invasive procedure, under the leadership of Dr. Olivier Heimrath, Dr. Jack Barkin, and Dr. Luke Fazio.

"Dr. Barkin knew what he was doing so I wasn't nervous," says Roger. "He was very open to answering all of my questions before and after my operation. Everything went smoothly and I went home with friends the same day as my procedure. The whole team was very attentive."

Roger's relief was immediate. Following his treatment at Humber, his urine was flowing well and he was surprised that he experienced no pain throughout the healing process.

"I was prescribed Tylenol, but ended up experiencing absolutely no pain at all," says Roger. "The only thing that was uncomfortable was the catheter I wore for a couple of days."

The key to making HoLEP a non-invasive procedure was the addition of a piece of equipment called the Morcellator – a machine used to break up and remove pieces of the prostate. Our donors make innovative programs like HoLEP possible, and the difference is substantial for patients like Roger.

"With HoLEP, for patients with very large benign prostates, where the standard non-invasive route would not work, we can shorten hospital stays and perform the whole procedure without making an open cut, with much less chance of bleeding, less pain, and a faster full recovery," says Dr. Barkin. "It is much better for the patient and the health care system."

"I've already recommended HoLEP at Humber River Health to a number of friends," says Roger. "I'm grateful for my wonderful experience."



Watch this CTV interview about Roger and his experience with HoLEP at Humber River Health [here](#).



# Recognition



## Recognized as a GTA Top Employer

For the second consecutive year, we were named one of Greater Toronto's Top Employers, announced by Medicorp Canada Inc. In its 18th year, this award serves as a benchmark for workplace best practices in the Greater Toronto Area (GTA).



## Accredited with Exemplary Standing

We were Accredited with Exemplary Standing following the recent Accreditation Canada survey. In addition, Humber also met all the Required Organization Practices (ROPs) and achieved a remarkable 99.9% of Accreditation Canada's standards.



## Innovators and Disruptors CBS Documentary

We were featured in CBS News' Innovators and Disruptors Leaders Series. This campaign spotlighted organizations and institutions that have demonstrated a commitment to agility and adaptability in the face of disruption.



## TLGN Eligible Approach Rate Award

We were recognized by the Trillium Gift of Life Network (TGLN) for our commitment to saving lives through the gift of organ and tissue donation and transplantation with the Eligible Approach Rate Award.



## Best Practice Stroke Unit Award from the Toronto Stroke Network

The inaugural 2023-2024 Designated Best Practice Stroke Unit Award from the Toronto Stroke Network was awarded to our Stroke Unit Working Group for the team's commitment to excellence in stroke care.



## HSO, Leading Practice: Seniors Care Strategic Plan

We serve Northwestern Toronto communities, where 17-18 per cent of the population are seniors with 50 per cent living with four or more chronic conditions, and represent 71 per cent of hospital admissions. Achievement of the corporate 2017-2020 Strategic Plan direction of improving the health of the diverse community we serve included a key objective to develop and implement a senior friendly strategy and continue to influence our communication through leadership and partnership.



## HSO, Leading Practice: Long Term Care and Acute Collaboration

Reimagining care for long-term care (LTC) residents can enhance the utilization of healthcare resources and provide proactive interventions, improving resident outcomes and experience while optimizing scarce health human resources and improving provider experience. The LTC+ program, launched in April 2020 to enhance on-site care for LTC residents and prevent avoidable transfers to the emergency department (ED), is a virtual care model providing direct access to a nurse navigator, virtual physician consultations, specialist care, and community resources and has been scaled to our 11 affiliated LTC homes, supporting more than 2,200 beds.



## HSO, Leading Practice: Defying Delirium – Implementation of best practices in Delirium Care

Delirium is an acute medical emergency and a significant predictor of morbidity, prolonged length of stay, and mortality among hospitalized patients. In accordance with our commitment to patient safety and best practices, and in response to a patient/family identified care need, the Seniors Care Team developed and implemented a Delirium Care Pathway for early prevention, detection, and management of patients at risk for Delirium in accordance with Ontario Health's Quality Standard for Delirium Care.

## HSO, Leading Practice: Humber's Elderly Assess and Restore Team (HEART)

Launched in September 2018, our Elderly Assess and Restore Team (HEART), an innovative mobile service operating seven days a week with both inpatient and outpatient components, was implemented to optimize patient function, reduce length of stay, facilitate home discharge, and promote healthy aging in the community.







## HSO, Leading Practice: Enhancing timely access to the Stroke Prevention Clinic patients at high-risk transient ischemic attack (TIA) / Stroke

The Stroke Prevention Clinic (SPC) team, working closely with the emergency department team, have refined and re-developed the Ontario Triage Algorithm for SPC Referrals in accordance with the Toronto Stroke Network's Standards of Care. This helps us accurately streamline the quality of referrals to be seen by our clinicians in a timely manner and enhances the quality of clinical encounters.



## HSO, Leading Practice: Integrating Digitalization into the Delivery of a Peer Support Program at a Community

In our Cancer Care Clinic, patients have identified a gap in a local peer support service. Emotional and psychosocial support are provided by the interdisciplinary team, however, it is common for patient-to-patient support to occur informally in the waiting room and treatment areas.



## 2023 Health Care Climate Action Winner

We were named a 2023 Health Care Climate Action Winner by Health Care Without Harm Global. As a participant in the Healthcare Climate Challenge, we are committed to reducing healthcare's climate footprint through innovation and education.



## Surgical Magazine Award

The 41st Annual Healthcare Advertising Awards recognized Humber River Health for their outstanding creativity exemplified in their advertising of the 2023 Surgical Magazine.



## Surgical Quality Partner Designation

We were recognized as a Surgical Quality Partner by the American College of Surgeons.



## Medical Imaging Recognized by Ministry of Health

In November 2023, our Medical Imaging Department was recognized by Ontario Health for achieving the provincial 2022/23 annual improvement targets for reducing wait times for CT Biopsy Priority 3 cases.



# Financials

A bright and healthy future for our community depends on the generosity and dedication of people like you. Our pledge to you is to always inspire trust and confidence as valued members of our community. We demonstrate this each year with financial statements that show our commitment to accountability and making sure your contributions directly support the Hospital's growth and innovation for years to come.



Visit our Annual Report website to view [Hospital](#) and [Foundation](#) financials





# Our Leadership

## Humber River Health (as of March 31, 2024)

### Board of Directors

Michael Iacovelli  
*Chair*

Bruce Levitt  
*Vice Chair*

Carole Malo

Joan Smart

Bruce Teron

Gary Teelucksingh

Joseph Quarin

Serge Gattesco

Celeste Iacobelli

Ingrid Wilson

Jennifer Laidlaw

Dr. Danielle Martin

Terry Leon

Susan Wolburgh Jenah

Eva Ryterband

### **Ex Officio Members**

Barbara Collins  
*President & CEO*

Dr. S. Zaki Ahmed  
*Chief of Staff*

Dr. Prab Jhaggi  
*President, Medical Staff Association*

### Executive Team

Barbara Collins  
*President & CEO*

Dr. S. Zaki Ahmed  
*Chief of Staff*

Peter Bak  
*Chief Information Officer*

Carol Hatcher  
*Executive Vice President, Chief Nursing  
Executive and Chief of Clinical Programs*

Jennifer Yoon  
*Deputy CNE, Vice President, Quality,  
Professional Practice and Risk*

Jhanvi Solanki  
*Vice President Clinical Programs*

Dr. Peter Voros  
*Vice President Clinical Programs*

Faith Forbes  
*Chief Financial Office*

Beatrise Edelstein  
*Vice President, Post Acute Care and Health  
System Partnerships*

Gavin Clingbine  
*Vice President Human Resources*

# Humber River Health Foundation (as of March 31, 2024)

## Board of Directors

Nick Simone (Chair)

*President & CEO*

*PACE Law Firm*

Luigi De Rose (Treasurer)

*Partner, Tax Services*

*PricewaterhouseCoopers LLP*

Sandra Sualim, CFRE (Secretary)

*President & CEO*

*Humber River Health Foundation*

## Directors

Kofi Achampong

*Lawyer, Government Affairs, Anti-Racism,*

*Socio-Economic Advancement*

Jay Bhutani

*President*

*Raintree Wealth Management*

Alison Chick

*Senior Vice-President*

*Possibilities, Lumino Health*

Nick Creatura

*President & CEO*

*CNA Canada*

Tarek Elgammal

*Founder & CEO*

*Base Foods Inc.*

Enrico De Pasquale

*Principal*

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*ONPoint Strategy Group*

Sabrina Fiorellino

*Chief Executive Officer*

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Fausto Gaudio

*President & CEO*

*IC Savings*

Alicia Gouveia

*Director of Corporate Development*

*Spire Group Limited*

Lucia Iacovelli

*Canadian Managing Partner*

*Tax & Legal, KPMG*

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*Partner, Employment & Labour Group*

*Torkin Manes LLP*

Sherry Larjani

*Founder & CEO*

*Spotlight Communications*

Rose Mantella

*Carmela Serebryany*

*President*

*Upper Crust*

Ronald Sedran

*Managing Director*

*Canadian Equity Capital Markets*

*Canaccord Genuity*

Alan Spergel

*Senior Managing Partner*

*msi Spergel*

## Ex Officio Members

Barbara Collins

*President & CEO*

*Humber River Health*

Michael Iacovelli

*Chair*

*Humber River Health Board of Directors*

Dr. Prab Jhajj

*President Medical Staff Association*

*Humber River Health*

## Governors

Rose Allison

Eddy Battiston

Lisa Ritchie

Roy Scaini

Pamela Wing



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Health**



**Humber River  
Health Foundation**