

The Scarborough Hospital

Local in Spirit. Global in Care.

Birchmount campus  
3030 Birchmount Road  
Scarborough, ON M1W 3W3  
416-495-2400

General campus  
3050 Lawrence Avenue East  
Scarborough, ON M1P 2V5  
416-438-2911

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www.tsh.to

The Scarborough Hospital FOUNDATION

The Scarborough Hospital Foundation  
3030 Lawrence Avenue East  
Suite 108  
Scarborough, ON M1P 2T7  
416-431-8130  
Fax 416-438-8312

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foundation@tsh.to  
www.tshfoundation.ca

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The Scarborough Hospital  
Local in Spirit. Global in Care.

The Scarborough Hospital FOUNDATION

Leading for Tomorrow  
Report to the Community 2015-2016

Scarborough Grace General Hospital

THE SALVATION ARMY SCARBOROUGH GRACE GENERAL HOSPITAL  
THIS STONE WAS LAID TO THE GLORY OF GOD FOR HEALING OF THE SICK IN BODY, MIND AND SPIRIT  
BY THE HONORABLE GILES WILLIAM G. DAVEN P.L.C. MEMBER OF PARLIAMENT AND CHAIRMAN OF THE BOARD AND CHIEF OF THE DISTRICT  
AND THE HONORABLE ARTHUR W. PITCHER K.C. MEMBER OF PARLIAMENT



**MICHAEL MAZZA**  
 President and CEO  
 The Scarborough  
 Hospital Foundation

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 Chair, Board of Directors  
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 Chair, Board of Directors  
 The Scarborough  
 Hospital

**ROBERT BIRON**  
 President and CEO  
 The Scarborough  
 Hospital

# Leading for Tomorrow



As proud as we are of the past, we're even more excited about what's ahead for The Scarborough Hospital.

Our vision is to provide the best health care for a global community. To do that, we're building on a strong tradition of service – 60 years for the General campus and 30 years for the Birchmount campus.

Reflecting on our legacy, we see a hospital that shows leadership in finding fresh solutions to improve care; one that embraces our diverse community, respecting and responding to their needs. We're a hospital that partners effectively with other health care and community organizations so that patients can receive support when, where, and how they need it. And, we're a place where everyone – our doctors, staff, volunteers, donors, and community – is focused on creating positive change to meet the evolving needs of our community.

**Local in Spirit. Global in Care.** That's our new tagline, and it comes alive every day. We see it in the people who deliver our services, and in the commitment of those who support it. You'll see it too in the stories captured in this report about our innovative and award-winning efforts.

That's today. The Scarborough Hospital continues to lead for tomorrow, with dynamic plans and projects to enhance care for our community.

- **A clear direction:** In June 2015, we launched our strategic plan to guide us through 2019. It puts “patients as partners” at the front and centre of everything we do. You can also expect: fewer barriers in accessing care, new leading practices, better coordination of services and transitions of care, more standardized clinical practices, and better care outcomes for our patients.
- **A roadmap to strengthen hospital services:** Putting patients first is also the goal of an Expert Panel appointed by the Minister of Health and Long-Term Care, established to examine health care services in Scarborough and Durham. We supported the recommendations in December 2015, and the Minister endorsed them in April 2016. The highlights for Scarborough: an integrated hospital system by merging our two hospital sites with Rouge Valley Health System's Centenary site, construction of a new comprehensive acute care hospital in the long term, and interim capital investments to support existing facilities.
- **Expanding care:** While we eagerly await these bold plans, we're harnessing opportunities to expand the Emergency Department, satellite dialysis, outpatient chronic disease clinical care, and the Maternal Newborn and Child Care program.
- **Setting the standard:** We're busy preparing for our 2016 evaluation by Accreditation Canada, which sets standards for quality and safety in health care. In 2013, Accreditation Canada recognized our commitment to ongoing improvement. We earned Exemplary Status – the highest possible level – and aim to achieve it again.
- **In the spotlight:** We continue our efforts to be designated a Best Practice Spotlight Organization by the Registered Nurses' Association of Ontario in 2018. This three-year process is touching on everything from better management of chronic conditions to person- and family-centred care.

Our mission is to provide an outstanding care experience that meets the unique needs of each and every patient. As the hospital meets that promise today and plans for tomorrow, the hospital team and the community that support us are helping us deliver an exciting future. We thank everyone for making it all possible.

Together, we are achieving our vision and mission. Drawing on the best of our human and financial resources, we will continue to serve the well-being of the people of Scarborough with high-quality, fully integrated, and accessible care.

## Proud of the Past, Building for the Future

It's a double milestone for The Scarborough Hospital. The Birchmount and General campuses marked their 30<sup>th</sup> and 60<sup>th</sup> anniversaries, respectively, in 2015 and 2016. That's 90 combined years of service and excellence for these campuses, which merged in 1999 to form The Scarborough Hospital.

In 1956, Scarborough General Hospital opened on farmland, laying the foundation for outstanding health care for the community. Almost 30 years later, in 1985, the Salvation Army Scarborough Grace General Hospital opened its doors. Part of the inscription on the cornerstone was a pledge for "healing in body, mind, and spirit." That has indeed been a cornerstone of the hospital.

The timeline that follows presents highlights of our history, as does a special website called [tshhistory.ca](http://tshhistory.ca). Anniversaries are a time to reflect, yet The Scarborough Hospital has never stopped looking forward. Making progress and constantly improving the patient experience – that's the nature of a hospital's work, and the formula for making an even more positive impact.

Every day, the dedicated team of professionals at The Scarborough Hospital works hard to achieve the best possible outcomes for patients and their families. While meeting ongoing needs, the hospital also plans for tomorrow's challenges, which takes foresight – an integral part of the hospital's spirit since the beginning.

Scarborough has grown from a lonely outpost between the community of Markham and the City of Toronto to what Frederick Gardiner, Chair of Metro Council, predicted in 1954 would be "a rapidly expanding residential and industrial area... it's almost impossible to imagine the development certain to occur in this community."<sup>1</sup> Markham Reeve Alfred LeMasurier called the hospital project "an essential investment for the future."<sup>2</sup>

When construction began, these were the real pillars of The Scarborough Hospital. Not just the physical structure, but the commitment to imagine and invest. Over these decades, the hospital has changed lives and added to the health of Scarborough and its people by doing just that.

### Brick by brick

Dr. Harold Stein knows what that's like. In a way, his story ties together the past, present, and future of the hospital.

As a medical student, Dr. Stein frequently drove Dr. Maxwell Bochner out to the Township of Scarborough, along a dirt road, to help the Sisters of Misericorde select a site for a new hospital. To raise money for the imagined institution, the Sisters sold bricks for \$1 each to raise money from local residents.



Those were the beginnings. Later, Dr. Bochner became Chief of Staff of the new hospital. Dr. Stein, who began practicing in Scarborough in 1958, served as the hospital's Chief of Ophthalmology for 35 years. His son, Dr. Raymond Stein also served as Chief of Ophthalmology for many years. Though retired, the elder Dr. Stein remains deeply connected to The Scarborough Hospital. He and his wife, Anne, have committed a generous legacy gift to help ensure the hospital can continue delivering leading services for generations to come.

The history of the General and Birchmount campuses is highlighted by exemplary patient care and innovation. The Scarborough Hospital embodies it and invests in it, with the support of The Scarborough Hospital Foundation. One brick at a time. That's how you build something that lasts.

With the community's support, the hospital has grown to be one of Canada's largest urban community hospitals, providing patient-centred care at two integrated campuses and five community satellite sites to one of the country's most diverse communities. What the hospital delivers is just as diverse, including acclaimed regional programs and centres of excellence.

The range of superior programs and services, dedicated teams, and collaborative care partnerships has earned The Scarborough Hospital several awards – for low wait times, high outcomes, quality, safety, and diversity. It all adds up to world-class care delivered right here in Scarborough.

The General and Birchmount campuses – two legacies, one hospital – continue to develop new and improved initiatives. New ways of delivering care will continue to meet the unique needs of each and every patient. The title of the hospital's latest strategic plan, *Forward Together: Building a Healthier Scarborough*, says it all – this theme is at the heart of everything the hospital does.

What's next for The Scarborough Hospital? That has always been the question, inspired by a constant desire to improve. The hospital will answer it by drawing strength from its past, and looking to an even brighter future.

# Mission

To provide an outstanding care experience that meets the unique needs of each and every patient.

# Vision

To be recognized as Canada's leader in providing the best healthcare for a global community.

# Values

I CARE:

Integrity • Compassion • Accountability • Respect • Excellence



Birchmount campus



General campus

Sources: <sup>1,2</sup> Cronin, F. (1974) End of an Era: The Story of Scarborough General Hospital. Scarborough; Archives of the Institute of the Sisters of Misericordia, p. 27 and p. 28, respectively.



## University of Toronto Connection Boosts Quality of Care

The Scarborough Hospital has been a University of Toronto-affiliated community teaching hospital for over 40 years – the largest community hospital associated with the university's Faculty of Medicine.

For their contributions to the faculty, several doctors at the hospital have received recognition. In 2015, the University of Toronto's Department of Family and Community Medicine Awards went to:

The Scarborough Hospital's Dr. Dov Soberman, who teaches in the Faculty of Medicine, earned the university's Special Commendation for mentoring learners in the Emergency Department at the Birchmount campus.

Three other doctors from The Scarborough Hospital received prestigious University of Toronto awards: in 2015, Dr. Ray Guo and Dr. Edgar Hockmann earned Critical Care Awards, and in 2016, Dr. Caroline Thompson, Teaching Program Director for the Emergency Department, was recognized for innovation in teaching.

The partnership between the hospital and the University of Toronto touches the whole spectrum of care.

For instance, Canadians are using complementary and traditional Chinese medicine in greater numbers. This includes natural health products, massage, meditation, acupuncture, and more. How do these therapies work and interact with conventional medicine?

The Centre for Integrative Medicine, the first of its kind in Canada, is bringing together researchers from the university's faculties of Pharmacy and Medicine along with health care professionals from The Scarborough Hospital to evaluate complementary medicine to help patients make informed choices.

When the evidence of effectiveness is clear, the hospital can expand programs accordingly. For instance, oncology patients now have access to massage therapy, and palliative care patients have access to mindfulness-based stress reduction therapy. Both are examples of helping patients in body, mind, and spirit.

Spiritual and religious care can complement a patient's health and wellness, as well. That was clear to the Sisters of Misericorde, who founded Scarborough General Hospital (now the General campus), and the Salvation Army, which built the Salvation Army Scarborough Grace General Hospital (now the Birchmount campus). Today, the University of Toronto plays a key role in continuing this tradition.

The Scarborough Hospital launched a Clinical Pastoral Education (CPE) program in 1991. This program is affiliated with the Toronto School of Theology through the University of Toronto. In 2015, the Canadian Association for Spiritual Care granted the program accreditation for five years, stating that The Scarborough Hospital's version of CPE could be a model for Canada.

It's yet another example of how the partnership between The Scarborough Hospital and the University of Toronto benefits the hospital's patients and their families in every way.



**DR. DOV SOBERMAN**

Emergency Department

**DR. CAROLINE THOMPSON**

Teaching Program Director  
Emergency Department

- **Dr. Susanna Fung** – New Teacher Award in Clinical Teaching
- **Dr. Jennifer McDonald** – Program Leadership Award in Educational Achievement
- **Dr. Michael Ward** – Innovation in Education Award in Educational Achievement (awarded to only two doctors, across all disciplines)
- **Dr. Caroline Chan** – Clinical Excellence Award

**AJITH VARGHESE**

Manager, Spiritual and Religious Care (third from left) with the hospital's Clinical Pastoral Education students.

“ Residents and fellows who spend most of their training in the downtown hospitals are always surprised at the quality of the practical teaching and medical practice of our hospital's intensive care unit. ”

—DR. EDGAR HOCKMANN  
INTENSIVIST, ANAESTHESIOLOGIST,  
CRITICAL CARE AWARD RECIPIENT



## Award-Winning Staff Show Commitment to Care

Passionate, knowledgeable, and dedicated – that describes the team at The Scarborough Hospital. Patients and families recognize this. So do the organizations that have awarded the hospital's staff for their exemplary efforts and contributions.

Paulette Lewis, a nephrology nurse practitioner helps end-stage renal disease patients preserve their kidney function as long as possible, and transition to dialysis. As a founder of the African Caribbean Kidney Association, she also travels to conduct educational and screening sessions. For her patient care and advocacy, Paulette earned the Kidney Foundation of Canada's Renal Professional Award.

Another nurse, Kelly Brockington of the Mental Health department, received a Human Touch Award from Cancer Care Ontario and the Ontario Renal Network. She was honoured for her role in a project to make evidence-based psychotherapies part of the cancer care program. "Working with patients and families in oncology to ensure they have access to emotional support has taught me so much about our patients' strength, integrity, and courage," said Kelly.

Like Paulette and Kelly, pharmacist Freda Leung strengthens patient supports. She's a driving force in the hospital's Geriatric Assessment and Intervention Network (GAIN) clinic, which helps older adults live independently. She is also a certified diabetes educator, and has developed creative approaches to diabetes management for people in long-term care. Freda was recognized with a 2015 Commitment to Care and Service Award from a national awards program hosted by *Pharmacy Practice+* magazine.

Then there are Vicente Dumael, who works in Radiology, and Emergency Department nurse Bobbette Bennett Waul. They received Scarborough Urban Hero Awards from Metroland Media. Bobbette said, "Giving back is the greatest display of selflessness. These acts of kindness are even more important and necessary in our world today."

These are just a few examples of the outstanding staff who provide care and *show* care, offering award-winning performances every day.

**PAULETTE LEWIS**  
Nurse Practitioner  
Nephrology Department

**BOBBETTE BENNETT WAUL**  
Registered Nurse  
Emergency Department

**FREDA LEUNG**  
Pharmacist

## Strength in Diversity Means Better Patient Care

The Scarborough Hospital's vision is to be recognized as Canada's leader in providing the best health care for a global community. Recent national recognition is a testament to our efforts.

In 2015, The Scarborough Hospital received the National Excellence in Diversity and Inclusion Award from the Canadian College of Health Leaders. The hospital was also named one of Canada's Best Diversity Employers for 2016.

"Our dedication to diversity helps us to improve patient experiences and outcomes by understanding each person's unique needs," said Robert Biron, President and CEO, The Scarborough Hospital.

Diversity means many things at the hospital. It's initiatives like the Global Community Resource Centre, which boosts health literacy and access to community services for patients and families. It's also the dynamic curriculum for staff around diversity, equity, and inclusion, including mandatory training for management on how to lead a diverse workforce. Diversity is the hospital's patients, their workplace, and their outlook; it's simply part of the hospital's DNA.

Staff and doctors come from all walks of life and corners of the globe, bringing varied backgrounds and perspectives to health care delivery. "This creates an open-minded culture," said Waheeda Rahman, Director, Organizational Development and Diversity. "It means leveraging diversity to support innovation, by using the full potential of all our staff."

Ultimately, The Scarborough Hospital becomes a place where people accept new ideas and explore new solutions – all for the sake of person- and family-centred care.



# 1953

The Scarborough Hospital's roots of embracing diversity date back to the very beginning, when plans for the General campus (formerly Scarborough General Hospital) were just getting off the ground.

At a meeting in a Scarborough restaurant on April 30, 1953, John Ridley, first Chairman of Scarborough General, outlined the requirements for the hospital and the philosophy behind the work of the Sisters of Misericorde. "Religion does not enter into sickness," he said. "When a person's body is broken and in need of repairs, we do not ask what religion or colour he is. We treat everybody the same..."<sup>1</sup>

Source: <sup>1</sup> Cronin, F. (1974) End of an Era: The Story of Scarborough General Hospital. Scarborough; Archives of the Institute of the Sisters of Misericordia, p. 9



# young spirit

#bethechange

@ScarboroughHosp

@TSHFoundation

## Young Fundraisers @ TSH



1



2



3



4



5



6



7



8



9



1 From left to right: Robert Biron, President and CEO, The Scarborough Hospital; Joshua Miller, Chair, Scarborough Young Philanthropists Council (SYPC); and Michael Mazza, President and CEO, The Scarborough Hospital Foundation

2 Christian Sforza's 22,000 piece Lego Christmas Village

3 Christian Sforza

4 Brigette Piazza, Member, SYPC

5 Joshua Liu, Member, SYPC

6 Fariha Ekra Member, SYPC

7 Aria and Emma Barretto

8 Aria Barretto at her lemonade stand

9 Maddie Clarke

## Young Fundraisers Build Brighter Future

Christian Sforza has a passion for Lego. The 14-year-old Scarborough resident constructed a Christmas village using more than 22,000 pieces.

In December 2015, Christian loaned The Scarborough Hospital his village so that it could generate donations for The Scarborough Hospital Foundation's Give the Gift of Health holiday campaign.

"It's one example of how children and youth can fundraise for the hospital," said Christian. "Even at a young age, a small change can make a big difference."

Christian and his family have close ties with The Scarborough Hospital. He was born here in 2002. Four years before, the hospital's Emergency Department doctors treated his mother, Angela, for a life-threatening heart condition. Recently, the hospital cared for a few other family members.

During visits to The Scarborough Hospital, Christian learned how much the hospital relies on community donations. He had two thoughts. What if he could share his Lego village (which was outgrowing his grandmother's kitchen table) with other children and their families? And what if that could benefit the hospital too?

Angela reached out to Dr. Tom Chan, who treated her in 1998 and who is now the hospital's Chief of Medical Staff. That request led to Christian assembling his delightful village at the General campus. It was displayed throughout the holidays, and anyone passing by could drop money into a donation box.

Christian is far from the only young fundraiser. In 2013, at age 11, Maddie Clarke sold homemade cord bracelets and gave the \$220 proceeds to The Scarborough Hospital. Two of Maddie's grandparents received palliative care here, and she made the donation in honour of what would have been her grandmother's birthday.

Some hospital fundraisers are even younger. In 2014, at age seven, Aria Barretto had a lemonade stand at the Scarborough World Cup of Cricket, hosted by The Scarborough Hospital Foundation. Her sister Emma, then five, sold popcorn. Together, they raised \$655.

And, there's Joshua Miller. Named one of Youth in Motion's Top 20 Under 20 as judged by members of the Order of Canada, he is the Chair of The Scarborough Hospital Foundation's Scarborough Young Philanthropists Council. In November 2015, Joshua received a Hospital Champion Award for his philanthropic spirit and volunteerism in promoting outstanding health care. "I give because I truly want to help the hospital in whatever way I can. I have the ability to help others and I'm inspired to act," said Joshua.

When children and youth display such community spirit, the impact is striking. It gives young people a stake in the future of their hospital, and spurs charitable impulses that can become a lifelong habit.

"The formula is simple," said Christian. "Find what you're passionate about, and use that to find a way to make change. It is possible."



Three children wrote letters for future generations, which were embedded in a time capsule placed behind the Scarborough Grace's cornerstone in April 1984.

## 1953

The archives show that back in December 1953, three Scarborough children sang carols and raised \$9.50 for the hospital campaign.<sup>1</sup>

Source: <sup>1</sup> Cronin, F. (1974) End of an Era: The Story of Scarborough General Hospital. Scarborough; Archives of the Institute of the Sisters of Misericordia, p. 10



## When it Comes to Donations, ‘Every Bit Helps’

Working for Canadian Pacific Railway in the Agincourt yard office, Hubert W. knew about making progress. Little movements add up to big results far down the tracks.

“It’s the same with donations,” said Hubert. He has contributed to The Scarborough Hospital Foundation for 31 years. At first, he donated about \$100 a year; since 2011, he has made monthly gifts of \$17. He recently learned that his total gift has reached \$5,000.

“I was surprised,” said Hubert. “Like they say, every bit helps.”

Hubert gives to other causes too, and feels an obligation. “I came here with nothing,” said Hubert, who emigrated from Germany in 1952. “Canada has been good to me, so I have to put something back into the community.”

The Scarborough Hospital is a special place for Hubert. He moved to Scarborough in 1958, and still lives in the same home. His daughter was born at the General campus, and his late sister Annemarie was among the first family doctors here.

While it’s great to have donors who make large gifts, Hubert believes it’s just as important to draw on those who donate what they can. For example, if every resident in Scarborough contributed \$10 each year, the total donation would exceed \$6 million dollars.

It’s not the amount that people give, Hubert noted; it’s the amount of people who give. And it all adds up. “That’s the backbone of donations.”

### HUBERT W.

31-year donor to  
The Scarborough  
Hospital Foundation



## A Warm Welcome for Syrian Refugees

When Wissam Al-Mouhamad arrived in Scarborough, she was anxious. Arriving seven months pregnant as a Syrian refugee, she had little experience in accessing health care services in Canada.

But soon enough, Wissam was put at ease. With help from the Parkview Hill Refugee Sponsorship Group and The Scarborough Hospital, she found Dr. Nermean Abdelrazek, an Arabic-speaking obstetrician at the hospital.

During a routine appointment at the hospital, Wissam went into labour. There were signs that the baby was in distress, with the head resting on the umbilical cord. Wissam was immediately wheeled into the operating room for an emergency Caesarean section where she gave birth to a beautiful baby girl.

“I am very thankful for the comfort provided to me during my stay at the hospital,” she said through a translator.

Wissam’s case is a prime example of how The Scarborough Hospital is welcoming and caring for Syrian refugees. To prepare for their arrival, a hospital task group, led by Chief of Medical Staff Dr. Tom Chan, partnered with community agencies. The hospital made a clear commitment to care for families and patients in need.

“Our community offers exceptional supports and we’re proud to count the hospital as one,” said Waheeda Rahman, Director, Organizational Development and Diversity.

As Wissam’s sponsor group reported, the hospital “dealt with her concerns with care and compassion.” That’s part of the fabric of The Scarborough Hospital, from respecting the choices of patients and families, to supporting the needs of a diverse population.

### WISSAM AL-MOUHAMAD

Mom with baby Julia (centre) surrounded by members of the Parkview Hill Refugee Sponsorship Group and Dr. Jing Qin (front, right), the obstetrician who delivered baby Julia.





**KAREN NG**

Mom holding baby Mia, born by water birth at the Birchmount campus.

## Your Support Can Change a Life

Imagine going to the hospital with a suspected fracture. The doctors and nurses are talented, but nobody can confirm a broken bone because there's no X-ray machine. All hospitals need the right people, programs, and processes to offer the best care. Yet none of that works without the right equipment.

Did you know that a single MRI machine costs \$3.5 million? Now consider the thousands of devices, tools, and pieces of technology needed to deliver health care. The government covers operating costs, but equipment is a hospital's responsibility.

"We depend on the generosity of the community to help purchase that equipment," said Michael Mazza, President and CEO, The Scarborough Hospital Foundation. "It is their compassion and spirit of giving that makes a real difference."

The Scarborough Hospital Foundation raises money to fund vital equipment needs for patients at The Scarborough Hospital. For the 2015-2016 fiscal year, The Scarborough Hospital and The Scarborough Hospital Foundation invested more than \$7.6 million in equipment. Here's how your support made a difference in patient care this year.

Few things are more fundamental than getting air into your lungs. For \$432,000, the hospital purchased state-of-the-art Maquet Servo-U ventilators for the Critical Care department. They do all the work of breathing.

Sometimes, seconds count, and you want the doctors and nurses to respond quickly. Your donations enabled the department of Surgery to purchase the \$200,000 Masimo Patient SafetyNet System to help them do just that. This remote monitoring and notification system tracks vital signs, and immediately sends alerts to clinicians.

Equipment investments not only focus on saving lives, but also on bringing new life into the vibrant community of Scarborough. A special tub in the Family Maternity Centre at the Birchmount campus, made possible through donations, is the centrepiece of a comforting new room for women who wish to deliver their babies by water birth.

The new water birth tub, which cost \$9,200, was chosen in consultation with Family Maternity Centre staff and doctors, as well as staff from the hospital's two midwifery partner organizations, Diversity Midwives and Sages-Femmes Midwives.

Even cleaning floors requires special equipment; in this case, the Taski Swingo line of floor polishers and auto scrubbers. They maintain a sterile environment, which means less chance of infections. Because floors dry faster using these machines, it also minimizes the chance of slips and falls. Thanks to your support, the Environmental Services department was able to make this \$38,000 purchase.

The hospital has a lengthy wish list of equipment for all departments, and carefully researches, sources, and tests equipment to ensure your contributions have the greatest impact possible. It all happens because of your ongoing support. Thank you.



## 'We're All a Piece of the Puzzle'

Arlene Walker is a key member of the Mental Health team at The Scarborough Hospital. She takes part in activities to improve processes, and accreditation meetings to ensure the department is meeting standards. Arlene isn't a doctor or a nurse. In fact, she's not on staff at all. Instead, she's a patient, serving on the department's Patient and Family Advisory Council.

There's also a council in development for the Nephrology department. These councils are just one way the hospital engages patients and the community to enhance care. For Arlene, the Mental Health services she receives give her hope; the council offers her a voice.

"We're all a part of the puzzle, and the council gives us a chance to provide input into ways that benefit the hospital, based on our personal experiences," said Arlene.

That's true more broadly. The hospital has a Community and Patient Advisory Council (CPAC) that advocates for Scarborough's diverse health needs, provides input towards improving patient care, and is involved in community outreach. "This helps to ensure that the hospital and its Board remain accountable and transparent to the community," said Pat Sherman, Chair, CPAC.

"There's change going on, and the community has a much more positive outlook on hospital services in Scarborough," he suggested.

One CPAC member, Ally Ladak, sits on a committee that's focused on best practices in person- and family-centred care. Craig Lindsay and Roberta Wong, along with Ally, have joined the Medicine Program's Acute Care for Elders initiative to improve and better coordinate services for seniors.

Pat likens CPAC's role to one leg of a three-legged stool, the others being the hospital staff and doctors, and the administration. Without any one leg, everything tips over. When everyone is in it together, the result is even more responsive care.

Patient and community engagement is a hallmark of The Scarborough Hospital. A range of clinical areas are involving patients and family members in improvement opportunities. The hospital has a patient relations process to enhance the patient experience. And, the hospital's current accreditation process includes the integration of person- and family-centred care.

Such efforts exemplify "Patients as Partners," one of the directions in the hospital's latest strategic plan. Diane Akai, another member of the Mental Health Patient and Family Advisory Council, said, "All of these initiatives can lead to much better care."

"We have to shift from doing things *to* patients and families to doing things *with* them," added Linda Calhoun, Interim Vice-President, Integrated Care and Patient Experience, and Chief Nursing Executive. "When people are partners in their own care, we'll have improved outcomes and patient experiences. We've embraced that voice, from the boardroom right to the bedside."



### COMMUNITY AND PATIENT ADVISORY COUNCIL

BACK ROW, LEFT TO RIGHT

Jim Parent  
Craig Lindsay  
Pat Sherman, Chair  
Muneeb Nasir  
Jim Karygiannis,  
Councillor, Ward 39,  
Scarborough Agincourt  
Keta Nannithamby

FRONT ROW, LEFT TO RIGHT

Mala Narine  
Pamela Festin  
Roberta Wong  
Godha Rangaraj  
Ron Lowe, Vice-Chair  
Ally Ladak





## Program Takes Aim at Childhood Obesity

The number of Canadian children with obesity has doubled in 20 years and the consequences are alarming. “The current generation of children are likely to live shorter lives than their parents, primarily as a result of childhood obesity and its lifelong complications,” said Dr. Peter Azzopardi, Medical Director and Corporate Chief of Paediatrics, The Scarborough Hospital.

In Scarborough, an estimated 36,000 children are overweight or obese. Now, they have a new way to take action thanks to the Healthy Outcomes Paediatric Program for Scarborough (HOPPS).

The Scarborough Hospital and Rouge Valley Health System jointly offer HOPPS, with support from several community partners.

HOPPS highlights how The Scarborough Hospital is partnering for leading care, and looking to the future by focusing on children’s health outcomes. The clinic helps young patients (ages 2 to 17) and their families make important lifestyle changes for improved health, stronger bodies, and a better quality of life.

The HOPPS team includes a paediatric endocrinologist, paediatricians, a registered dietitian, an exercise therapist, a social worker, and a registered nurse. The program combines fun exercises and physical activity, nutrition counselling, education, and up to two years of follow-up care.

Until now, children and their families have lacked access to this type of clinic, which can help to treat many issues that contribute to an unhealthy body weight. “With HOPPS, the goal is simple,” said Dr. Azzopardi. “Influence the child’s and teen’s environment to become a healthier home.”



## Volunteers Serve Hospital and Preserve its History

The well-being of the community is wrapped up in the history of The Scarborough Hospital – and a dedicated group is working to document it.

The volunteer-run Archive Committee collects and catalogues memorabilia related to the hospital. “We have a great love for the hospital, and a desire to never forget the history of Scarborough and the hospitals associated with its growth,” said Dr. Barney Giblon, Committee Co-Chair. “Our mandate is to preserve the history and its interrelationship with the community.”

Among the members of the Archive Committee are individuals who served the hospital as employees, nurses, doctors, and volunteers. Dr. Giblon is a family doctor who came to the hospital in 1958.

Today, the Archive Committee has a database of items, from photos to commemorative buttons and lab coats.

“Members of the Archive Committee are just some of the hospital’s 700 volunteers. Together, they contribute at least 50,000 hours annually,” said Debbie Vandenberg, Manager, Volunteer Services.

Like the archives, volunteers themselves are part of the very history of the hospital, many serving for decades – one for an astounding 56 years!

As Debbie noted, “The payback can’t be beat – feeling good by doing good. Volunteers raise funds, spirits, and awareness all around the hospital.”

**HEATHER CASTRUCCI**  
Co-Chair, Archive Committee

**DR. BARNEY GIBLON**  
Co-Chair, Archive Committee

**DEBBIE VANDENBERG**  
Manager, Volunteer Services

If you have memorabilia to donate,  
contact Volunteer Services at  
[archives@tsh.to](mailto:archives@tsh.to) or 416-431-8129.

## Emergency Department Doctors Give Back

In the Emergency Department (ED) at The Scarborough Hospital, doctors are improving care using more than their skills and expertise. They're also making an impact through their philanthropy.

They are making investments to speed up diagnoses in the ED, so patients get the treatment they need faster. A key tool is the Point-of-Care Ultrasound (POCUS).

Instead of having to request and wait for an ultrasound from Diagnostic Imaging, the POCUS units are brought to the patient. Dr. Norm Chu, Chief of Emergency Services, said ED doctors use POCUS to determine everything from internal bleeding, to how the heart is pumping (with special cardiac probes), to the position and health of a fetus.

To help make it happen, the doctors began with a collective donation of about \$30,000 for the technology, then donated enough this year to fund another four units (total retail cost of more than \$200,000). The hospital's two EDs now have six POCUS machines. Patients get a prompt diagnosis, doctors have a valuable tool to do their jobs, and The Scarborough Hospital doesn't have to stretch its budget as much. "It's a triple win," said Dr. Chu.

The community spirit doesn't stop there. The doctors started a fellowship dedicated to acquiring advanced ED ultrasound skills and developing emerging leaders in this field. The first two fellows start in July 2016. Such fellowships are rare for a community hospital.

For 10 years, the doctors have also sponsored an annual retreat for ED staff. They provide funding and travel grants for an event that helps to build skills and morale.

Another morale boost came from their idea to purchase personalized scrubs for the entire team. In the ED, care depends on teamwork – a group of health professionals who are in sync. You see the coordination in how they work and now in what they wear.

Traditionally, health care workers provide their own uniforms, so styles and patterns vary. The ED doctors decided to cover the costs of uniforms for the other members of the team (in addition to buying their own new scrubs). The style is the same, and each profession has its own shade, with staff members' names embroidered along with the hospital logo.

It makes for an even more professional look, and helps patients and families to identify each person on their care team.

The scrubs – like the overall generosity of the ED doctors – have an important meaning. "They emphasize the connection between us, and that we're on the same team for the patient and for each other," said Dr. Chu.



Early support for Scarborough General Hospital took many forms. The Rotary Club held a fundraising bingo. A drive-in restaurant gave a day's profits. A radio-TV variety show was staged in the Scarborough Collegiate Institute gym, and listeners and viewers phoned in pledges. And, a Royal Canadian Navy pilot lowered a volunteer from a helicopter to canvass a lady working in a potato patch near the hospital site. It all showed how the community rallied around the cause to create a lasting legacy.<sup>1</sup>

Source: <sup>1</sup> Cronin, F. (1974) End of an Era: The Story of Scarborough General Hospital. Scarborough; Archives of the Institute of the Sisters of Misericordia, p.10



### EMERGENCY DEPARTMENT

Staff and doctors show off their new, personalized scrubs.



**SHAWN MCLAUGHLIN**  
iCBT patient

## Online Therapy Gives Patients Better Access to Mental Health Care

Shawn McLaughlin, 22, has lived with anxiety and depression for about a third of his life. It started when he was 14 or 15 years old. Last year, he stopped taking his medication after feeling better for some time. At least until the night he had a huge panic attack and went to the Emergency Department at The Scarborough Hospital.

That's where Shawn was referred to Psychiatrist Dr. David Gratzer. The hospital is at the forefront of a program called Internet-Assisted Cognitive Behavioural Therapy (iCBT), which Dr. Gratzer thought would help Shawn. The novel approach shows how The Scarborough Hospital strives to increase access to mental health services through fast and convenient care.

For many people with anxiety and depression, psychotherapy helps. One form is traditional cognitive behavioural therapy, which is effective, yet sometimes difficult to access. There are long wait lists, a shortage of therapists, and limited availability outside regular business hours.

That's why, in 2015, The Scarborough Hospital redeveloped its interactive iCBT program. The goal was to make it more flexible, engaging, and patient-tailored. Over six weeks, a hospital e-therapist emails one module per week to patients like Shawn. Patients complete the modules on their own time, then email them back to the e-therapist for feedback.



**JANANY JAYANTHIKUMAR**  
Social Worker,  
e-Therapist



"For Canadians struggling with depression, iCBT offers a cost-effective and empowering way of accessing an important treatment," said Dr. Gratzer.

Shawn, who was working and going to school, says he didn't have time to do in-person cognitive behavioural therapy. His social anxiety made it hard to even think about leaving the house. Instead, he took on what he calls his "homework assignments" – things like learning about how your thoughts shape your moods.

The innovative program has generated extensive media attention, including *The Globe and Mail*, CBC's *White Coat*, *Black Art* show, and some American and European coverage.

Dr. Gratzer says iCBT is not just about convenience, but results. He notes that some studies show patients who used iCBT had equal or better outcomes than with traditional cognitive behavioural therapy. That was part of an evidence review of iCBT that made the cover of the *Canadian Medical Association Journal* in March 2016, co-authored by Dr. Gratzer and Faiza Khalid-Khan, Patient Care Director, Mental Health.

"I feel like it left me with a mental toolkit, techniques to turn irrational thoughts into more rational thoughts," said Shawn. "It worked really well. And, if there wasn't the option to do it online, I probably wouldn't have done it at all."

## Quicker Access, Better Outcomes for Stroke Patients

At first, David Baird thought something was wrong with his computer. Suddenly, the screen went blank, then returned. The next day while he was driving, his wife told him that he almost hit a car, one he never saw coming. The day after that, he bumped into some people while walking to his law office. That night while driving, David banged into the curb.

At the advice of his brother, a doctor, David headed to the Emergency Department (ED) at The Scarborough Hospital. He was worried about his vision. Instead, David learned that he had experienced a transient ischemic attack (TIA), often called a “mini stroke.”

David, 80, is doing well now. For people with TIAs, the hospital has strengthened its care through a partnership with the Scarborough Stroke Clinic, which began in 2013. This collaboration is part of the hospital's effort to offer integrated care – the care people need most, when they need it, in the most appropriate setting.

When TIA patients arrive at The Scarborough Hospital's ED, they're assessed and then referred to the Scarborough Stroke Clinic. Patients see a neurologist and a clinical nurse specialist, and have diagnostic tests done quickly. Along with suitable treatment and care coordination, patients and families receive education and rapid follow-up care. It all supports a continuity of care from hospital to home.

“The results have been dramatic,” said Dr. Neal Parekh, a neurologist at The Scarborough Hospital and Medical Director of the Scarborough Stroke Clinic. “TIA patients not only benefit from quicker access to high-quality care, they also spend less time in the hospital and enjoy better outcomes.”

By December 2015, The Scarborough Hospital experienced:

- a 63 per cent reduction in TIA admissions;
- a 35 per cent drop in acute length of stay at the hospital's stroke unit for TIA patients admitted to the hospital; and
- an 84 per cent decline in the number of TIA patients readmitted to the hospital within 30 days.

Stroke patients who present at The Scarborough Hospital are also referred to the Scarborough Stroke Clinic for counselling and stroke education, a review of test results, a medication plan, and follow-up care.

“I had excellent care at the hospital and the stroke clinic,” said David, who happens to be a past Chair of The Scarborough Hospital's Board of Directors. “When I was discharged, the doctors gave me a medication schedule chart, and at the clinic, the staff helped me understand how to use it. Practical support like this, and the convenience of getting care at the stroke clinic rather than the hospital, continues to be an invaluable part of my recovery.”



**DAVID BAIRD**  
Patient

**DR. NEAL PAREKH**  
Neurologist,  
The Scarborough  
Hospital  
Medical Director,  
Scarborough  
Stroke Clinic





## Bequest Leaves 'Last Footprint' of Impact

In their wills, people take care of what matters most to them. This includes their loved ones, as well as institutions and causes. "It's your last footprint – sharing your values through a charitable bequest," said Verna Chen, Director of Stewardship and Legacy Giving, The Scarborough Hospital Foundation.

Typically, bequests enable people to give much larger gifts than they could during their lifetime. This was the case with Janet Allison Cleland.

Janet narrowly avoided a terrible fate at just six months old. When her family emigrated from Scotland via London, they switched their Titanic tickets for passage on another ship bound for Halifax. She went on to live a fulfilling life before passing away at age 102.

She grew up in Toronto, and worked at Canada Life for 40 years until she retired at 65. She was active in the community and her church, was an avid sports and theatre fan, and enjoyed travel. One memorable trip was to Scotland to see her birthplace.

Janet supported a range of charities, including The Scarborough Hospital Foundation, through annual donations. "She felt the hospital took very good care of her," said her nephew, Bob Melbourne.

When she died, Janet generously left a bequest of almost \$30,000 to The Scarborough Hospital. Her gift will support the purchase of urgently needed equipment, which will serve many patients to come.

"That's what legacy gifts are all about," said Verna. "It's what you leave behind to benefit future generations."



## Thank You to Our 2015 Event Sponsors

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October 17, 2015

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### 2015 Scarborough World Cup of Golf Supporting Maternal Newborn and Child Care

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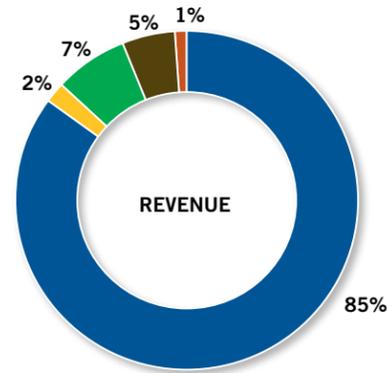
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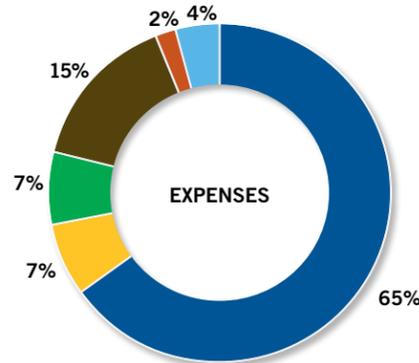
## STATEMENT OF REVENUE AND EXPENSES The Scarborough Hospital

Years ended March 31, 2016 and March 31, 2015 (in thousands of dollars)

|  | March 31, 2016 |               | March 31, 2015 |               |
|--|----------------|---------------|----------------|---------------|
|  | \$             | %             | \$             | %             |
| <b>REVENUE</b>   |                |               |                |               |
| Ministry of Health & Long-Term Care and Cancer Care Ontario    | 334,630        | 85.2%         | 335,763        | 85.7%         |
| Other Ministry community programs                              | 6,208          | 1.6%          | 6,786          | 1.7%          |
| Patient revenues   | 25,811         | 6.6%          | 27,263         | 7.0%          |
| Recoveries and other income                                    | 20,433         | 5.2%          | 17,367         | 4.4%          |
| Grant amortization   | 5,479          | 1.4%          | 4,822          | 1.2%          |
| <b>Total Revenue</b>   | <b>392,561</b> | <b>100.0%</b> | <b>392,001</b> | <b>100.0%</b> |
| <b>EXPENSES</b>  |                |               |                |               |
| Salaries, wages, and benefits                                  | 256,364        | 65.4%         | 256,979        | 65.7%         |
| Medical and surgical supplies                                  | 27,049         | 6.9%          | 26,752         | 6.8%          |
| Drugs  | 26,664         | 6.8%          | 23,229         | 5.9%          |
| Other supplies and expenses                                    | 61,035         | 15.6%         | 62,241         | 15.9%         |
| Other Ministry community programs                              | 6,384          | 1.6%          | 6,997          | 1.8%          |
| Amortization   | 14,597         | 3.7%          | 14,960         | 3.8%          |
| <b>Total Expenses</b>  | <b>392,093</b> | <b>100.0%</b> | <b>391,158</b> | <b>100.0%</b> |
| <b>Excess of revenue over expenses (expenses over revenue)</b> | <b>468</b>     |               | <b>843</b>     |               |



- Ministry of Health & Long-Term Care and Cancer Care Ontario
- Other Ministry community programs
- Patient revenues
- Recoveries and other income
- Grant amortization



- Salaries, wages and benefits
- Medical and surgical supplies
- Drugs
- Other supplies and expenses
- Other Ministry community programs
- Amortization



## The Scarborough Hospital Foundation

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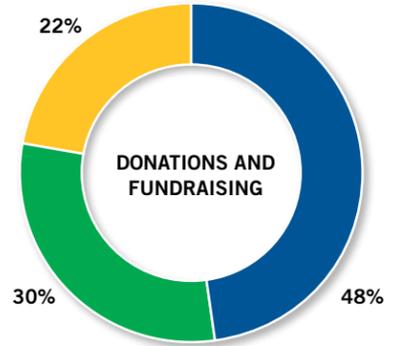
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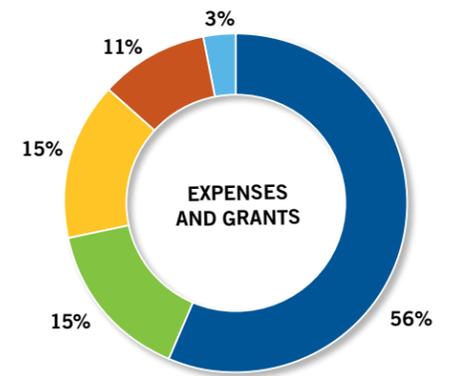
## STATEMENT OF REVENUE AND EXPENSES The Scarborough Hospital Foundation

Years ended March 31, 2016 and March 31, 2015

|                                    | March 31, 2016   |  | March 31, 2015    |  |
|------------------------------------|------------------|--|-------------------|--|
|                                    | \$               |  | \$                |  |
| <b>REVENUE</b>                     |                  |  |                   |  |
| Donations and fundraising          | 3,931,393        |  | 4,521,934         |  |
| Investment income (net)            | 5,033            |  | 331,947           |  |
| Parking operations                 | 5,374,643        |  | 5,264,133         |  |
| <b>Total Revenue</b>               | <b>9,311,069</b> |  | <b>10,118,014</b> |  |
| <b>EXPENSES</b>                    |                  |  |                   |  |
| Fundraising programs               | 1,438,833        |  | 1,337,673         |  |
| Salaries and benefits              | 1,442,884        |  | 1,325,057         |  |
| Administration                     | 307,309          |  | 406,084           |  |
| Parking operations                 | 994,585          |  | 1,114,383         |  |
| <b>Total Expenses</b>              | <b>4,183,611</b> |  | <b>4,183,197</b>  |  |
| Net revenue before grants          | 5,127,458        |  | 5,934,817         |  |
| Grants to The Scarborough Hospital | (5,325,935)      |  | (5,551,370)       |  |
| <b>(Deficit)/Surplus</b>           | <b>(198,477)</b> |  | <b>383,447</b>    |  |



- Major Gifts
- Community Development
- Annual Programs



- Grants to The Scarborough Hospital
- Salaries and benefits
- Fundraising programs
- Parking operations
- Administration



1



2



3



4



5



6



7



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- 1 Kaleidoscope Ball, October 17, 2015
- 2 Shoppers Drug Mart Love You Campaign, 2015
- 3 90th Anniversary Celebration and Annual Donor Recognition Event, November 19, 2015
- 4 McHappy Day, May 6, 2015
- 5 Scarborough Walk of Fame Induction Ceremony, October 17, 2015
- 6 Scarborough Win A Car Charity Raffle, July 23, 2015
- 7 Formula Honda Ladies Night Out, March 7, 2016
- 8 90th Anniversary Celebration and Annual Donor Recognition Event, November 19, 2015
- 9 Fairchild Radiothon, June 18, 2015
- 10 Canadian Tamil Chamber of Commerce Walk-a-Thon, June 7, 2015
- 11 Scarborough World Cup of Golf, August 25, 2015

## Community Events



8



9



10



11