

@HUMBER

Humber River Hospital's Command Centre has created 23 "Virtual Beds"



Last November, Humber River Hospital (HRH) opened Canada's first Hospital Command Centre with GE Healthcare Partners as it continues to be a leader in addressing capacity, safety, quality and wait time issues that have preoccupied hospitals across Canada.

The Command Centre is a data-driven 'mission control' situated at the very heart of Humber River Hospital. The 4,500 square foot facility enables us to monitor and manage the flow of

patients at every stage of their care journey with us. Think of it like air traffic control at an airport.

"As North America's first fully digital hospital with a commitment to high reliability care, our cutting-edge technology, insight-rich data and human expertise comes together through the Command Centre to create an excellent patient experience that is both timely and safe," explains Barb Collins, President and CEO of HRH.

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The Command Centre includes a Wall of Analytics™ that provides real-time and predictive insight, which triggers staff located in the Command Centre to take action. This team works together to synchronize care delivery activities (e.g. patient discharge), eliminate delays in care and resolve patient flow bottlenecks (e.g. transferring patients from emergency to an inpatient bed) as soon as they are detected in the Command Centre. The alerts and actions that come to life daily in HRH's Command Centre will also provide the basis for analysis and process re-engineering by staff throughout the hospital so that certain issues can be avoided altogether.

"Whether it be the flu season that brings with it an influx of patients to the emergency department every year, or the fact that Canada has an aging and growing population, there are always pressures, both expected and unexpected, in acute care hospitals," says Collins. "The digital transformation including the HRH Command Centre and iPlan program are the focal points of our strategy to deal with these pressures."

What Impact has the Command Centre had at Humber River Hospital since it opened in November 2017?

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Patient flow has improved, despite an **8%** increase in patient visits to the Emergency Department. Compared to last year:

○ _____ ○
 + The wait time for having an inpatient bed cleaned has been reduced by

45%

+ The time a patient in the Emergency Department waits for an inpatient bed has been reduced by

33%

+ Within only a few months of the Command Centre opening, these improvements reflected the equivalent of opening 23 new beds.

The Command Centre includes a Wall of Analytics™ that provides real-time and predictive insight, which triggers staff located in the Command Centre to take action.

How does it work?

The Command Centre team includes decision makers from across Hospital departments. They monitor key data points, all from the same room, so that they can communicate efficiently and respond quickly to:

- + Emergency Department volume
- + Bed allocations and assignments
- + Room cleaning
- + Critical care capacity
- + Surgical scheduling
- + Discharge planning
- + Patient test and medication requirements

Command Centre Breakthrough Intelligence



Jane Casey

Program Director,
Emergency and Command Centre
Humber River Hospital

Dear Friends,

Many of you celebrated the opening of Canada's first hospital Command Centre with us at Humber River Hospital last year. It was a significant occasion for the Hospital and the country – a shining example of how we can use technology to get more people the care they need faster than ever before.

Every day I see our team in action. The Command Centre staff is a dynamic team of leaders and outside-of-the-box thinkers who work with their colleagues in the Hospital to make a difference in our patients' lives. We're now fully operational and working to improve processes at the Hospital so that our frontline staff and physicians can be at the bedside more often with their patients.

The real-time information we work with has put a spotlight on what we do well – our successes – as well as our opportunities for improvement. The Command Centre embodies transformational change in

health care, and I've been really proud of how engaged the staff at Humber have been, through contributing their ideas for improved patient care and by visiting the Command Centre to see what we do first-hand.

But a big part of our success has been the support from donors and volunteers like you. We are grateful for the help you have provided that has gotten us to this point, and we are excited for further partnership as we look towards the future. As you will read in this newsletter, Phase 2 and 3 of the Command Centre are on the horizon and we will look to leaders in our community and beyond to help us actualize this vision.

Together, we can improve healthcare at a systemic level. We will always need your support to bring innovation, technology and new thinking to Humber. Please continue to consider Humber when making decisions about philanthropy – many lives in our community depend on it.

HIGH TECH | HIGH TOUCH | HIGH IMPACT: Rob's Story



 The whole hospital felt organized and efficient. I received good communication every step of the way from both people and through digital apps on my phone. Everyone I met was very professional. 

Communication, technology and professionalism were three key success factors to Rob's recent visit to the Apotex Emergency Department (ED) at Humber River Hospital. Throughout his time at Humber, Rob felt informed and comforted during a painful kidney stone emergency.

Rob came to the Humber ED only a few days after being sent home from another hospital's Emergency Room where he felt the staff had dismissed his pain. After three more days of unrelenting pain, Rob knew he had to go back to the hospital. This time, he chose Humber.

"The difference was night and day," says Rob, comparing his experiences.

Upon being triaged into one of Apotex Emergency Department's designated waiting areas, an ultrasound and x-ray were quickly ordered for Rob, helping to identify kidney stones as the source of his pain. The fast diagnosis allowed the staff to provide him with the proper medication to help with his pain making him immediately more comfortable.

While Rob waited to see a physician, the monitor in the ED allowed him to track and estimate the amount of time he would be waiting. Just knowing where he stood in the queue was reassuring.

An ED staff member also showed him how to use The MY Humber Health app, which was both empowering and comforting. The app sent real-time test results to his phone. He received his results quickly (without having to wait for a physician to deliver them) and he could prepare follow up questions for the physician when his turn came; making the most of his ED visit.

Rob felt further reassured in the Apotex Emergency waiting room because of Humber's strategic triaging of patients. Disseminating patients to specific sections (Ozone, Fast Track, Acute Care etc.) ensures people are sitting with others in similar levels of acuity. Rob felt a bit of 'community' while he waited and appreciated this organization in the hospital.

As follow up to his Emergency visit, Rob was scheduled for surgery to remove the kidney stones. In at 10 am, out at 2 pm. Once again – a comfortable, easy process.

Reflecting on his experience, Rob says, "The whole hospital felt organized and efficient. I received good communication every step of the way from both people and through digital apps on my phone. Everyone I met was very professional."

What Rob couldn't have known while he was here at Humber was that Canada's first hospital Command Centre was silently working behind the scenes to improve his experience.

The Command Centre, or Humber's "mission control," has a direct impact on our entire hospital but it especially affects the Apotex Emergency Department. For example, cameras in the ED keep Patient Flow Managers working in the Command Centre aware of when backlogs might be happening. Predictive technology helps to properly schedule staff so that we have the personnel to handle the patients that will be coming into Ontario's busiest single-site Emergency Department.

It's technology like the Command Centre and support from donors like you that make improvements to patient experience possible. Being North America's most digital hospital means employing the use of technology to ensure our staff can focus on their main priority – patient care.

Rob felt extremely well cared for throughout his experience at Humber. Despite it not being his home hospital, rest assured that for his next health emergency, he will return to Humber.

People Care. It's in our DNA

Every day, in almost every way, our staff, physicians and volunteers at Humber go above and beyond to make our patients feel comfortable, hopeful and at ease. Here are just some patient care champions who make our hospital (specifically, our Command Centre) a friendlier, happier place:



Ellen Francesconi

Medical Imaging Inpatient Flow Technologist
(Command Centre)

"When an inpatient at Humber needs exams or procedures to be done in Medical Imaging, it is my job to make sure it is safe for the patient to do so and coordinate the various exams. Our goal is for the patient to have all the exams done in a timely fashion in one visit to our department, to reduce stress to the patient and help the Hospital take care of the patient in the best way possible. My colleagues in General X-ray, CT scan, MRI, Ultrasound, Nuclear Medicine, Interventional Radiology and Breast Health all work very hard and make it possible for me to be successful in my job."



Paula McFee-Grant

Clinical Expediter for the Command Centre and Patient Flow Manager
(Command Centre)

"It's my job to expedite the bottlenecks in patient flow. I make sure things like beds being cleaned, patients being picked-up by portering, test results being received, and referrals are done in a timely manner. We're already making a big difference. What I love about my job is that I can communicate with team members from all areas of the Hospital now that we sit in the same room. We can see patient flow on the big screens and work together to make the patient experience better."

The Humber Difference: Command Centre

Our donors have helped enable our staff to provide the very best in patient care, serving thousands of people in our community. You have saved lives. Humber has been open for three years now, here's how our Command Centre is excelling with your help:



HRH Command Centre is the first hospital Command Centre in Canada and only the second in North America




Only a few months after the Command Centre opened, improvements in patient flow reflect the equivalent of opening 23 new beds



The reduction in wait time for having an inpatient bed cleaned



Number of screens on the Wall of Analytics™ located in the Command Centre. The screens provide advanced real-time and predictive insight, which triggers cross-functional staff in the Command Centre to take action.

33%  The reduction in time a patient in the Emergency Department waits for an inpatient bed

Our achievements have been many, but our need is still great. We need your help to stay ahead of a changing world. This is your Hospital and the Humber River Hospital Foundation relies on your generous donations to support our growing community. After all, reinventing patient care is as much about the next innovation as it is about the current one.

Donor Profile: The Marrese Family

When Mike Marrese and his family made their gift to Humber River Hospital Foundation, there was never any doubt in their minds that they wanted their donor plaque to pay homage to Mike's parents, Carmela and Luigi, and his wife Margaret's parents, Arturo and Zeffira.

When the extended family – children, cousins, and grandkids – all came to see their beautiful family legacy in the Apotex Emergency Department, their eyes welled up with tears. They had individually spent many hours at Humber River Hospital with their loved ones in the final stages of their lives. Their gift was a way for the family to support other families in our community.

Both Mike's mother and his mother-in-law were cared for at length at Humber. Mike's mother Carmela spent the last three weeks of her life at Humber with a heart condition, and his mother-in-law Zeffira spent six months at Humber River Hospital during the final stages of her life.

"I was at the Hospital almost every day while my mother was here," says Mike. "The care was exceptional."

Carmela's family cherished their final days and moments with her. They were grateful that their goodbyes could still



feel intimate in a healthcare setting.

"Her care team was compassionate and took great care of her in a way that was so respectful of our space, we sometimes didn't even notice them working," says Carmela's grandson Tino. "We really appreciated that, because we were just there trying to say goodbye."

"The staff were really accommodating to my grandmother Zeffira's cultural and personal preferences too," remembers Mike's daughter, Carmela. "There were some vulnerable moments in her care when she felt the most

comfortable with female staff members, and her care team understood that."

Zeffira was among the first group of patients transferred to Humber's new Wilson site in 2015. She was very impressed with the new hospital.

Zeffira's daughter Margaret says "It was such a kind and comfortable environment, that for her it was like a dream."

Thank you, Marrese family, for supporting the care of other families at Humber.

The Future is Here

While we've launched the Command Centre to help us improve patient flow and continue to deliver excellent patient care to Humber River Hospital's community, this is just the beginning. Our vision is to continuously build upon the most advanced hospital command centre in North America, and put ourselves at the leading edge of high-quality patient care inside and outside the hospital system:

Phase 1 Nov 2017

+ Established the Command Centre with a focus on improving and streamlining patient flow through the Hospital system from intake to discharge, creating new "virtual" beds.

Phase 2 2018

+ Expand Command Centre monitoring to reduce preventable patient safety incidents by using early detection of changing conditions with early interventions.

+ Track patients' progress through "care maps" tailored to their unique health needs and the specific care they require, resulting in more efficient processes and quicker discharge.

Phase 3 2019

+ Use wearable technologies and Internet-connected devices in the home to monitor and manage patients after their discharge, and to reduce the likelihood of return hospital visits.



+ Harness new technologies and patient data to support seamless teamwork between Command Centre staff, hospital professionals and our community healthcare partners.

+ Use predictive Command Centre resources to identify post-discharge patients who need follow-up care or other timely healthcare intervention.



Dr. Susan Tory (far right)

Doc Talk: Dr. Susan Tory, Command Centre Medical Director

Tell us a little about yourself!

I am a General Internist and the Command Centre Medical Director. My very first day at Humber River Hospital was the day that the new hospital opened in October 2015! That was a little intimidating, but everyone really worked together to create a smooth transition.

How would you explain your job to a friend?

In the Command Centre, my role is to provide the clinical point of view. When we make decisions, I represent the physician voice in the room.

What is the best part about your work?

I have a job that allows me to interact with a ton of people on a multidisciplinary team of doctors, specialists, pharmacists, nursing staff, occupational therapists, physiotherapists, nutritionists... you name it. I think the people are the best part of any job.

What are the three most interesting pieces of technology at Humber?

Number one is the Command Centre. We are transforming healthcare by shining a spotlight on inefficiencies and addressing them. If a patient is waiting on an ultrasound to go home, someone in the Command Centre helps that happen so they can go home sooner. I'm really excited to be a part of that, and I think every hospital will want to be doing this soon.

Number two is the Pill Pick robot in the Pharmacy Department, because it reduces

medication errors. Any place we can mitigate human error, especially when it comes to medication, is a great intervention.

Third, our digital hospital means greater accessibility for physicians and patients. Everything I need as a physician is readily at my fingertips.

What is something awesome you've done in the last year?

Professionally, I got to be part of the launch of Canada's first Command Centre!

On a personal note, I've been able to spend a lot of quality time with my family. We recently took a big ski trip together.

What inspires you?

The people I work with. Our jobs are hard in the sense that we have an aging population that is making healthcare increasingly complex. Every member of our interdisciplinary team does their part, every day.

I'm also inspired by my husband, my parents, and my extended family. We all have different career paths, but I'm inspired by their dedication to their work.



Presenting Sponsor: CANACCORD Genuity

HRH and Team Revolution are making a difference, we are excited, proud and honoured.

Auguri Team Revolution!

Congratulations to all members of Team Revolution who crossed the Granfondo Peschiera Del Garda finish line on September 23, 2018 in support of healthcare in our city. The ride through Verona, Italy was a thrilling and emotional journey for the riders who are supporting Humber River Hospital, Mackenzie Health and Sunnybrook Health Sciences Centre.

The entire Humber family celebrates this amazing athletic and fundraising achievement. While all riders have a strong attachment to our Hospital and our community, the Team has evolved and expanded to include riders with ties to their own local hospitals too. This was the first year that some riders raised funds for other Foundations. This new event structure allows this inspiring group of riders to continue a "chain reaction" for healthcare. And for that, the entire community is grateful.

Corporate Corner: Canaccord Genuity

Every year, the entire Humber community of patients, physicians, staff and volunteers cheers on the Team Revolution cyclists as they push themselves physically and mentally to battle mountainous terrain, gravel roads and beating sun (or rain!).

This year, they will have an extra push to get them over the finish line in the Granfondo Peschiera Del Garda. As the Presenting Sponsor of Team Revolution for 2017 and 2018, Canaccord Genuity has shown their endorsement for our team and our cause, the symbolic "wind at their backs" for our riders.

"Giving back to the community is very important to Canaccord Genuity. But giving is not just about making a donation, it is about making a difference," explains Ron Sedran, Managing Director, Equity

Capital Markets, Canaccord Genuity. "HRH and Team Revolution are making a difference, we are excited, proud and honoured to come along for the ride."

But beyond his corporate role, Ron is also a long-time member of the team and its planning committee. In fact, he's been part of Team Revolution since 2012, the year of the Team's first trip to Italy for the Granfondo Italia in Rome. Since then, Ron has been an integral part of the team's riding and fundraising efforts, which has netted over \$2 million for healthcare in our community.

"On a personal level, my favourite things about being part of Team Revolution are the camaraderie and raising funds for Humber River Hospital Foundation," says Ron. "Plus the healthy living doesn't hurt!"



AWESOME Invitational Golf Tournament

In August, we hosted the 35th annual AWESOME Invitational Golf Tournament in support of Humber River Hospital! Together, we raised approximately \$200,000 (net) and counting to help support the expansion of Humber's MRI program.

Thank you to our golfers and sponsors. We hope you and your guests enjoyed the day at the prestigious St. George's Golf and Country Club as well as our dinner festivities which featured an exciting and successful live auction, silent auction and raffle draw. Congratulations to Tony Hooper who won the 50/50 draw and generously donated it back to the Foundation.

Really, Really Awesome Sponsors:



Humber Heels: Yorkdale + Humber River Hospital

Our women's event is back! For the third year, guests will be treated to a fun night of shopping curated by Yorkdale Shopping Centre, our Premier Styling Partner. They're bringing their best boutiques as pop-up shops to this year's event with a percentage of sales coming back to Humber, so guests can shop the night away and do good at the same time!

"Yorkdale is proud to support the Humber River Hospital Foundation on this wonderful event for the third year in a row," explains Mina Barbuto, Marketing Director, Yorkdale Shopping Centre. "Together with the Foundation team, we work closely with our retail partners to support the

Foundation by donating a percentage of sales that evening and to bring Yorkdale to life at this event. This event allows guests to shop the best that Yorkdale has to offer for one night only."

"Over the years, millions of dollars have been raised at our special events to support the innovation and technology at Humber River Hospital," states Helga Schneider, Vice President, Donor Relations, Humber River Hospital Foundation. "Yorkdale's steadfast belief in our Hospital and their support of Humber Heels shows customers that they care and are committed to building healthy communities in which we can all live, work and play."



Thank you to guests and sponsors who made The 2018 River Ball a roaring success. This year's event raised \$670,000 to expand our Mental Health and Addictions Program at Humber River Hospital.

We look forward to seeing you next year at The River Ball on May 9, 2019!

The River Ball: Glitz & Glamour by the River

Humber goes glam! On behalf of co-chairs Mary Mauti and Diana De Fulviis and the entire organizing committee, thank you to guests and sponsors who made The 2018 River Ball a roaring success. This year's event raised \$670,000 to expand our Mental Health and Addictions Program at Humber River Hospital by adding more beds, opening a new clinic and expanding the care team.

Your contributions support the programs, technologies and equipment that help make our Hospital's superior patient care a reality. Since the day we opened our new facility we've proudly stayed ahead of a changing world, continuously innovating to reinvent patient care now and well into the future. Thank you for helping us prepare for that future, today.

Revelry Sponsors:



CLICK YOUR HEELS AND SUPPORT A GREAT CAUSE!



HUMBER HEELS
WOMEN'S EVENT

HUMBER RIVER HOSPITAL FOUNDATION PRESENTS

SPARKLE & SHINE



THURSDAY, NOVEMBER 8, 2018 6PM — 9PM
COCKTAIL RECEPTION AT 6PM FOLLOWED BY DINNER AND SHOPPING

FASHION SHOW + EXCITING POP-UPS
+ HUMBER HERO PRESENTATION

PARAMOUNT EVENTSPACE
222 ROWNTREE DAIRY RD.
WOODBRIDGE, ON

TO PURCHASE TICKETS:
416-242-1000
EXT. 81510



PROCEEDS TO SUPPORT HRH PROGRAMS
INCLUDING BREAST RECONSTRUCTION
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