



2021 / 2022
ANNUAL REPORT

OUR LETTER
TO THE
Community



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ABOUT SCARBOROUGH HEALTH NETWORK

At Scarborough Health Network (SHN), caring for you and your family is not just our job, it is our privilege.

Working with our many community and government partners, patients, staff, physicians, volunteers, and donors, we are transforming patient care and outcomes today, and charting a new course to create a healthier tomorrow.

Across our three hospitals and several community-based satellite sites, our programs and services are designed for the specific needs of the Scarborough community. Home to leading minds, our medical expertise and compassionate care are accessed from well beyond our borders.

We are pleased to present the 2021/2022 joint Annual Report from SHN and SHN Foundation, telling the stories of our people, community, and donors. Thank you for joining us on our mission for equitable, accessible, and exceptional care for all of Scarborough.

OUR VISION

To become Canada's leading community teaching health network – transforming your health experience

OUR MISSION

Improving lives through exceptional care

OUR VALUES

COMPASSIONATE
INCLUSIVE
COURAGEOUS
INNOVATIVE

A MESSAGE FROM Our Leaders

First and foremost, thank you to our staff, medical staff, and volunteers for your unrelenting dedication to our patients and families. You have our eternal respect and admiration for your extraordinary efforts throughout the COVID-19 pandemic.

After an extremely challenging few years navigating COVID-19 and the staffing pressures that resulted from it, we remain steadfast in our commitment to exceptional care, particularly now that David began his role as interim president and CEO in June 2022, and Dr. Elaine Yeung became our new chief of staff in July 2022.

Building from past-president Elizabeth Buller's successful leadership and collaboration with community partners, we look forward to taking SHN to even greater heights in the pursuit of exceptional healthcare for Scarborough. David and Dr. Yeung have each called this dynamic community home at various points throughout their lives, with David first joining SHN as executive vice president and chief administrative officer in June 2018 and Dr. Yeung previously serving as SHN's first corporate chief and medical director for the Department of Medicine, since 2019.

Scarborough has much to look forward to. We're moving full steam ahead on our capital planning and redevelopment projects for our future facilities, thanks to the Ontario Government's \$1-billion-funding commitment and SHN Foundation's \$100-million fundraising campaign, *Love, Scarborough*. These critical investments will build more capacity for Scarborough and our surrounding communities.

We are also excited to advance research that matters to our community with the creation of the Scarborough

Health Network Research Institute, a place where researchers will apply evidence-based practices through a health equity lens to better understand the specific health needs of Scarborough. Their findings will inform healthcare solutions that aim to close the gaps associated with the social determinants of health, resulting in the safest, highest quality of care. This work will complement SHN's strategic efforts to train the next generation of health professionals alongside the University of Toronto Scarborough through the Scarborough Academy of Medicine and Integrated Health.

As you explore this Annual Report, consider how the exciting endeavours captured here will help to transform the patient experience through innovation, education, and research. Find out how we prioritize the well-being of our healthcare workers to attract and retain the best teams. Learn more about our successful COVID-19 testing and vaccine strategies and what we learned from the process.

For our part, we will focus on delivering the safest, highest quality healthcare as we contend with a post-pandemic reality and enhance our diverse and specialized services. We are optimistic about the future of healthcare in Scarborough and look forward to advancing our vision of being Canada's leading teaching community health network—transforming your health experience.

Thank you,

Matt, David, and Elaine

Dear SHN supporters,

On behalf of the Scarborough Health Network (SHN) Foundation team and our Board of Directors, thank you for showing your love for Scarborough.

This was a tremendous year for our Scarborough hospitals. As we continued to battle the COVID-19 pandemic and saw among the highest case counts in the province, we brought our cause to the forefront. The launch of the *Love, Scarborough* campaign showed Toronto what we have known for years—that our community deserves the same level of innovative technology and facilities enjoyed by the rest of Toronto. And we need them to back us up.

And you—our incredible community of businesses, restaurants, community groups, and generous donors—made the *Love, Scarborough* campaign a movement. You shared our message far and wide on social media, at community events, and by telling your Scarborough stories. You wore Scarborough pride on your sleeve by purchasing *Love, Scarborough* merchandise. Thanks to you, *Love, Scarborough* was amplified and carried throughout the GTA and helped us achieve over 90% of our \$100-million fundraising goal.

And we're not done yet.

We will continue to reach new milestones and push the boundaries of what is possible for Scarborough. While the care we provide is exceptional and world-class, we need to build up our hospital facilities to a level equal to the incredible people who live and work here. **Together, we will continue to break down barriers for equitable and accessible healthcare in Scarborough.** With you by our side, we will rewrite the story for Scarborough.

As we look to the future, we are pleased to welcome Al Donald as our new SHN Foundation Board Chair. We are incredibly hopeful for what lies ahead for SHN and SHN Foundation.

Love, Scarborough is just the beginning as we take back the narrative about our vibrant, resilient, and beautiful Scarborough community. Thank you for your support throughout this exciting year and for believing in our vision of improving lives through exceptional care.

Love, SHN Foundation

And sincerely,

Alicia and Paul



Matt Ainley
Chair, Board of Directors
SHN



David Graham
Interim President & CEO
SHN



Dr. Elaine Yeung
Chief of Staff
SHN



Alicia Vandermeer
President & CEO
SHN Foundation



Paul Torrie
Chair, Board of Directors
SHN Foundation

SCARBOROUGH HEALTH NETWORK

At a Glance

Scarborough Health Network serves one of Canada's most diverse communities and provides care to a catchment area of **over 850,000 people** across Scarborough and beyond.

To serve the needs of a growing population—made up of almost **60% New Canadians**—our healthcare teams build programs and services designed to care for our unique community.

ONTARIO'S **THIRD-LARGEST COMMUNITY HEALTH NETWORK** WITH THREE HOSPITALS AND SEVERAL COMMUNITY-BASED SATELLITE SITES



BIRCHMOUNT



CENTENARY



GENERAL



LEADERS AND PARTNERS IN SPECIALTY MENTAL HEALTH, CANCER AND KIDS' CARE



ADVANCED BIRTHING CENTRE FOR MOMS, NEWBORNS AND GROWING FAMILIES



HOME TO ONTARIO'S LARGEST REGIONAL NEPHROLOGY PROGRAM



ONTARIO'S LARGEST COMMUNITY-BASED CARDIOVASCULAR REHABILITATION SERVICE

DESIGNATED CARDIAC CENTRE FOR THE CENTRAL EAST REGION OF ONTARIO

INTERNATIONALLY DESIGNATED CARDIO-ONCOLOGY CENTRE OF EXCELLENCE



PARTNER OF THE FUTURE SCARBOROUGH ACADEMY OF MEDICINE AND INTEGRATED HEALTH AT THE UNIVERSITY OF TORONTO SCARBOROUGH

COMMUNITY-AFFILIATED TEACHING SITE FOR THE UNIVERSITY OF TORONTO

MEMBER OF THE TORONTO ACADEMIC SCIENCE HEALTH NETWORK

REAL PEOPLE. REAL LOVE FOR SCARBOROUGH.

Throughout the Love, Scarborough campaign, one of the key elements is the handwriting you see which came from real people. From community members and business leaders to SHN staff, physicians, patients, and donors, there is one for each letter of the alphabet. Their letters were compiled together to create Scarborough Sans, a typeface as unique and diverse as the people that it came from. This is Fiona, C for Cancer Patient, and this is her story.

"Three years ago, I was diagnosed with Hodgkin's Lymphoma. At the time, I was pregnant, scared, and uncertain about my future. But all I could think of at the time was whether my baby was going to be ok. Thankfully, at SHN's Centenary Hospital, I was not only able to deliver my baby, but also beat my cancer. I am now in my third year of remission, and the treatment I received from the doctors and nurses has humbled me and helped me develop a sense of pride.

Since then, I've been trying to give back to the hospital that has given me a new lease on life. I joined Scarborough Health Network Foundation because I wanted the Scarborough community to know about all the amazing things being done in our hospitals and be proud of it too. Scarborough is unique because there is a strong sense of community here. The thought that you can come from anywhere in the world, start a whole new life, and even meet people from your home country is such a comforting thought. It's something to take pride in."

Fiona Kingsley-Boyer
SHN Patient

Fiona
Cancer Patient

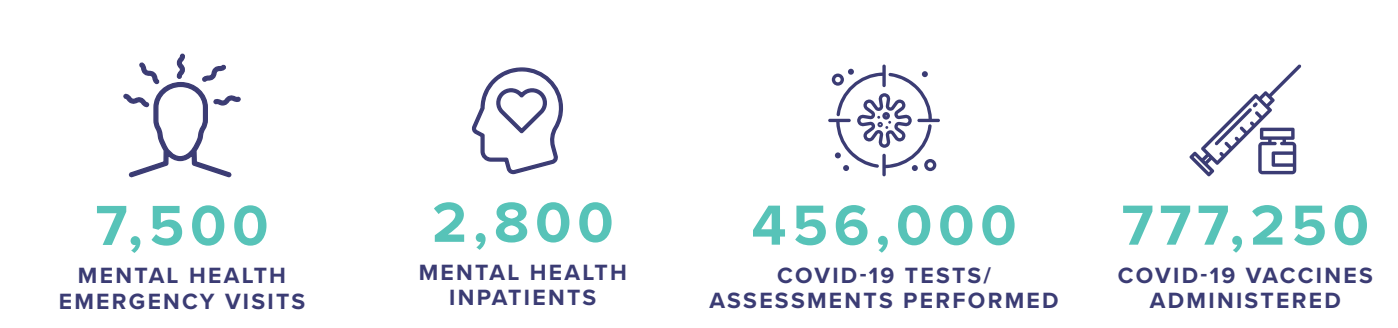
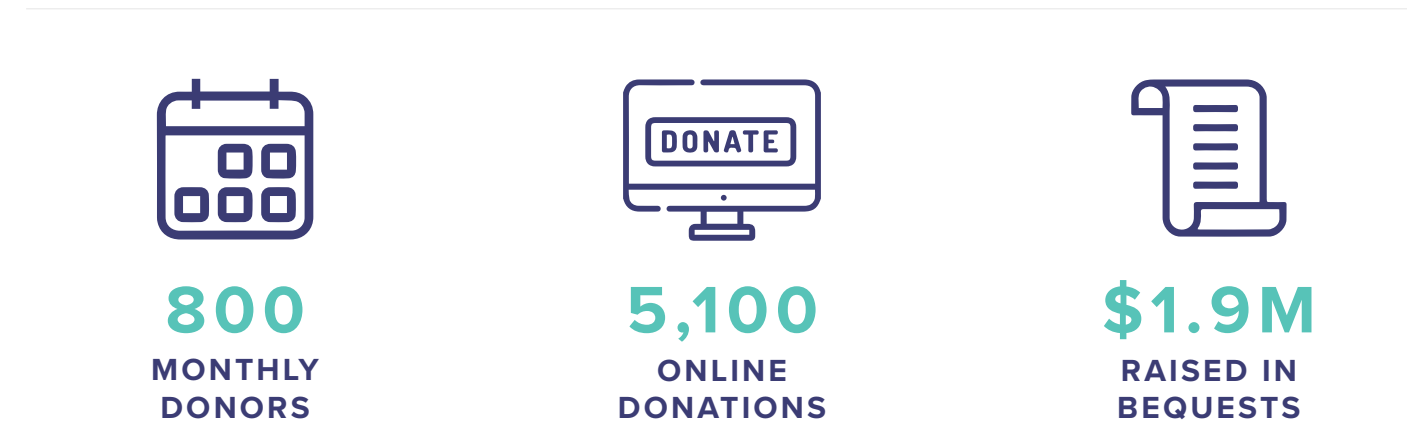
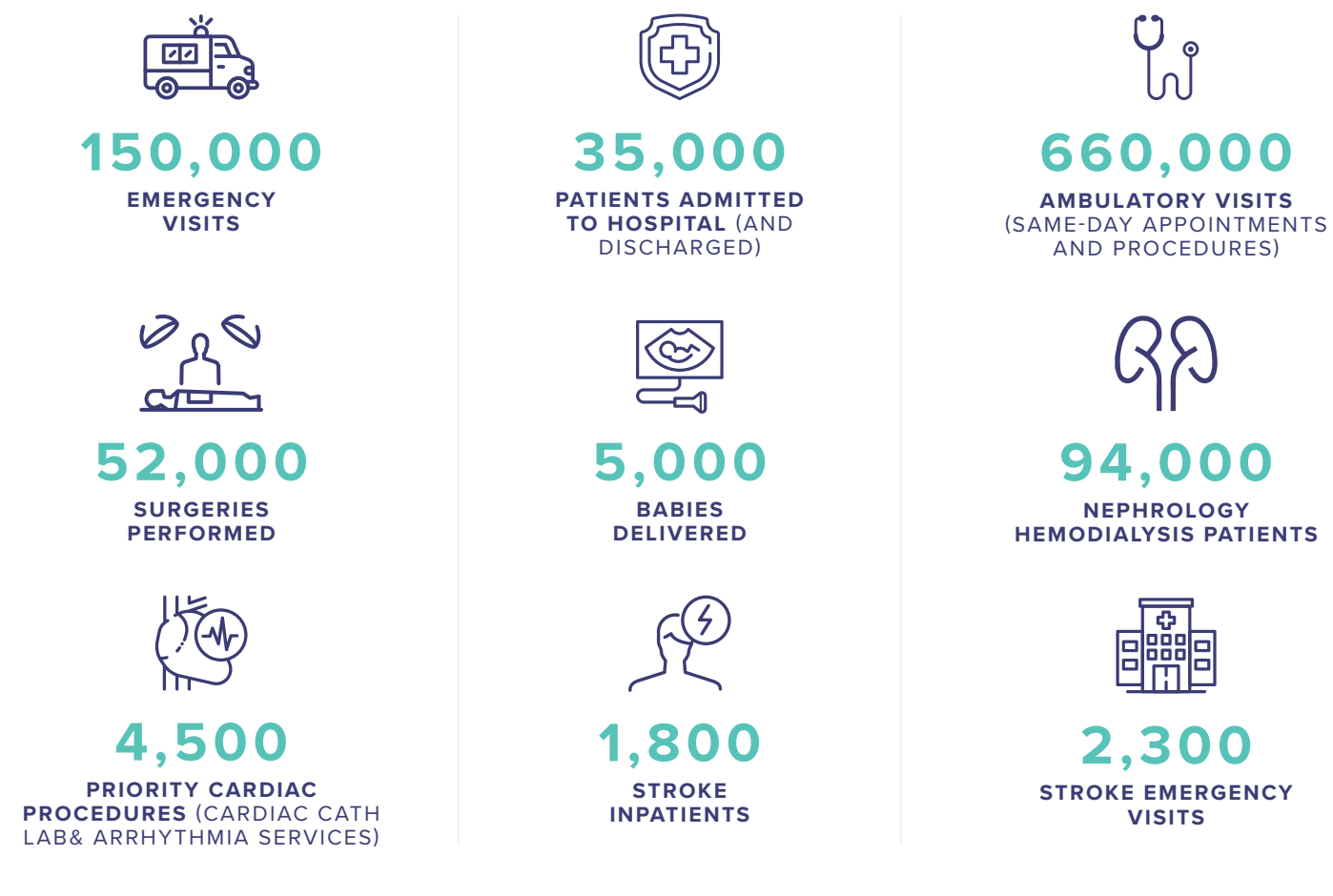
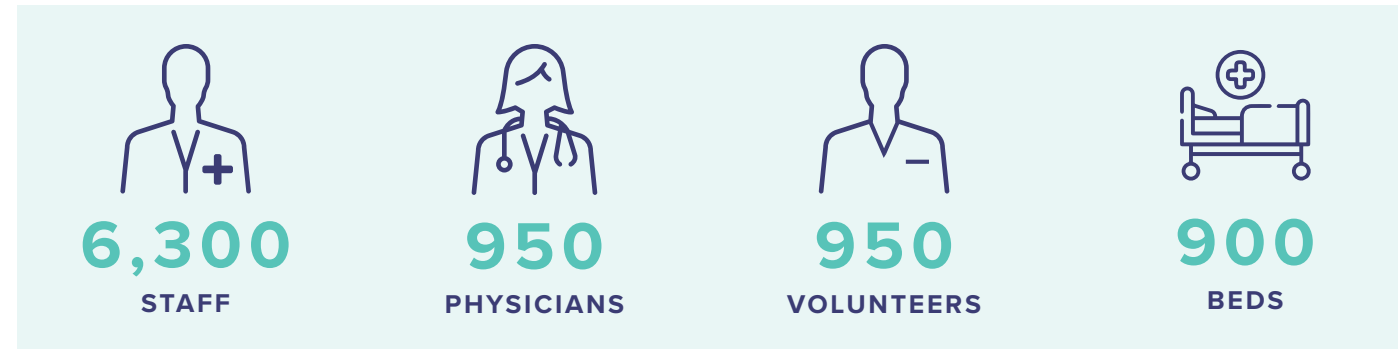
Learn more at
[LoveScarborough.ca](https://www.LoveScarborough.ca)

By the Numbers

FISCAL YEAR 2021 - 2022

SCARBOROUGH HEALTH NETWORK

SCARBOROUGH HEALTH NETWORK FOUNDATION



HOW *Love, Scarborough* LAUNCHED A MOVEMENT

On January 10, 2022, SHN Foundation publicly launched the historic *Love, Scarborough* campaign to spread awareness about the health inequities we face in Scarborough and encourage the rest of Toronto to back us up. Thanks to the incredible support of our community through donations, amplifying our message, and showing their immense love for Scarborough, the campaign quickly became a movement. From Toronto Maple Leafs players to local community leaders, Scarborough's voice was finally heard.

From January to March 2022, the *Love, Scarborough* campaign achieved these incredible milestones:



We are tremendously grateful to everyone who has come along for the *Love, Scarborough* journey. SHN Foundation and the *Love, Scarborough* campaign will continue to advocate for equitable healthcare in Scarborough and help upgrade our hospitals to a level equal to those who live and work here.

Your support will help us: expand emergency care and create Canada's first no-wait emergency department, build the new Bridletowne Neighbourhood Centre to educate, prevent, and manage chronic disease in the community, upgrade dialysis units at the Centenary and General hospitals, innovate diagnostic imaging at our General Hospital, and create the new Community Mental Health Hub.

To learn more about the *Love, Scarborough* campaign, visit LoveScarborough.ca.

OUR *Campaign* PRIORITIES



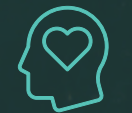
EMERGENCY CARE



KIDNEY CARE



DIAGNOSTIC IMAGING



MENTAL HEALTH

THE JOURNEY TO *\$100 Million*

Many donors have supported us on the road to raising \$100 million. We are tremendously grateful to those donors who share our vision of equitable care for Scarborough, and we are honoured to highlight some of the milestone gifts that have helped us on the road to our goal.

2018

PIZZA NOVA

THE FIRST SIGNIFICANT DONATION TO THE NEW DIAGNOSTIC IMAGING CONCOURSE

2019

DEEPA AND NARINDER LAL

THE FIRST TRANSFORMATIONAL GIFT IN SUPPORT OF LOVE, SCARBOROUGH CREATES THE DEEPA AND NARINDER LAL EMERGENCY DEPARTMENT AT SHN'S GENERAL HOSPITAL AND SUPPORTS CARDIAC CARE.



2020

ESTATE OF FRIEDRICH KLEIN

THE LARGEST ESTATE GIFT IN SHN HISTORY, SUPPORTING DIAGNOSTIC IMAGING

2021

GEORGE AND TAMI COPE

THE FIRST SIGNIFICANT DONATION IN SUPPORT OF THE CENTENARY EMERGENCY DEPARTMENT

STEPHEN J. SMITH

THE FIRST SIGNIFICANT DONATION IN SUPPORT OF THE BRIDLETOWNE NEIGHBOURHOOD CENTRE

THE SLAIGHT FAMILY FOUNDATION

AS PART OF A \$30 MILLION COMMITMENT TO SUPPORT MENTAL HEALTH SERVICES ACROSS CANADA, THE SLAIGHT FAMILY FOUNDATION IS THE FIRST SUPPORTER OF THE NEW COMMUNITY MENTAL HEALTH HUB.



2022

EDMUND AND FRAN CLARK

A \$1-MILLION GIFT ON THE LOVE, SCARBOROUGH CAMPAIGN'S FIRST DAY IN MARKET, IN SUPPORT OF DIAGNOSTIC IMAGING

THE NORTHPIKE FOUNDATION

THE LARGEST GIFT IN OUR HISTORY, THE NORTHPIKE FOUNDATION DONATES \$20 MILLION TO CREATE THE NEW NORTHPIKE EMERGENCY DEPARTMENT AT CENTENARY, THE NORTHPIKE DIAGNOSTIC IMAGING CONCOURSE AT GENERAL, AND THE NORTHPIKE CENTRE FOR SURGICAL QUALITY EXCELLENCE.



We are tremendously grateful to those who have donated over \$1 million cumulatively to SHN Foundation as of March 31, 2022:

- AGNICO EAGLE MINES LIMITED
- ATN - ASIAN TELEVISION NETWORK INTERNATIONAL LIMITED
- BELL CANADA
- CIBC
- DEEPA AND NARINDER LAL
- DR. HAROLD & ANNE STEIN
- DRS. MICHAEL & AMIRA DAN & FAMILY
- EDMUND AND FRAN CLARK
- EDWARD & SUZANNE ROGERS
- ESTATE OF FRIEDRICH KLEIN
- FAROKH & DR. DHUN NORIA
- FDC FOUNDATION
- GEORGE AND TAMI COPE
- ORTHO BIOTECH, DIVISION OF JANSSEN-ORTHO INC.
- PETER & HELEN YOUNG
- RBC
- ROGERS
- SCARBOROUGH CHINESE OUTREACH COMMITTEE
- STEPHEN SMITH AND DIANE BLAKE
- TD BANK GROUP
- TELUS
- THE GULSHAN & PYARALI G. NANJI FAMILY FOUNDATION
- THE SCARBOROUGH HOSPITAL VOLUNTEERS
- THE SLAIGHT FAMILY FOUNDATION
- ANONYMOUS (3)



FROM SCARBOROUGH PRIDE TO SHN POP-UP SHOPS: HOW ONE LOCAL SHOP OWNER HELPED MOBILIZE A Community

If you told the creator of the online community Scarborough Spots a year ago that he would have a pop-up shop at Scarborough Town Centre, he wouldn't have believed it.

Jesse, a Scarborough native and the creator of Scarborough Spots, an online account that's "the real guide to the Eastside," started the Instagram account at the beginning of the COVID-19 pandemic.

"In the summer of 2020, I spent some spare time working from home. I saw that our local Scarborough businesses and restaurants were struggling during the lockdown and wanted to help give them some promotion online," said Jesse. "I wanted to make a difference in my community."

Growing up in Scarborough, Jesse was also familiar with SHN's General Hospital.

The staff there discovered Jesse had a hole in his heart when he was a kid and rushed him to a specialty hospital for heart surgery to repair the hole. Jesse recalls the excellent care at SHN when his heart condition was diagnosed and is grateful they found it when they did. "When I saw the *Love, Scarborough* marketing campaign in January, I remembered the great care I received at SHN and thought about our entire community who rely on our hospitals."

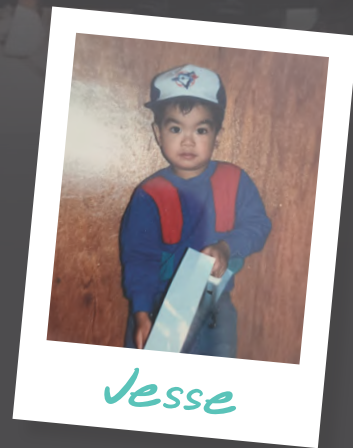
After the *Love, Scarborough* campaign launch, Toronto Maple Leafs players and Scarborough natives Wayne Simmonds and Michael Bunting posted a photo to Twitter wearing *Love, Scarborough* T-shirts, which were, initially, only produced to spread awareness of the cause. Little did anyone know they started a movement; everyone wanted a custom *Love, Scarborough* branded tee.

"I had been following along the campaign through SHN Foundation's social media channels and sharing everything I could, and by the end of January, it was just taking over. They contacted me as a local business owner and someone who sells clothing to ask if I'd be interested in partnering with them to produce *Love, Scarborough* merchandise. I didn't even have to think twice; it was a perfect fit." Scarborough Spots and SHN Foundation launched the *Love, Scarborough* merchandise line on February 4, 2022, and received more than 600 orders in the first two months. In March, Jesse collaborated with Scarborough Town Centre (STC) and SHN Foundation to host a pop-up shop in STC's Centre Court.

"Scarborough Town Centre is where everyone went when I was a kid. Going to STC on a Friday or Saturday, you would see everyone you knew," said Jesse. "In a community with so many new Canadians and immigrants, many of our parents worked hard to build a brand-new life, and that often meant working night shifts or overtime, so STC was the place to be and to gather for a lot of us. A pop-up shop there featuring my items and supporting SHN Foundation was just surreal."

"I wanted to donate all of the net proceeds back to the hospitals because what they do is so important," said Jesse. "If you live in Scarborough, chances are you're going to need the hospitals at some point, and we need to make sure the healthcare workers there have everything they need to care for us."

It's people like Jesse who embody Scarborough's pride, generosity, and spirit. If you would like to show your love for Scarborough your own way and fundraise for SHN Foundation, visit [SHNFoundation.ca/ShowYourLove](https://shnfoundation.ca/ShowYourLove).



REMEMBERING A LOVED ONE THROUGH A Gift of Securities – A NIECE'S WAY OF SAYING 'THANK YOU'

Bapsy Premjee immigrated to Canada in 1983, settling down in Bridletowne Circle in Scarborough. Growing up in India, she was incredibly close to her uncle, Nani Ardeshir Palkhivala. Nani and his wife were like second parents to Bapsy and her brother; they showed them the best way to a better society was through giving back.

Nani Palkhivala led an extraordinary life as one of the greatest intellectuals of modern India. Not only did he fill great speaking venues in Mumbai and other cities in India with his annual budget speeches, but was invited on several occasions to come to Canada and speak at universities and other large organizations.

But, perhaps even more inspirational than his incredible corporate success was his desire to contribute to India's community and the nation. He played a key role with many philanthropic organizations, donating his time and money to causes that were important to him and to society. He believed in doing what was right, working hard, respecting those around him, and living his life with grace and humility.

And Nani instilled these same beliefs in his niece, Bapsy Premjee. When Bapsy met Dr. Dhun Noria, surgical pathologist and Corporate Chief of Laboratory Medicine at SHN, she learned about the extraordinary work being done at our Scarborough hospitals.

Bapsy started donating to SHN's Birchmount site in 1996 and continued her support over the last 25 years. When she learned about the option of making a bigger contribution through gifts of securities, she knew it would be her special way of thanking her uncle.

"I wanted to do something in honour of my uncle and make sure he was remembered for the great things he did. **He was a very generous man and believed that what we get should be giving back for the good of humankind.**"



Nani Ardeshir Palkhivala

To honour her uncle's legacy and ensure his name was remembered here in Canada, Bapsy made a gift of securities donation in Nani Palkhivala's name to SHN Foundation.

"When I learned about making a gift of securities donation, I knew it was something I wanted to do," Bapsy continued. "I wanted to make a difference during my lifetime and see my uncle's name on the donor wall. This way, I also get a great tax benefit and will get to see how my donation can help improve healthcare in Scarborough."

Nani's philanthropic and humble legacy will live on through Bapsy's donation in his name. She will be able to see her uncle's name proudly listed on our donor wall—and see the difference her donation will make in Scarborough.

*If you would like to consider including SHN Foundation in your plans, please reach out to **Verna Chen** at vchen@shn.ca or 416-219-5789 or complete your online will at [SHNFoundation.ca/LegacyGiving](https://shnfoundation.ca/LegacyGiving).*



NORTHPINE FOUNDATION DONATES \$20 Million

THE LARGEST GIFT IN SCARBOROUGH
HEALTH NETWORK'S HISTORY

SHN Foundation was thrilled to receive an incredible \$20-million donation from the Northpine Foundation, the largest in the history of our Scarborough hospitals. This transformative gift will create Canada's first no-wait emergency department, modernize diagnostic imaging, and create a surgical quality excellence program, right here in Scarborough.

“Northpine views human health as a critical factor to support thriving communities, and we know the people of Scarborough deserve the same level of care and facilities as the rest of Toronto. We were inspired to support SHN because of the gap in healthcare donations to Scarborough, whose diverse population is 59% New Canadians. We know that there are great learning opportunities in Scarborough that can help improve the health of others across Ontario, Canada, and globally.”

Aatish Baskanderi
CEO, Northpine Foundation

This momentous donation will do incredible things for SHN's Birchmount, Centenary, and General hospitals and have a lasting impact. Their gift will:

- Create the **Northpine Emergency Department** at Centenary Hospital, which will be the first no-wait emergency department in Canada. This groundbreaking model will incorporate a physician at the front of care and more efficiently triage, test, and treat patients to reduce wait times.
- Modernize diagnostic imaging through the **Northpine Diagnostic Imaging Concourse** at General Hospital, which will support the radiologists and specialized professionals performing more than 335,000 diagnostic imaging exams yearly at SHN. It will bring all imaging services together in a single location at SHN's General Hospital in a new state-of-the-art concourse.
- Launch the **Northpine Centre for Surgical Quality Excellence** and propel SHN to become a leader in a quality-based and innovative program, piloted in the surgical department. SHN has the second-largest surgical program in Ontario and, with Northpine's investment, will become a leader in positive surgical outcomes, research, and innovation.

Thank you, Northpine Foundation, for believing in us.



Rendering of the Northpine
Diagnostic Imaging Concourse - MRI Room

THE NORTHPINE DIAGNOSTIC IMAGING CONCOURSE

In fall 2022, SHN will break ground on the new Northpine Diagnostic Imaging Concourse at our General Hospital. The new, 36,000-square-foot, state-of-the-art Concourse will include dedicated suites for nuclear medicine, CT, MRI, ultrasound and a second suite for interventional radiology, reducing wait times by 50%. Once built, the new concourse will be the only centre in a community hospital in Ontario that brings vascular surgery and radiology suites together in a single, dedicated space. For patients, it means less waiting for people who need interventional procedures to remove cancer, treatment for renal and hepatic cancers and uterine fibroid embolization.

The new Concourse will house a new 3T MRI machine—the fastest diagnostic magnetic resonance imaging technology available today. This machine enables the images to be sent for immediate analysis and will allow our teams to perform exams up to 100 times faster than standard MRI exams. The 3T MRI machine is also more comfortable than a typical MRI. While some patients can feel claustrophobic in a traditional MRI scanner, the 3T allows the patient's head to remain outside the tube for scans that don't involve the spinal cord, neck, or head.

The Northpine Diagnostic Imaging Concourse will increase capacity, reduce wait times, modernize technology, enhance continuity of care, and provide an accessible, comfortable space for patients and families. SHN's Diagnostic Imaging Department will become Toronto's most modern imaging facility, ensuring our exceptional health professionals have the space and tools to effectively and efficiently diagnose and—in many cases—treat illnesses, creating a healthier Scarborough.

Thanks to incredible donors, we are making this a reality for our patients and community and delivering on a promise we made 10 years ago.

Love, Scarborough



A HEALTHY COMMUNITY STARTS WITH YOUR LOCAL Hospital

"I've lived in Scarborough since 1982. My roots are deep here. Three of my five kids were born at the same Scarborough hospital, and they all finished high school here. I'm proud of the life we've built and value my community tremendously. SHN is a valued and essential part of that community. That's why I've been volunteering and fundraising for them for the last eight years.

Since 2013, I've helped organize a yearly Family Day Celebration and fundraising campaign for Scarborough's hospitals. In 2018, I led a team of volunteers to raise \$250,000 for SHN within five years, but we were able to do it in less than three. I'm not saying any of this to be boastful, it's just an example of what we can do if we all work together to help SHN get the modern facilities and amenities it needs to better serve our community. I hope this inspires you, and that you will be joining us soon."

Asad Chowdhury
Donor and Community Member

Asad is one of the 26 stories featured in our Love, Scarborough campaign. Visit LoveScarborough.ca to view the full stories and learn more about the campaign.

Asad Donor

Learn more at LoveScarborough.ca

Inspiring

A \$1-MILLION DONATION ON LOVE, SCARBOROUGH'S 1ST DAY IN MEDIA



On January 6, 2022, SHN Foundation put the first *Love, Scarborough* ad in *The Globe and Mail*. The ad announced the launch of the daring and candid *Love, Scarborough* marketing campaign, highlighting the health inequities we face in Scarborough and asking the rest of Toronto to support our hospitals.

Ed Clark, the former President and CEO of TD Bank Group, among other senior leadership positions, read the paper at 8 a.m. with his morning coffee. By 9 a.m., he was on the phone with an SHN Board member to tell them he wanted to donate.

"When I saw the ad, I knew that it was speaking directly to me," said Ed.

"As someone who grew up in Agincourt, with family ties to Scarborough, and found success in Toronto and internationally, I knew I needed to give back to the community I grew up in.

I didn't need a second cup of coffee to know I should be helping."

Ed Clark
Former President and CEO of TD Bank Group

So, Ed and his wife, Fran, made a \$1-million donation to SHN in support of a new interventional radiology suite.

Interventional radiology is key in helping physicians deliver precise and minimally invasive treatment to patients dealing with kidney failure or chronic kidney disease. Due to the ethnic makeup of our diverse Scarborough community, our SHN hospitals see heavy demand for dialysis and other chronic kidney disease treatments.

"When we decided to make our gift, we talked about the nephrology program at SHN and the high rate of kidney disease in Scarborough," said Ed. "My sister, unfortunately, passed away from kidney disease when she was only 59, so this felt like a good area to support. When her husband saw our gift ad in the *Globe and Mail*, he wrote me a note saying Ellen would be touched."

Ed and his wife are no strangers to giving back. They are noted philanthropists across Toronto and Canada to a variety of different organizations.

"I think everyone should give where it can make a huge difference," continued Ed. "Especially those places who aren't normally top of mind when people think of donating; these are the places that really need our support and where we can make a tangible difference for so many people."

Ed doesn't usually accept much in the way of public recognition when it comes to his many philanthropic donations. However, he knows it can inspire others with similar stories.

"I don't give for the recognition. I give to make a difference," said Ed. "However, I'm coming to accept that others may hear my story and be inspired to donate because they have a similar one. Even if I didn't have a personal connection to Agincourt and Scarborough, I know I still would have given because Scarborough is a critical part of our city and our healthcare system."

SHN Foundation is incredibly grateful for donors like Ed and Fran Clark, who know the importance of equitable healthcare in Scarborough and across Canada.

SUPPORTING STUDY FOR *World-Class* PATIENT CARE



If you are from Scarborough, you might know that at Scarborough Health Network (SHN), we are relentless in our pursuit of providing **exceptional care** every day, every shift. What you may not know are the lengths to which our long-range planning goes towards ensuring SHN can continue to pursue those goals far into the future.

While this is truly a team effort, there are a few key people who have taken on leadership roles in this work. Each of them represents dedication and diversity in their personal and professional background that is reflective of all those who have committed themselves to SHN's strategic goal to **transform the patient experience through innovation, education, and research**.

Take Dr. Adriana Carvalho, a staff psychiatrist at SHN. She recalls that when she began her work in her birthplace, Brazil, the high incidence of HIV created a situation similar to what we have been living over the last two years with COVID-19. It was a time of learning on-the-fly and few treatments for an unfamiliar infection that often presented with unexpected symptoms.

"I became fascinated with research aimed at trying to understand and explain why patients would present with such a variety of symptoms," said Dr. Carvalho.

"Then I moved to Canada to do my post-doctorate study and got the opportunity to be involved in implementation science studies and applied research—meaning we implemented the knowledge we gained from research in real-world cases. We identified and treated mental health in HIV patients since some psychiatric conditions can put people at risk of having worse outcomes from the infection or a higher likelihood of getting infected in the first place."

"I had the opportunity to work using a multidisciplinary approach to care that was beginning to take into account the full range of health determinants, from diet, to housing, to income, to social support, to genetic predisposition, and so on—the complete picture."

This resulted in models of care that could be taught and replicated, and as Dr. Carvalho stated, "brings together all the healthcare services necessary to impact the outcome of the illness in a more proactive, beneficial way. In Scarborough, this is what is needed for our outsized rates of ailments like kidney disease."

Models of care are only as good as the research they are based on, which is why Dr. Carvalho has become involved in the newly formed Scarborough Health Network Research Institute. Their goal is to conduct studies that provide a deeper understanding of our Scarborough community and the risk factors faced by our diverse population. This research will be geared towards application, giving care providers tangible information that they can use to better cater their services to our community's needs.

Dr. Carvalho became the Scarborough Health Network Research Institute's inaugural Scientific Director in August 2022, working closely alongside David Graham, SHN's Interim President and CEO, to advance the development of the institute.

They are joined by Maureen Adamson, former chair of SHN's Board of Directors. Maureen viewed creating the Scarborough Health Network Research Institute as "a key component of SHN's first strategic plan, and something long overdue and much deserved for Scarborough." That passionate belief is what led her to take the role of the new institute's Board chair.

David shares that perspective, noting, "The Scarborough Health Network Research Institute will contribute to organizing and supporting research that matters to Scarborough's diverse community, to uncover how patients are affected by practices and existing patient care models. These insights will result in care models and evidence-based practices that health systems across Canada will eventually adopt and apply in their specific regions."

The Scarborough Health Network Research Institute also represents a game-changing opportunity to put SHN at the table with all of the Toronto academic hospitals. With this larger collaboration, SHN will both benefit and contribute to the betterment of the health system at large.

SHN is advancing this "seat at the table" goal through our membership in the Toronto Academic Health Science Network (TASHN). Dr. Sacha Bhinder, staff adult respirologist at SHN, is one of SHN's representatives on that committee. He makes clear that SHN has already gained tremendous value from access to the resources, expertise, planning, discussion, and preparation that our peers in that network provide.

"Enrolment in TASHN has bolstered our pandemic response and helped solidify Scarborough's place in the planning for future healthcare initiatives in the City of Toronto," said Dr. Bhinder. SHN's rising profile in the healthcare innovation and research ring has a knock-on effect of making our organization more attractive to tomorrow's medical talent by establishing SHN's position as a healthcare leader.

In order to enhance that offering to prospective students, SHN has partnered with the University of Toronto

Scarborough in the development of the Scarborough Academy of Medicine and Integrated Health (SAMIH).

"Scarborough has always had a **strong legacy** of healthcare teaching, creating outstanding students, residents, and future healthcare providers."

Dr. Bhinder

"With SAMIH, that history is now getting recognized with an incredible space for healthcare studies."

As for patients and families, they have the peace of mind of knowing their healthcare teams are at the forefront of Scarborough-made, modern healthcare that is informed by safety and quality measures every step of the way, and that results in better care outcomes.

Following graduation, more new doctors and clinicians will have the opportunity to practice where they studied, bringing with them a unique understanding of our community's specific needs.

The first cohort of SAMIH students will start with the enrollment of medical and physical therapy students, plus physician assistants, nurse practitioner students, and undergraduate life sciences students.

Through establishing these key partnerships and by strengthening existing relationships, our health network has made this a pivotal moment. SHN is establishing Scarborough as a centre of excellence in healthcare academia and research, closer to home, which will transform the patient experience and help us live up to our mission of improving lives through exceptional care.

CARING FOR THE Caregivers

In January 2020, the Spiritual and Religious Care (SRC) department at Scarborough Health Network (SHN) was receiving regular visits by employees and physicians. In less than three months, the number of visits each month would explode, as the surging COVID-19 pandemic sent shockwaves through our communities and our health care settings.

The news was dramatic and headline-grabbing, as healthcare workers began donning personal protective equipment and leaving their homes to face the uncertainties of a new and deadly virus. And while our people were on the frontline caring for Scarborough's most vulnerable with incredible compassion and dedication, it became abundantly clear that healthcare workers would rely on that same care in return.

"Caring for our people has **always been embedded into our wellness program**, and how we are building our culture, but over the last year or two, it's taken on new wings."

Michele James

Vice President, People and Transformation

At the start of the COVID-19 pandemic, SHN brought together a team of professionals from Workplace Health and Safety, Mental Health, and Spiritual and Religious Care to understand the needs of our people as they took on this immense challenge—particularly here in Scarborough, one of the hardest hit communities.

Teams from across SHN planned and facilitated meal donations for staff, scheduled on-unit wellness breaks, and launched bi-weekly anxiety and depression screener surveys, not to mention providing daily wellness tips, a wellness webpage, tools, education and supports for leaders.

In addition, regular channels of communication ensured staff were kept informed on current COVID-19 news and data while providing access to safety tips, training, and testing to keep everyone safe.



"Wellness is more than one person or department," said Philippa Dawood, Wellness Coordinator. "Wellness is embraced at **every level** starting from the top and focuses on a circle of care that serves the emotional, moral, spiritual, physical, and cultural health of all of our employees, medical staff, and volunteers."

As evidenced by the drastic increase in visits to the SRC offices, staff and physicians began accessing these services with intensity, further reinforcing the belief in a more unified circle of care.

"Like all of us, our frontline staff have been coming to terms with this constantly evolving global health crisis," said Ajith Varghese, Manager, Spiritual and Religious Care. "But they've had to do it while at the same time fighting that very disease as healthcare workers while it spread through our communities."

The need for a holistic approach to wellness was profound, and the professional teams tasked with supporting frontline staff, including licensed psychotherapists, were able to provide real, accessible supports and a safe, trusted space for our staff experiencing spiritual crisis, burnout, and compassion fatigue and a host of personal issues compounded by the pandemic. Tools like the anxiety and depression self-screening surveys were game-changing for staff struggling to cope with the stress.

Wellness at SHN continues to soar as we support a healthy and resilient community of staff, physicians, and volunteers. **Our people are everything.** And we know it's better for all of us when we are there for each other.

That's the beauty of a collaborative wellness strategy—when everyone's working together, you can build a culture of wellness effectively.

INSPIRING Generations THROUGH CARE

"In Grade 1, I was hospitalized for Whooping Cough. My parents visited me as often as they could, but I was mostly alone. Thankfully, the nurses at the hospital were very kind to me and that was something that I never forgot. On the day I was discharged, I remember telling my mom that I wanted to help people just like the nurses helped me. So, she encouraged me to follow that dream, and I became a doctor."

I chose to work at SHN because I wanted to impact people's lives and work in a community that was diverse. That diversity also applies to the economic status of Scarborough residents, which means it's harder to raise funds to help bolster our medical programs than it is in more affluent areas. But that doesn't change the fact that the people here need the same level of medical care. We need to invest more in the people who need us."

Dr. Colette Rutherford

Corporate Chief & Medical Director,
Obstetrics & Gynecology

Dr. Rutherford is one of the 26 stories featured in our Love, Scarborough campaign. Visit [LoveScarborough.ca](https://www.loveScarborough.ca) to view the full stories and learn more about the campaign.

Dr. Colette Rutherford
Women & Children's Specialist

Learn more at
[LoveScarborough.ca](https://www.LoveScarborough.ca)

DEMONSTRATING Exceptional CARE FOR OUR PATIENTS EVERY DAY

Unintended patient harm occurs every minute and 18 seconds throughout Canada’s healthcare system (CIHI/CPSI, 2016).

Even more, there are **significant** variations in care nationally, by age, gender, race, geography, and socioeconomic status. Access to quality health services is more challenging for Indigenous peoples, (including First Nations, Inuit and Métis), Black people, 2SLGBTQ+ identities (including Two-Spirit, Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning), immigrants, visible minorities, and many more diverse peoples that comprise our country.

We know that people continue to experience healthcare differently across the country. When added to the heightened need for consistency and coordination in healthcare due to the COVID-19 pandemic, these considerations prompt us to ask: How can we focus and align quality and safety improvement?

At Scarborough Health Network (SHN), we demonstrate our commitment to exceptional care for our patients every day. This includes our goal of zero harm as part of our journey to become a “high-reliability organization.”

“High reliability means that we are committed to achieving zero patient harm, we are focused on process improvement, and we have a culture of patient safety at all levels of the organization,” said Dr. Praby Singh, medical director for quality at SHN.

As part of this work, SHN established our 2021-23 Quality and Patient Safety Plan and Framework, which provide a structure for our promise to set a new standard for exceptional quality and patient safety and is aligned with Accreditation Canada standards.

Together, our **Quality and Patient Safety Plan and Framework** reinforce that everyone has a vital role to play in maintaining a safety culture. We have built initiatives that improve patient as well as staff and physician safety, including workplace violence prevention, safety debriefings, adverse event prevention, and improvements to incident reporting and quality of care reviews.

Every person in Canada deserves safe, high-quality healthcare when and where they need it. For the most part, this is our experience. But collectively, we don’t always get it right. People may be inadvertently harmed by the services intended to help them.

High-reliability organizations are constantly alert to patient safety and process failures. They are organizations that cope well in unexpected conditions like the ones we faced during peak waves of the COVID-19 pandemic.

Thankfully, our Quality and Safety Plan and Framework gave us a strong foundation to respond to critical events like the COVID-19 pandemic and continue delivering exceptional care at our hospitals.

“Today, we remain **committed** to working with our patients, families, and partners to find bold new ways to provide excellent quality, and to be a place where patients are physically safe, mentally, and culturally safe.”

Glyn Boatswain

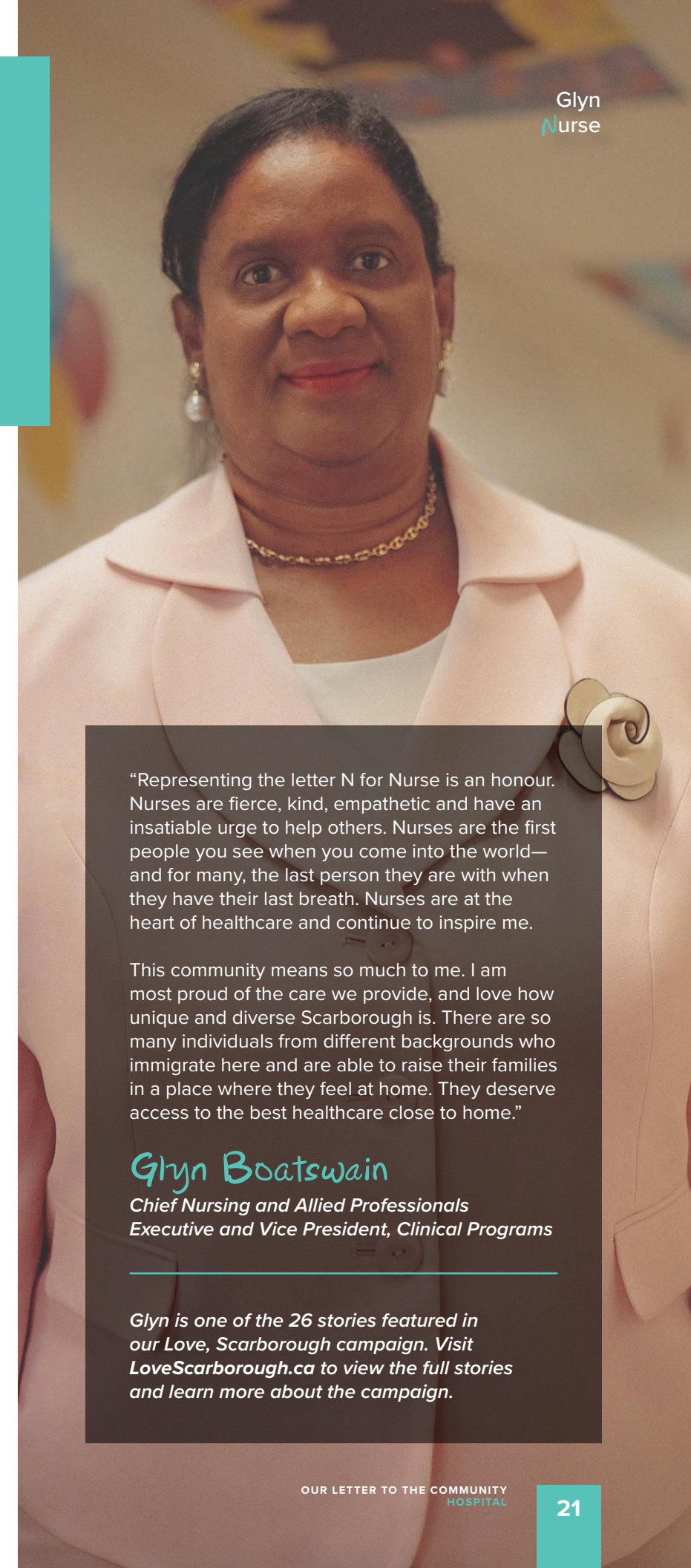
Chief Nursing and Allied Professionals Executive and Vice President, Clinical Programs

While COVID-19 has burdened our healthcare systems, our hospital operations continue to innovate and transform the health experience for patients and families. From harm reduction to health human resource initiatives and better patient flow, each of these initiatives was founded on quality improvement. Our success relies on us working together to enhance quality across our health network through innovation while delivering the safest care.

“This includes identifying how we can do better and leaning on the experience of SHN’s Patient Family Advisors (PFAs),” shared Stephanie Robinson, Director of Quality, Patient Safety and Patient Experience. Together with the Patient Family Advisory Council, PFAs provide valuable insight on policies, space, language, and accessibility from the patient point-of-view to employees and medical staff in order to help ensure patients are at the centre of everything we do.

“Ever since my late husband became ill and fell while in a downtown hospital, it has been a gift to use what I’ve learned and return that knowledge,” said PFA Lori Berger-Hegy. “I really like to think that I’m making a difference for patients and for Scarborough.”

Across our health network, we understand that patient safety is fundamental to delivering quality care; it prevents and reduces risks, errors, and harm. As we go forward at SHN, the Quality and Safety Plan and Framework we have put in place will help **illuminate our path** towards becoming a high-reliability organization.



Glyn
Nurse

“Representing the letter N for Nurse is an honour. Nurses are fierce, kind, empathetic and have an insatiable urge to help others. Nurses are the first people you see when you come into the world—and for many, the last person they are with when they have their last breath. Nurses are at the heart of healthcare and continue to inspire me.

This community means so much to me. I am most proud of the care we provide, and love how unique and diverse Scarborough is. There are so many individuals from different backgrounds who immigrate here and are able to raise their families in a place where they feel at home. They deserve access to the best healthcare close to home.”

Glyn Boatswain

Chief Nursing and Allied Professionals Executive and Vice President, Clinical Programs

Glyn is one of the 26 stories featured in our Love, Scarborough campaign. Visit [LoveScarborough.ca](https://www.love-scarborough.ca) to view the full stories and learn more about the campaign.



Dr. Reza Behjati about to administer a COVID-19 vaccine to a patient at the Vaccine Clinic located at Centenary Hospital.

Scarborough's Vaccine Team: THE PARTNERSHIP THAT CHANGED THE COURSE OF COVID IN OUR COMMUNITY

It's not a secret. The COVID-19 pandemic hit Scarborough hard—harder than almost any other community. A year into the pandemic and 16 out of 17 postal codes in Scarborough were COVID-19 hot spots. This was during Wave 3, back in April 2021, when our Scarborough Health Network (SHN) hospitals had more than 130 COVID-positive patients admitted at the same time.

This could have been a breaking point.

Thankfully, by this time, SHN and our Scarborough Ontario Health Team (SOHT) partners and anchor institutions—public health, community centres, ambassador groups, schools, religious congregations, long-term care and retirement homes, business associations, and more—were already working together to get COVID-19 vaccines to everyone that we could in Scarborough.

Our Scarborough Vaccine Team opened seven community vaccine clinic sites (hosted at SHN Centenary and Birchmount Hospitals, Centennial College, Carefirst Seniors and Community Services Association, Scarborough Centre for Healthy Communities (SCHC), and TAIBU Community Health Centre, and the Canadian Centre for Refugee and Immigrant Health Care and held over 900 pop-up and mobile clinics. By the end of June 2021, our Centennial College vaccine clinic was named the busiest in Toronto. In July 2021, we became the first community in Canada to administer half a million doses.

“A year and a half after starting to roll out vaccines, we've provided more than 777,000 doses, and more than 80 percent of Scarborough residents are fully vaccinated. That's families, loved ones, students and

colleagues who are better protected, with fewer people severely sick and hospitalized,” proclaimed Glyn Boatswain, Chief Nursing and Allied Professionals Executive and Vice President, Clinical Programs, and executive lead on SHN's vaccine clinics.

And that's the real secret. The magic behind a community-wide collaboration that happened swiftly, cohesively, and effectively—and changed everything. Without a doubt, the vaccine partnership was expedited because of the urgent need. But it also moved quickly because so many of the partner organizations had longstanding relationships, and a lot of the foundation had already been laid through the work to establish the SOHT in 2020.

“We've come together from a place of trust, with each organization contributing the resources, skills, and community connections they could provide. Everyone was valued for what they could bring to the table,” said Jeanie Argiropoulos, CEO of SCHC. “We leveraged the experience many of the partner organizations had in delivering services to racialized groups and building relationships with that 10-20 percent of the community who have trust issues with the health system. This kind of work takes time. But what we have achieved with the vaccine rollout has been meaningful and well received.”

Over the last year, SHN and our SOHT partners have shown what we can achieve in Scarborough when it comes to improving population health and addressing health equity. We have made COVID-19 vaccines more accessible, promoted uptake, and ultimately overcome gaps in vaccination rates and reduced the severity of disease within our communities. And these efforts and experiences serve as a roadmap for where we can go in the future.



“Our Scarborough Vaccine Team brought together the **big pillars of the community**, like the hospital, college and university, as well as local health and social service organizations who know our Scarborough neighbourhoods best.

We also spoke directly to our community members through multi-lingual focus groups and other methods to learn how best to reach our community. This allowed us to set up multiple clinic locations, and to take our pop-ups right into strip malls, community centres, workplaces, apartment buildings, and places of worship.”

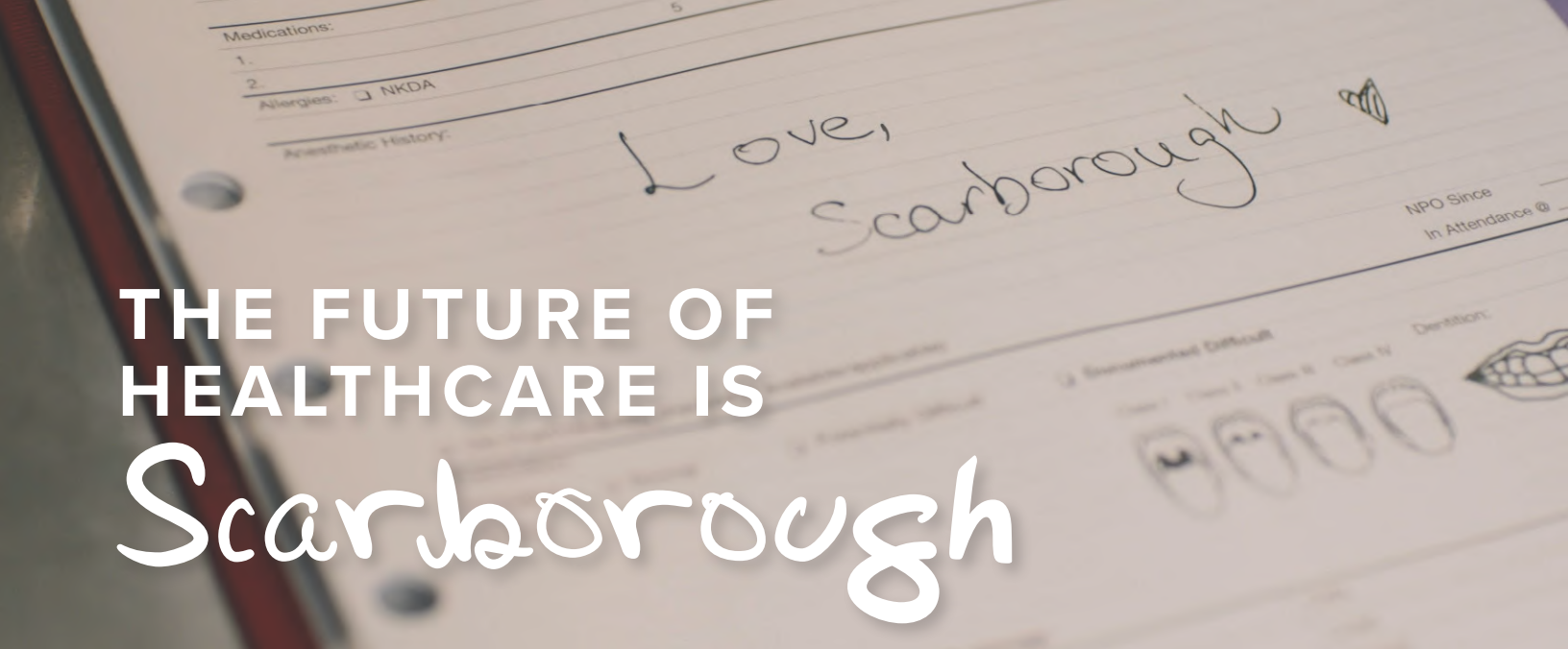
Michele James,

Vice-President, People & Transformation, who led the Scarborough Mass Vaccination Community Engagement Workstream



“The pandemic cast a light on the challenges many areas of Scarborough face, which we have worked to address through a more collaborative model. This includes acute care, primary care and community health, focusing on medical intervention, social services, and health education and prevention,” says Helen Leung, CEO of Carefirst Seniors and Community Services Association.

SHN, SOHT, and all the health and community partners involved in the mass vaccination rollout in Scarborough are proud to let everybody in on what we've achieved and how we made it happen. Sharing our expertise and resources, finding innovative ideas, and being ready to respond quickly have all been integral to our initiatives and activities. We are the community that has been overcoming a global pandemic by working together. And this collaborative framework is pointing us ahead to even more connected healthcare in Scarborough.



THE FUTURE OF HEALTHCARE IS Scarborough

Scarborough is a **hidden gem** for talent. From celebrities like The Weeknd, to social media personalities like Lilly Singh, to athletes like Jamaal Magloire, Scarborough has been called home by some wonderfully gifted individuals—including some exceptional medical minds and skilled clinicians bringing you world-class healthcare, right here in your community.

“That is important because **excellence and quality in healthcare start with our people**, from our Board of Directors, to our frontlines,” said David Graham, interim President and CEO of Scarborough Health Network (SHN).

Leaders like David, whose influence helped to secure over \$1 billion from the Ministry of Health for redevelopment and expansion projects at SHN, hold the expertise, skillset, and network, to accomplish SHN’s strategic plan for healthcare in Scarborough.

For example, David also led SHN and the entire hospital cluster within the Central East region of Ontario through implementing the **Epic clinical information system**, which creates a digital health record so that patients have more control over their care and our people are better supported to make clinical decisions that lead to improved care. Epic’s new features, like barcode identity validation at the bedside, mean **your safety is always our top priority**, while more efficient processes contribute to a more sustainable healthcare system.

When it comes to ensuring safety, the team behind Glyn Boatswain, Executive Vice President and Chief Nursing and Allied Professionals Executive, is a force to be reckoned with, understanding that safe care practices are at the very core of quality healthcare.

“This extends all the way through to the frontlines of care, who ensure that evidence-based best practices—which are aligned with Accreditation Canada and the Registered Nurses’ Association of Ontario’s Best Practice Spotlight Organization designation—are embedded into all that we do across every corner of our three hospitals and several community-based satellite sites,” said Glyn.

This kind of rigour and dedication exemplify what makes SHN the ultimate health network for training the next generation of health professionals, a key to the pursuit of our vision to become Canada’s leading community teaching health network. A member of the Toronto Academic Science Health Network and community-affiliated teaching site for the University of Toronto, SHN is also supporting the development of the future Scarborough Academy for Medicine and Integrated Health with the University of Toronto Scarborough.

Learners at SHN are being educated by some of Ontario’s best and brightest healthcare professionals.

For example, at the heart of SHN’s regional cardiac centre, an expert team of cardiologists and nurses are performing life-changing procedures and using groundbreaking, leading technologies to diagnose and treat heart conditions and diseases.

Most recently, Dr. Ram Vijayaraghavan, an interventional radiologist, trialled an intravascular ultrasound device called HDi from ACIST and BRACCO Imaging. With this high-definition diagnostic imaging device, doctors can see sharper, clearer pictures of a patient’s blood vessels feeding the heart, allowing for improved cardiac procedures. Ultimately, HDi helps the care team to best visualize any coronary complications that can lead to

major adverse cardiovascular events.

It was approved for use by Health Canada in 2020. This was the **first time a Canadian hospital had trialled this particular intravascular ultrasound technology**. It was demonstrated and used successfully in one of SHN’s three catheterization labs at our regional cardiac centre.

Dr. Vijayaraghavan was also a part of another life-saving, historical medical procedure at Centenary Hospital: the first-ever in-human use of a Ringer™ Perfusion Balloon Catheter, alongside Dr. Christopher Li, also an interventional radiologist.

“I was the **first person in the world** to receive this particular treatment, and it *worked*.”

Vernetta Calvin-Smith
Oshawa Resident and SHN Patient

Vernetta was a patient whose artery was too blocked to implant a stent—a tiny mesh tube that helps open up the artery—simply because the mesh wire could not penetrate.

In 2022, SHN’s Birchmount Hospital critical care team in partnership with the Trillium Gift of Life Network became the **third hospital in the province to perform a non-perfused organ donation**. This is a form of lung donation following an unexpected passing of a patient with severe brain injuries after all life-sustaining treatments have been removed.

Through an extended donation window, transplantation of double lungs helped save a life. This is the longest time from withdrawal of invasive support to organ retrieval on record.

With the right team and organizational culture, where a shared vision for a healthier Scarborough propels original ideas and innovation, excellence and quality flow naturally.

And, by taking the role of a leader in shaping the future of healthcare, we will attract the best people as we earn our reputation for an environment of learning and innovation. We are committed to working with our patients, families, and partners to find bold new ways to provide exceptional quality and to be a place where patients are physically, mentally, and culturally safe.



The Epic clinical information system creates a digital health record so that patients have more control over their care and our people are better supported to make clinical decisions that lead to improved care.

EVENTS & MILESTONES

April 2021

- Chinese Radiothon hosted by Sing Tao A1 Chinese Radio raises more than **\$410,000** to support SHN's highest priority needs

May 2021

- SHN promotes **Glyn Boatswain** to the role of Chief Nursing and Allied Professionals Executive and Vice President, Clinical Programs
- SHN launches the new **VaxFacts** service, the first of its kind in Canada



June 2021

- First-ever Tamil Radiothon hosted by East FM raises over **\$275,000**, surpassing the fundraising goal by 250%
- SHN introduces **Matt Ainley** as the new Chair of SHN's Board of Directors



Nov. 2021

- The second Sip, Shop, and Celebrate: Girls Night "In" Edition features Olympian Natalie Spooner and raises more than **\$68,000**
- Giving Tuesday marks the start of the holiday giving season, with **\$17,000** raised in a single day
- SHN and the Scarborough Ontario Health Team partners introduce **Captain V Bear** and the **"V Team"** to demonstrate the awesome power of becoming fully vaccinated against COVID-19 for kids 5-11

Dec. 2021

- SHN joins with six hospital partners across the Central East region of Ontario to launch the **Epic clinical information system**, which creates a digital health record to give patients more control over their care
- SHN is named one of **Greater Toronto's Top Employers** by MediCorp Canada Inc. in a special magazine in *The Globe and Mail*



July 2021

- SHN is recognized for **Excellence in Diversity and Inclusion** and **Delivering Value-based Healthcare** at the 2021 Canadian College of Health Leaders (CCHL) National Awards Program
- SHN announces its membership in the **Toronto Academic Science Health Network**
- Scarborough Vaccine Team reaches incredible milestone: delivering **half a million doses** of the COVID-19 vaccine!
- A Toronto Star analysis shows that, from December to June, the Scarborough Vaccine Team **delivered the most vaccine doses of all hospital-led teams**

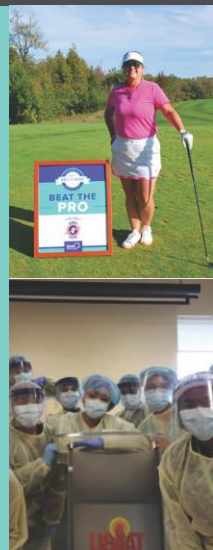
Jan. 2022

- SHN Foundation launches the momentous **Love, Scarborough** campaign
- SHN releases the **Hospital Heroes activity book** to highlight SHN staff, medical staff, and volunteers and the vital role they play in the health and safety of our patients, families, and our community
- SHN opens the **Transitional Care Unit** – McNicoll Site to provide additional bed capacity while offering the right care, in the right place, at the right time, for patients who don't require acute care but need hospital services as they transition to be ready to go home



Sept. 2021

- Local Scarborough Tim Hortons support SHN through the annual **Smile Cookie** campaign
- Scarborough Beer Stores support SHN through the **Bottle Drive**
- The Virtual Bluffs Gates Open raises over **\$23,000** to support the expansion of the Centenary Emergency Department
- The SHN Foundation Annual Golf Classic, hosted at Angus Glen, raises over **\$275,000** – the most in its 12-year history



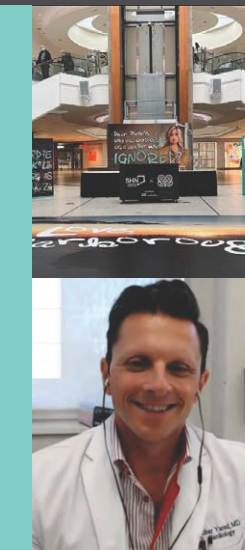
Oct. 2021

- SHN Foundation hosts the virtual **Annual Donor Reception** to say thank you to our loyal supporters
- Staff at SHN, and the Intensive Care Unit (ICU) at SHN's General Hospital, are recognized with an **Urban Hero Award**, an awards celebration honouring unsung community heroes
- The Scarborough community celebrates the recipients of the inaugural **Scarborough Hero Awards**, created by Scarborough's anchor institutions to recognize those who serve the local community in substantive and impactful ways



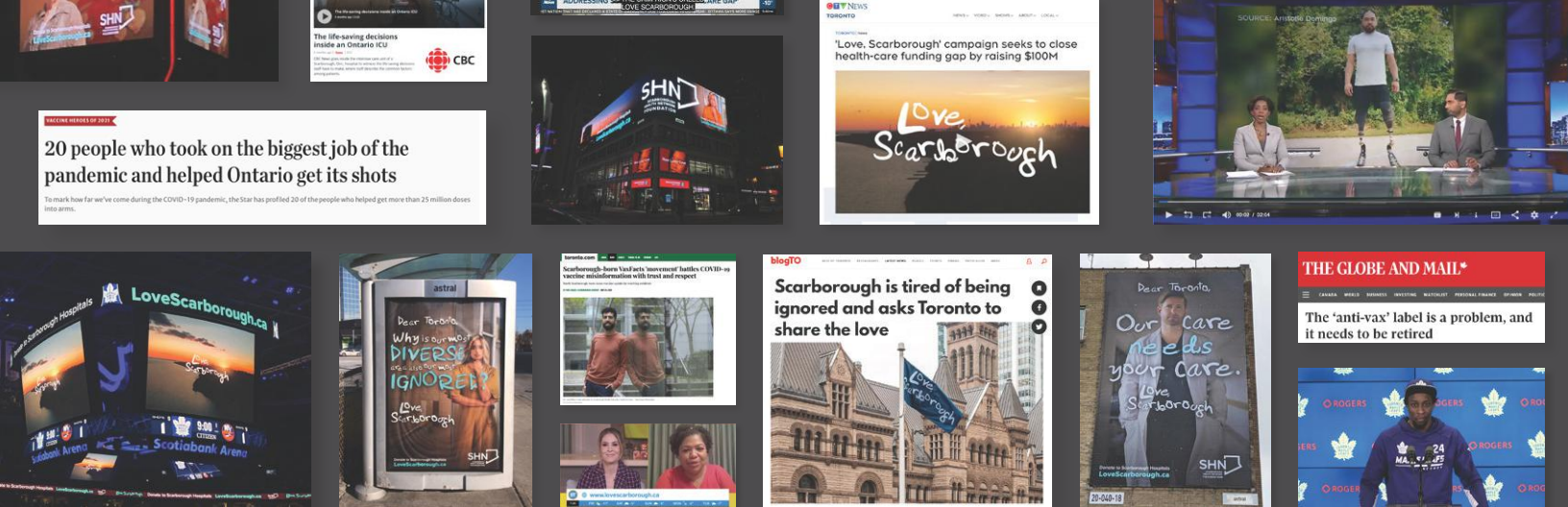
Feb. 2022

- The **Love Songs for Loved Ones** Virtual Valentine's Day Concert in partnership with Sing Tao A1 Chinese Radio serenades our listeners and raises **\$260,000**
- SHN's popular VaxFacts service partners with the Black Physicians' Association of Ontario to create a **dedicated stream for Black communities**



March 2022

- Ontario Government announces support for the **Scarborough Academy of Medicine and Integrated Health**, a collaboration between SHN and the University of Toronto Scarborough
- SHN Foundation, Scarborough Town Centre (STC) and Scarborough Spots host the **Love, Scarborough Pop-Up at STC**
- SHN's cardio-oncology clinic is internationally recognized as a **Centre of Excellence**



SCARBOROUGH HEALTH NETWORK IN THE *Media*

This year, Scarborough Health Network brought our hospitals into the spotlight. We highlighted the health inequities we face in Scarborough through the *Love, Scarborough* campaign and showcased the hard work of our frontline healthcare teams during the ongoing COVID-19 pandemic.

**COVERAGE IN
OVER 25 MEDIA OUTLETS**

INCLUDING CBC, GLOBAL TV, CTV, CP24, CITYNEWS, TORONTO.COM, THE GLOBE & MAIL, AND OTHERS!



**500 MILLION+
MEDIA IMPRESSIONS***



**20+ POSITIVE
MEDIA STORIES**

PICTURED ABOVE ARE SOME SNIPPETS OF
MEDIA COVERAGE INCLUDING:

- **CBC** - The life-saving decisions inside an Ontario ICU
- **The Globe & Mail** - SHN's Dr. Latif Murji speaks to the importance of the VaxFacts clinic
- **Toronto.com** - Scarborough-born VaxFacts 'movement' battles COVID-19 vaccine misinformation
- **Toronto Star** - SHN recognized as Vaccine Heroes
- **CTV, DailyHive, BlogTO, Scotiabank Arena** - Promoting the *Love, Scarborough* campaign

*Media impressions are from *Love, Scarborough* coverage.

SHN Foundation is extremely grateful to our partners who donated almost \$4 million worth of in-kind services and media to make the *Love, Scarborough* campaign a success. Because of their generosity, the campaign started a movement.

*Love,
Scarborough*

MEDIA PARTNERS

BellMedia **Ogilvy**

CORUS. **ROGERS Sports & Media** **MLSE**

CINEPLEX **THE GLOBE AND MAIL*** **Google**

RADIO/TV CHIN MULTICULTURAL **TORONTO STAR**

BECOMING AN *Advocate* FOR CARE

"When I was admitted to SHN's Centenary Hospital in 2001, I didn't know that it would become my second home, family included.

We became part of the SHN family—or maybe vice versa—during my stay at the hospital. They babied me for three months in the ICU like I was one of their own, and allowed me to see my family as much as we could.

I spent holidays at Centenary while I recovered (Thanksgiving, Christmas, and birthdays) but I never truly felt like I was alone. The staff really were like family. We developed meaningful relationships, and they were invested in my care and recovery.

After undergoing amputation of my left and right legs below the knee in 2017 and 2019, respectively, I began running to stay active and practice gratitude for what my body was still capable of. I'm also a motivational speaker and the founder of Amputee Coalition of Toronto.

As a patient support peer visitor for new amputees, I realize now that SHN instilled a sense of patient-centred care in me when I was a patient. SHN showed that I was more than just their patient—I was one of their people, and they went above and beyond the call of duty for me."

Aristotle Domingo

SHN Patient

Aristotle was one of the 26 stories featured in our Love, Scarborough campaign. Visit LoveScarborough.ca to view the full stories and learn more about the campaign.



Aristotle
CU Patient

Learn more at
LoveScarborough.ca

FOUNDATION FINANCIAL HIGHLIGHTS FOR THE YEAR ENDED – MARCH 31, 2022

The following information is taken from Scarborough Health Network Foundation's audited financial statements. The full audited financial statements are available at SHNFoundation.ca.

STATEMENT OF FINANCIAL POSITION

| | 2022 \$ | 2021 \$ |
|--|-------------------|-------------------|
| ASSETS | | |
| CURRENT ASSETS | | |
| CASH | 16,219,154 | 7,389,725 |
| ACCOUNTS RECEIVABLE | 144,209 | 48,384 |
| PREPAID EXPENSES | 11,359 | 35,782 |
| | 16,374,722 | 7,473,891 |
| INVESTMENTS | 8,932,407 | 8,529,687 |
| CHARITABLE REMAINDER TRUST RECEIVABLE | 997,771 | 934,158 |
| CAPITAL ASSETS | 87,683 | 119,793 |
| | 26,392,583 | 17,057,529 |
| LIABILITIES | | |
| CURRENT LIABILITIES | | |
| ACCOUNTS PAYABLE AND ACCRUED LIABILITIES | 1,081,554 | 481,329 |
| DUE TO SCARBOROUGH HEALTH NETWORK | 73,072 | 66,624 |
| DEFERRED REVENUE | 13,000 | 42,136 |
| | 1,167,626 | 590,089 |
| FUND BALANCES | | |
| GENERAL FUND | | |
| UNRESTRICTED | 2,403,007 | 1,231,223 |
| INVESTED IN CAPITAL ASSETS | 87,683 | 119,793 |
| | 2,490,690 | 1,351,016 |
| RESTRICTED FUND | 21,598,578 | 14,015,354 |
| ENDOWMENT FUND | 1,135,689 | 1,101,070 |
| | 25,224,957 | 16,467,440 |
| | 26,392,583 | 17,057,529 |

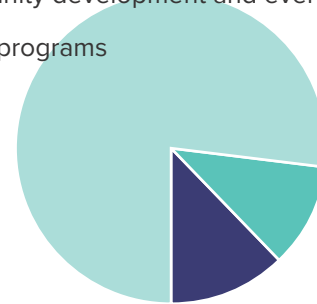
STATEMENT OF REVENUE AND EXPENSES AND CHANGES IN FUND BALANCES

| | 2022 \$ | 2021 \$ |
|---|-------------------|-------------------|
| REVENUE | | |
| FUNDRAISING | 14,671,290 | 11,911,087 |
| NET INVESTMENT INCOME | 372,116 | 1,475,862 |
| GOVERNMENT GRANT | - | 25,000 |
| | 15,043,406 | 13,411,949 |
| EXPENSES | | |
| FUNDRAISING PROGRAMS | 2,318,042 | 693,485 |
| SALARIES AND BENEFITS | 3,268,474 | 2,642,573 |
| ADMINISTRATION | 381,107 | 404,819 |
| | 5,967,623 | 3,740,877 |
| EXCESS OF REVENUE OVER EXPENSES BEFORE GRANT | 9,075,783 | 9,671,072 |
| GRANTS | | |
| GRANTS TO SCARBOROUGH HEALTH NETWORK | 273,266 | 4,536,192 |
| GRANTS TO OTHER ORGANIZATIONS | 45,000 | 45,000 |
| | 318,266 | 4,581,192 |
| EXCESS OF REVENUE OVER EXPENSES | 8,757,517 | 5,089,880 |
| FUND BALANCES, BEGINNING OF YEAR | 16,467,440 | 11,377,560 |
| EXCESS OF REVENUE OVER EXPENSES | 8,757,517 | 5,089,880 |
| | 25,224,957 | 16,467,440 |

Granting to the hospital was lower in 2021/22 in preparation for several capital infrastructure projects to begin construction. The balance of funds raised is available for future grants.

DONATIONS AND FUNDRAISING

- 77% Gift planning and major gifts
- 12% Community development and events
- 11% Annual programs



\$15 MILLION RAISED IN 2021/2022

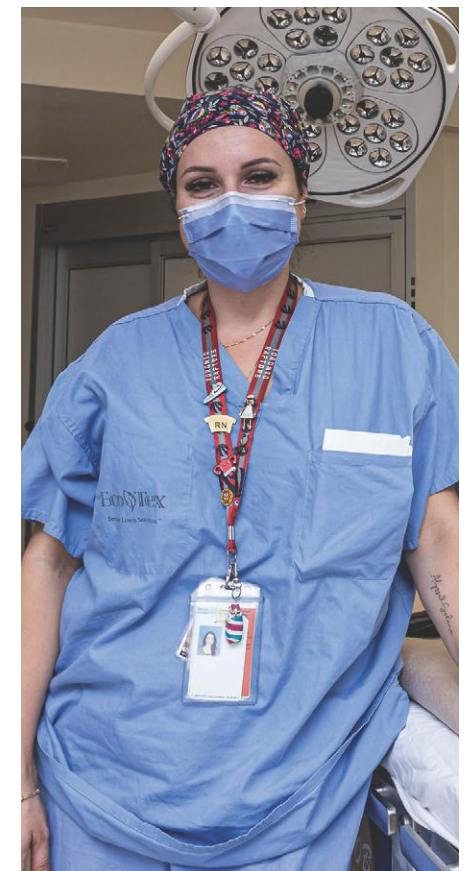
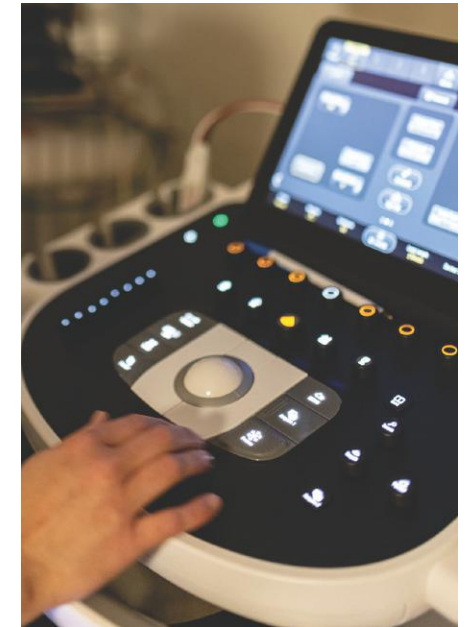


HOSPITAL FINANCIAL HIGHLIGHTS FOR THE YEAR ENDED – MARCH 31, 2022

The following information is taken from Scarborough Health Network's audited financial statements. The full audited financial statements are available at SHN.ca.

STATEMENT OF REVENUE AND EXPENSES (IN \$000'S)

| | 2022 \$ | 2021 \$ |
|--|----------------|----------------|
| REVENUE | | |
| MINISTRY OF HEALTH AND CANCER CARE ONTARIO | 715,752 | 688,622 |
| PATIENT REVENUES | 42,383 | 38,452 |
| RECOVERIES AND OTHER INCOME | 15,991 | 14,168 |
| ANCILLARY OPERATIONS | 14,515 | 11,850 |
| AMORTIZATION OF CAPITAL GRANTS AND DEFERRED REVENUE | 9,787 | 9,146 |
| | 798,428 | 762,238 |
| EXPENSES | | |
| COMPENSATION | 534,400 | 514,455 |
| SUPPLIES AND OTHER | 119,890 | 110,517 |
| MEDICAL AND SURGICAL SUPPLIES | 57,348 | 52,543 |
| DRUGS | 40,045 | 36,314 |
| AMORTIZATION OF CAPITAL ASSETS | 26,993 | 27,132 |
| ANCILLARY OPERATIONS | 11,030 | 8,889 |
| INTEREST ON LONG-TERM DEBT | 3,986 | 4,064 |
| BAD DEBT | 1,914 | 3,736 |
| | 795,606 | 757,650 |
| EXCESS OF REVENUE OVER EXPENSES BEFORE THE UNDERNOTED | 2,822 | 4,588 |
| ONE-TIME WORKING CAPITAL GRANT (NOTE 24) | - | 26,833 |
| EXCESS OF REVENUE OVER EXPENSES | 2,822 | 31,421 |



SCARBOROUGH HEALTH NETWORK

Leadership 2021/2022

HOSPITAL BOARD OF DIRECTORS

Matt Ainley
Board Chair

Michele Goddard
Director

Gabriel Granatstein
Director

Ome Jamal
Director

Lianne Jeffs
Director

Jay Kaufman
Director

Al Kiel
Director

Joseph Lo
Director

Gale Rubenstein
Director

Krishan Suntharalingam
Director

Karen Webb
Director/ Vice Chair

Ruth Woods
Director

EX-OFFICIO MEMBERS

Elizabeth Buller
President and CEO (until June 2022), Ex-officio

Glyn Boatswain
Chief Nursing and Allied Professionals Executive and Vice President, Clinical Programs, Ex-officio

Dr. Nina Venka
President, Medical Staff Association, Ex-officio

Dr. Cindy Wang
Vice President, Medical Staff Association, Ex-officio

Dr. Albert Lauwers
Acting Chief of Staff (until June 2022) and Executive Vice President, Medical and Clinical Programs, Ex-officio

CAMPAIGN CABINET

Michael Friisdahl (Chair)
Chair

George Cope
Honorary Chair

Edward Rogers
Honorary Chair

Jordan Banks
Director

John Doig
Director

Nick Eaves
Director

Robert Horst
Director

Deland Kamanga
Director

John Killam
Director

Andy Pilkington
Director

Jeffrey Remedios
Director

Stuart Rutledge
Director

Chris Tambakis
Director

Steve Tyers
Director

FOUNDATION BOARD OF DIRECTORS

Paul Torrie
Board Chair

John Walters
First Vice Chair

Tracy Chou
Second Vice Chair

Jocelyn Bamford
Director

Charlie Cutts
Director

Al Donald
Director

John Gallagher
Director

Ray Gupta
Director

Arthur Heinmaa
Director

Javaid Ali Khan
Director

Peter Lobraico
Director

Sushrat Mehan
Director

Stan Muthalingam
Director

Shafiq Punjani
Director

Ken Scullion
Director

Shalini Sheth
Director

Dr. Robert Ting
Director

Dr. Cindy Wang
Director

Dr. Cathy Whiteside
Director

Richard Wong
Director

Mark Wood
Director

Mike Yorke
Director

Sandy Zheng
Director

FOUNDATION LEADERSHIP

Alicia Vandermeer
President & CEO, Scarborough Health Network Foundation

Alayne Metrick
Special Advisor to the President & CEO

Cameron Rogers
Vice President, Finance & Operations

Ryan Baillie
Vice President, Community Development

Rea Ganesh
Vice President, Philanthropy

Jennifer Lee
Director, Marketing & Communications

HOSPITAL LEADERSHIP

Elizabeth Buller
President and CEO (until June 2022)

Dr. Albert Lauwers
Acting Chief of Staff (until June 2022) and Executive Vice President, Medical and Clinical Programs

David Graham
Executive Vice President, Corporate Services and Chief Administrative Officer (Interim President and CEO effective June 2022)

Glyn Boatswain
Chief Nursing and Allied Professionals Executive and Vice President, Clinical Programs

Rebecca Harvey
Executive Vice President, Clinical Programs

Michele James
Vice President, People and Transformation

Leigh Duncan
Executive Director, Public Affairs

David Belous
Chief, Strategic Partnerships and Government Relations



WHAT'S Next

OUR FUTURE FACILITIES

This year, the Government of Ontario announced more than \$1 billion in funding for Scarborough Health Network. This incredible commitment will support our current campaign priorities and usher in a new standard of care for SHN by supporting the new Birchmount Hospital. These facilities will help transform healthcare in Scarborough by doubling the current capacity and ensuring accessible and equitable care long into the future.

OUR CURRENT PRIORITIES

Within the original \$100-million *Love, Scarborough* fundraising goal are urgent projects that will support our community. The new Northpine Diagnostic Imaging Concourse at the General Hospital will break ground in fall 2022, fulfilling a promise made 10 years ago.

The expanded emergency departments at Birchmount and Centenary are in Phase 3 with the Ministry of Health, and we look forward to sharing exciting updates on the Community Mental Health Hub and Bridletowne Neighbourhood Centre with our community. Thanks to the support of our donors, these projects can move forward and become a reality for Scarborough.

LOVE, SCARBOROUGH CAMPAIGN

Publicly launched in January 2022, the *Love, Scarborough* campaign was a catalyst for change. With an initial fundraising goal of \$100 million, we secured over \$90 million to date, thanks to the incredible generosity of our donors and community. With no signs of slowing down, and to address other urgent priorities for our hospitals, we are increasing our fundraising goal to an ambitious \$200 million.

Due to the tremendous reach, impact, and support this campaign has garnered, our new goal of \$200 million feels within reach and will do even more for our community. There are better and brighter things to come for Scarborough because of **YOU: our community, donors, supporters, staff, medical staff, and neighbours.** We know that with you beside us, we can change the health outcomes for Scarborough and build a healthier community. We can't wait to continue the *Love, Scarborough* journey with you.

Love, Scarborough



THANK YOU



Love,
Scarborough

**BIRCHMOUNT
HOSPITAL**

3030 Birchmount Rd,
Scarborough, ON M1W 3W3

**CENTENARY
HOSPITAL**

2867 Ellesmere Rd,
Scarborough, ON M1E 4B9

**GENERAL
HOSPITAL**

3050 Lawrence Ave E,
Scarborough, ON M1P 2V5

SCARBOROUGH HEALTH NETWORK FOUNDATION

314-3030 Lawrence Ave E, Scarborough, ON M1P 2T7
416-431-8130 | foundation@shn.ca

CHARITABLE REGISTRATION NUMBER: 11914 2263 RR0001

SHN.ca | SHNFoundation.ca | LoveScarborough.ca