



Looking forward
The future of women's health



The New
Women's
College
Hospital

Annual Report 2006



*Azeena Ratansi
Occupational Therapist*

*Dr. John Semple
Surgeon in Chief*

*Dr. Catherine Classen
Academic Leader, Trauma Therapy Program
Director, Women's Mental Health Research*



Message from the Chair, Board of Directors Michele Landsberg

What a wonderful year it has been!

Just weeks after Minister of Health and Long-Term Care, the Honourable George Smitherman, announced that independent governance was being restored to our cherished hospital, I was honoured and challenged to be elected Chair of your Board of Directors. I want to thank all of you for your support and encouragement. In a spirited collaboration, we are working together to ensure that The New Women's College Hospital regains our rightful place as a leader in women's healthcare, research and education while carving out our new role as Ontario's first and only academic ambulatory care hospital.

This has been an unbelievably eventful year. With the dedicated and vigorous facilitation of the Honourable Elinor Caplan and her team, the de-amalgamation negotiations proceeded rapidly, and our new status as an independent hospital under the Public Hospitals Act was achieved in only seven months. Although we continue to have extensive partnerships with Sunnybrook for corporate and other services, and continue to host their Perinatal and Gynaecology program for the near term, we have also been able to initiate strategic partnerships with many other institutions and care providers, and our skilled hospital staff have been energetically pursuing these opportunities.

The Board has been equally hard-working. We have demonstrated both prudence and institutional maturity in exploring and adopting best governance practices, and creativity in adapting these methods to suit Women's College's unique way of being. With our renewed independence, we have grown from a management Board to a mature policy governance Board, following the best practices of contemporary governance. We worked long and hard to crystallize the Hospital's new Vision, Mission and Values. And we are now taking steps to ensure continued community involvement in the affairs of Women's College Hospital. These steps, formalized through a change in By-Laws which will go before our Members at the Annual General Meeting, will replace the Voting Membership with Community Membership and Community Advisory Panels (CAPs). This bold step will strengthen Board stability and continuity while deepening community engagement with the Hospital, broadening our outreach to Toronto's communities and sustaining ongoing year-round dialogue with community members who choose to participate in our CAPs. I would like to express my exuberant thanks to our extraordinarily dedicated and diligent Board members, who have worked so seriously and faithfully to make these changes a reality.

I must also express my profound gratitude to our President & Chief Executive Officer, Nancy Malcolm, whose unflagging efforts, peerless skill at finding common ground, and wellspring of joyful optimism made a world of difference to this fledgling Chair and everyone in the Hospital. I know you share my heartfelt desire that Nancy will emerge from her illness with renewed strength and happiness. We are indeed pleased that Marian Walsh has agreed to serve as Interim President & CEO until next spring, and are deeply appreciative that Bridgepoint Health, where Marian is presently President & CEO, is willing to share Marian's time and talents with us.

Our Values – Leadership, Innovation, Collaboration, Compassion, Respect, Equity, Safety and Excellence – have been tested and proven in the past year. We intend to earn our rightful place as a world leader in women's health, and a pre-eminent ambulatory care hospital.

Michele Landsberg

Message from the President & CEO Nancy Malcolm

Working toward independence has consumed, inspired and focused our efforts over the past year. Women's College Hospital's transition began a year ago, with support from the Ministry of Health, when a collaborative Transition Team was assembled, incorporating Board members, key medical, clinical and administrative staff, and a handful of committed consultants. Co-chairing the Transition Team with Board Chair Michele Landsberg, and working with our talented Team to regain our Hospital's independence, has been the capstone of my career. I would like to thank our Board of Directors, physicians, allied health professionals and hospital staff for their continuing contribution to our transition. And special thanks go out to SPM Group who provided project management, and Osler, Hoskin & Harcourt LLP for their savvy advice from beginning to end. Our eyes are now directed to the future as we define our strategic direction as The New Women's College Hospital.

I was especially proud of our performance during the three-day Readiness Assessment Survey conducted by the Canadian Council of Health Services Accreditation (CCHSA) in March, 2006. The surveyors concluded that The New Women's College Hospital has a full understanding of our patients and their needs, a strong multidisciplinary team of dedicated staff, volunteers and physicians, and a committed leadership and partnerships keen on developing the required standards for a full accreditation. The team was particularly impressed with the staff and patients they interviewed. We look forward to another comprehensive accreditation review next year.



The committed support of the Minister of Health and Long-Term Care, the Honourable George Smitherman, and our Facilitator, the Honourable Elinor Caplan, has been immensely helpful. Defining our strategic future requires us to build on our historic competencies to enrich the capacity of Ontario's health system to better serve women, while we partner with other healthcare organizations and institutions to ensure everything we do adds value and moves us closer to our vision. We are excited by the prospect of becoming a world leader in women's health as well as a pre-eminent ambulatory care hospital. We will be able to build on our historic strength in women's health as we progress.

Particularly exciting have been the opportunities to work with our partners at the University of Toronto, the Central LHIN, Cancer Care Ontario and other key agencies to clearly define our new academic ambulatory strategy. The New Women's College Hospital will continue to provide a full range of health services ranging from brief diagnostic investigations or therapeutic treatments all the way to surgery that will be done on a short-stay basis. We will also assume a leadership role in identifying best practices in ambulatory care, and training health professionals from across Ontario in these methods. As Ontario's first and only stand-alone ambulatory care hospital, we really are the hospital of the future, the first to commit fully to the patient-focused approach that is innovative ambulatory care.

Becoming a leading-edge, state-of-the-art ambulatory care facility will require a significant redevelopment of the Grenville site. We are thrilled to have started to plan for the physical facility we need. Prism Partners Inc., the company that we retained as project managers for the planning phase of our capital redevelopment process, conducted an invitational challenge to find the right architectural firm for our needs. Murphy Hilgers Architects Inc. of Toronto, in conjunction with Karlsberger, and Kurt Salmon Associates Inc., were selected, due to their breadth of international expertise in women's healthcare issues, and their familiarity with ambulatory models of care. We expect to submit a business plan for redeveloping our site to the Ministry of Health and Long-Term Care in winter, 2006.

We have also made great strides in establishing our new organizational team, forming a small-but-mighty Executive Team including our Chief of Medical Staff, and our other outstanding medical leaders. We have adopted a collaborative model of management, focusing on strategic choices and consensus building. My thanks especially to Kathy Lennox, Vice President, Community and Ambulatory Care, who served as Acting President & CEO during my absence this summer, and my best wishes to Marian Walsh who has now assumed the role of Interim President & CEO. My heartfelt thanks go also to Michele Landsberg for her wisdom and leadership as Board Chair. And special thanks to all of you for all the wonderful support and kind words you have given me during my illness. I look forward to a timely recovery and return to Women's College Hospital.

Our journey is not over. Further strategic choices will be made over the coming months, requiring staff and health care professionals alike to stretch and challenge themselves to implement new models, achieve new goals and embrace new colleagues and partners. The creation of the Community Advisory Panels offers an amazing opportunity for us to build on our existing relationships with our communities, and make those connections even broader, more diverse and better integrated into what we do. Our communities depend on our partnership. Together we will build on our history of "firsts" in women's health and create a whole new list of "firsts" in women's health and ambulatory care. My many years here have given me complete confidence in our ability to move together into our bright new future as The New Women's College Hospital.



Nancy Malcolm

Women's College Hospital's Executive Team

Nancy Malcolm
President and CEO

Kathryn Lennox
Vice President, Community and Ambulatory Care

Elizabeth Woodbury
Vice President, Corporate Effectiveness

Heather Maclean
Vice President, Research and Inter-professional Education

Naomi Rose
Vice President, Strategic Communications

Dr. James Ruderman
Chief of Staff



*Aletta Poll
Genetic Counsellor,
Familial Breast Cancer Research Unit, WCRI*

*Tessie Jimenez
Administrative Assistant to the Vice-President,
Community & Ambulatory Care*

*Dr. Dana Jerome
Rheumatologist*

Vision, Mission and Values

Vision

We will become a world leader in women's health and a pre-eminent ambulatory care hospital.

Mission

We will enhance the health and quality of life of all we serve.

We will do research to improve women's lives.

We will empower our communities by exchanging knowledge.

We will work in caring, inter-professional teams and educate others to do the same.

Values

Leadership	Innovation
Collaboration	Compassion
Respect	Equity
Safety	Excellence

Medical Staff Highlights

The New Women's College Hospital was honoured to appoint Dr. James Ruderman as Chief of Staff, a role he assumed prior to the de-merger in order to provide proper oversight of medical issues during the transition to independence. Dr. Ruderman, named Family Physician of the Year in 2005, brings a holistic, academic primary care perspective to his role. Dr. Ruderman also chairs the Medical Advisory Committee, the statutory Medical Committee charged with supervision of quality of medical care in the Hospital, as well as issues related to physician credentialing and appointments.

As part of the separation, a Memorandum of Understanding with respect to medical issues was signed, setting out general principles as well as departmental specifics. In keeping with Women's College Hospital's traditions of transparency and collaboration, it has been shared with all the medical staff to ensure their familiarity with the content. This agreement ensures cross coverage for patients, so no one's care falls between the cracks.

Department Chiefs have been recruited for all medical departments at The New Women's College Hospital. The departments of Anaesthesia, Medicine and Surgery have dedicated department heads, while other departments share joint leadership with Sunnybrook. Although credentialing of physicians requiring reappointment was undertaken in partnership with Sunnybrook, an independent credentialing process has now been created and new recruits to Women's College's medical staff will be credentialed here independently. Over 400 physicians are credentialed at The New Women's College Hospital in various staff categories.

Medical leaders at The New Women's College Hospital are vital participants in the strategic initiatives being explored with other academic and healthcare partners. The medical staff is expected to expand as new or enlarged clinical and academic programs are launched.

The New Women's College Hospital Medical Chiefs are:

Chief of Medical Staff:	Dr. James Ruderman
Chief of Medicine:	Dr. Gillian Hawker
Chief of Surgery:	Dr. John Semple
Chief of Anaesthesia:	Dr. Jean Kronberg
Chief of Psychiatry:	Dr. Anthony Levitt
Chief of Family and Community Medicine:	Dr. James Ruderman
Chief of Gynaecology:	Dr. Jennifer Blake
Chief of Newborn and Developmental Pediatrics:	Dr. Michael Dunn
Chief of Anatomic Pathology:	Dr. Weddad Hanna
Chief of Clinical Pathology:	Dr. Marciano Reis



*Dr. Cathy Kelly
Endocrinologist*

*Annette Faynwachs
Co-Coordinator,
Women's Health Matters Forum & Expo*

*Earl Sobers
Health Records Clerk*

*Angela Wrobel
Registered Nurse, Occupational Health*

Women's College Research Institute

This fall, all of Women's College Hospital's research activities will be united within the new Women's College Research Institute (WCRI). WCRI is an interdisciplinary organization dedicated to:

- Creating new research
- Facilitating advances in women's health
- Sharing research knowledge.

WCRI is establishing a grant management system meeting Canadian Institute of Health Research (CIHR) requirements. A Research Ethics Board has already been established and a new website will launch shortly at www.womensresearch.ca.

New appointments at WCRI include:

Dr. Anthony Armson, an experienced perinatal researcher from Dalhousie University who has been appointed interim Director of the Maternal Infant & Reproductive Health Research Unit;

Dr. Mona Loutfy, who leads a new Women and HIV Research Program;

Dr. Ron Heslegrave, Chair of the University Health Network Research Ethics Board, who will Chair the new WCH Research Ethics Board.

WCRI researchers succeeded in peer-reviewed funding competitions this year. For example:

Dr. Gillian Hawker received a five-year Senior Distinguished Research Investigator Award from The Arthritis Society of Canada.

Jennifer Price received a three-year Heart & Stroke Doctoral Nursing Research Fellowship.

Dr. Janice du Mont received a three-year New Investigator Award from CIHR to support her research program in violence and health.

Dr. Robin Mason, together with Sunnybrook's Dr. Brian Schwartz, received funds from the Ontario Women's Directorate to develop e-training on domestic violence for emergency healthcare workers.

Dr. Susan Jaglal, with funds from CIHR, is exploring the use of telehealth to improve access to chronic disease self-management programs in rural and remote communities.

Other research successes include:

Dr. Steven Narod, Director of WCRI's Familial Breast Cancer Research Program, was recognized as the world's most cited author in the field of breast cancer. He and his team continue to publish extensively including a recent article in JAMA evaluating reduction in ovarian cancer risk following oophorectomy.

The Toronto Costa Rica Violence Prevention Project, a five-year project funded by CIDA, was completed. The project linked resources at the Universities of Toronto and Costa Rica to design, deliver and evaluate gender-sensitive, anti-violence training.

As a result of the successful completion of the HIV Post-Exposure Prophylaxis (PEP) Study conducted by WCRI and the Ontario Network of Sexual Assault / Domestic Violence Care & Treatment Centres, the Ministry of Health and Long-Term Care has committed funding for an Ontario-wide universal program of counseling and offering HIV-PEP drugs to sexually assaulted persons.



*Farida Meghji
Pharmacist,
Manager of PharmaCentre*

*Joanna Horowitz
Administrative Assistant to the
Physician-in-Chief of Medicine*

*Dr. Kymm Feldman
Family Medicine*

Education

Education has been a part of Women's College Hospital since its earliest years. The teaching aspect of academics covers medical students and residents, as well as students in many other health professions. Our multi-disciplinary approach to education and clinical care stimulates and supports collaboration across health disciplines, and improves outcomes for our patients.

As a fully-affiliated teaching hospital of University of Toronto, The New Women's College Hospital accommodates over 100 medical residents throughout the year in departments such as Family Medicine, Respiriology, Endocrinology, Dermatology, Anaesthesia, General Surgery and Plastic Surgery. And Women's College offers more than just an excellent environment for learning. Says Dr. Delia Curea, one of our Chief Residents, "WCH offers a broad experience that other hospitals can't duplicate. Not only do we have access to so many programs, tools and resources, we also have the opportunity to meet patients from a wide range of populations."

The New Women's College Hospital is also the host institution for students from other health professions. This year, over eighty students from eight different professions obtained their clinical experience at Women's College. We provided learning opportunities for students of Clinical Nutrition, Creative Arts Therapy, Nursing, Occupational Therapy, Pharmacy, Physical Therapy, Respiratory Therapy and Social Work. Seven WCH clinicians also graduated this year from the Inter-professional Applied Teaching & Learning in the Health Profession program offered by the University of Toronto. Having these skills in our clinician cohort will enable Women's College to further extend our Inter-professional Education throughout our clinical programs.

In addition to teaching students here on the Grenville campus, many members of the medical and health professional staff of Women's College spent time lecturing, providing group facilitation, or mentoring students offsite. WCH academics provided learning experiences at several academic institutions, including Ryerson, The Michener Institute and the University of Toronto.

Excellence – one of Women's College's values – certainly applies to our educational endeavours. Several of our allied health professionals were recognized for teaching excellence this year:

Chandra Farrer, Teaching Award for small group excellence, Department of Physical Therapy, University of Toronto
Mireille Landry, Teaching Award for small group excellence, Department of Physical Therapy, University of Toronto
Azeena Ratansi, Community Partners Teaching Award, Department of Occupational Science and Occupational Therapy, University of Toronto
Barb Trow, Registered Nurse, Clinical Teaching / Supervision Award, PAC/NAC Education Awards.

And WCH physicians were honoured by being selected from 800 of their peers for excellence in teaching, by the University of Toronto Department of Family and Community Medicine:

Dr. Julia Alleyne, Professional Development Award for Excellence in Continuing Education
Dr. Viola Antao, Professional Development Award for Excellence in New Leadership in Professional Development
Dr. Nicholas Pimlott, Professional Development Award for Excellence in Mentorship
Dr. Pamela Lenkov, The Elizabeth Anne Beattie Teaching Award for Excellence in Teaching in the Pre-Clerkship Curriculum
Dr. Carol Kitai, Post-Graduate Education Award for Excellence in Clinical Residency Teaching
Dr. Ruth Heisey, Faculty Award for Excellence in Development and Use of Innovative Instructional Methods.

Further developments in Inter-professional Education are expected in the coming year. A Director of Inter-professional Education, Heather McPherson, has recently been appointed, together with a Director of Medical Education, Dr. Gary Sibbald. They intend to continue to develop innovative models for education at Women's College, building on the expertise that already exists and partnering with other learning organizations.



Anne Pastuszak
Project Manager, Women's College
Research Institute; Coordinator,
Women's College Hospital Research
Ethics Board

Dr. Christian Murray
Dermatologist

Financial Update

The New Women's College Hospital achieved independence on April 1st, 2006, with no financial history as an independent institution since the 1998 merger with Sunnybrook Health Sciences Centre. A Statement of Financial Position was established, and reviewed by the Finance and Audit committees of the Hospital's Board of Directors. This balance sheet received an unqualified audit from PricewaterhouseCoopers LLP, whom the Audit committee and the Board of Directors recommend be reappointed as Auditors for the next financial period ending March 31, 2007.

Once a full year of operations is completed, full financial statements will be generated and provided for public review.

Women's College Hospital

Statement of Financial Position

As at April 1, 2006

Assets	\$
Current Assets	
Accounts Receivable	28,117
Inventories	471,323
Prepaid Expenses	206,116
Due from Sunnybrook Health Sciences Centre	<u>1,397,319</u>
	<u>2,102,875</u>
Restricted cash and investments	13,302,975
Property, plant and equipment	<u>7,962,469</u>
	<u>21,265,444</u>
	<u>23,368,319</u>
Liabilities	
Current Liabilities	
Accrued Liabilities	1,815,909
Deferred Revenue	137,166
Current portion of post-employment benefit obligation	<u>149,800</u>
	<u>2,102,875</u>
Post-employment benefit obligation	<u>1,615,300</u>
	<u>3,718,175</u>
Deferred Contributions	
Trust	13,002,975
Building and equipment grants	<u>1,850,126</u>
	<u>14,853,101</u>
Fund Balances	
Investment in property, plant and equipment	6,412,343
Unrestricted	<u>(1,615,300)</u>
	<u>4,797,043</u>
	<u>23,368,319</u>



Lori Fredericks
Registered Nurse

Christine Morgan
Registered Nurse

Dennise Forde
Registered Nurse

Women's College Hospital Foundation

April 1st, 2006 was not only the date when Women's College Hospital regained its independence, but was also the date when Women's College Hospital Foundation was officially re-launched, in order to provide funding and support to The New Women's College Hospital.

During the preceding four years, funds donated and endowed for the support of Women's College Hospital and its programs were diligently stewarded by Women's College Health Trust. With the Hospital regaining its independence, Women's College Health Trust embraced the opportunity to transform itself into a new foundation. The New Women's College Hospital Foundation is actively fundraising to help the Hospital achieve its vision as a world leader in women's health and a pre-eminent ambulatory care centre. The new Foundation is continuing to oversee all investment and granting responsibilities carried forward from the Women's College Health Trust. Total assets as at March 31, 2006 are \$43.7 million, of which \$40.1 million is restricted (ie. designated for a specific purpose).

Much has already been accomplished in rebuilding and revitalizing the Foundation. Key staff positions have been filled and fundraising activities are underway. Foundation President & CEO Joanne Cole will join the Foundation in October, 2006.

Carol Cowan, Chair of the Women's College Hospital Foundation Board of Directors, says she "is thrilled that Board development is going well, with 11 of 17 positions already filled. Excellent new people have come forward, with tremendous passion for the future of the Hospital." Also, a new Advisory Board is being established, which will offer additional opportunities for key donors to provide input and good counsel.

The new Foundation's first direct mail appeal to 78,000 past donors has been overwhelmingly positive. For example, it generated more than a +40% increase in Sustaining (monthly) Donors in only six weeks. Other fundraising and donor support materials are being developed. The Foundation and Hospital are collaborating in regard to marketing planning and messaging, in order to achieve consistency of voice and branding.

The Foundation is honoured to assist The New Women's College Hospital in its journey forward.

Association of Volunteers

This year has not only marked a milestone for Women's College Hospital, but also for its marvelous Association of Volunteers. The Association of Volunteers celebrated its 90th Anniversary year in 2006, and honoured the occasion by creating new volunteer service recognition awards for volunteers with thirty to fifty years of voluntary participation. Fourteen members received these long-service awards.

The Association continued its commitment to service and fundraising on behalf of the Hospital. This year, the Volunteers donated \$50,000 to the Centre for Research in Women's Health (now incorporated into the Women's College Research Institute) in honour of the Centre's 10th Anniversary. The money was used to fund the Women's Health Summer Student Experience program, which provided an opportunity for students interested in women's health to work under the guidance of an experienced researcher and gain an understanding of this important work.

Other contributions were made to:

Sexual Assault and Domestic Violence Centre

Women Recovering from Abuse Programme

Breastfeeding Clinic

Women's College Hospital Archives

Purchase of a Blood Pressure Machine for the Hypertension and Diabetes Clinic

The Volunteers have also renewed their commitment to provide \$250,000 to fund the Stryker Equipment for the Cummings Auditorium when the building is renovated.

In total, 136 active Volunteers contributed 23,000 hours of service in 21 areas of the hospital. Their loyalty and commitment remains undiminished, and they look forward to continuing their support to The New Women's College Hospital as we move into the future.



The New
Women's
College
Hospital

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