

# Creating Exceptional Experiences for Patients and Care Providers

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UHN's Primary Value

The Needs of Patients Come First

UHN's vision

**A  
Healthier  
World.**





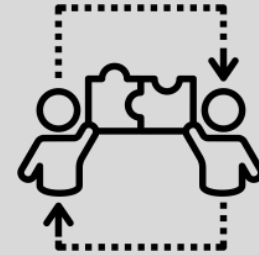
## Core Dimensions of UHN's Strategy



Exceptional experiences that exceed expectations for patients and their families, learners, and Team UHN



Designing and leading innovations beyond boundaries to shape tomorrow's care in Canada and around the globe



Deepening alignment across care, research and education for the greatest impact

UHN's Master Plan is a foundational enabler of our strategic plan.  
***How can we use our facilities to create exceptional experiences for patients and providers?***

# Exceptional Experiences



# The Challenge

▶ Aging infrastructure means risk, including surgical delays and IPAC related incidents

▶ Current patient experience includes a disjointed and overcrowded entry, waiting, prep and recovery area, and small and crowded patient rooms

▶ Aging and crowded spaces with little to no good respite spaces adversely impacts provider well-being

▶ Advances in technology, population growth, changing consumer expectations and designing for future pandemics and emergent needs

# Toronto Western Hospital New Patient Tower



Designing for providers and patients



















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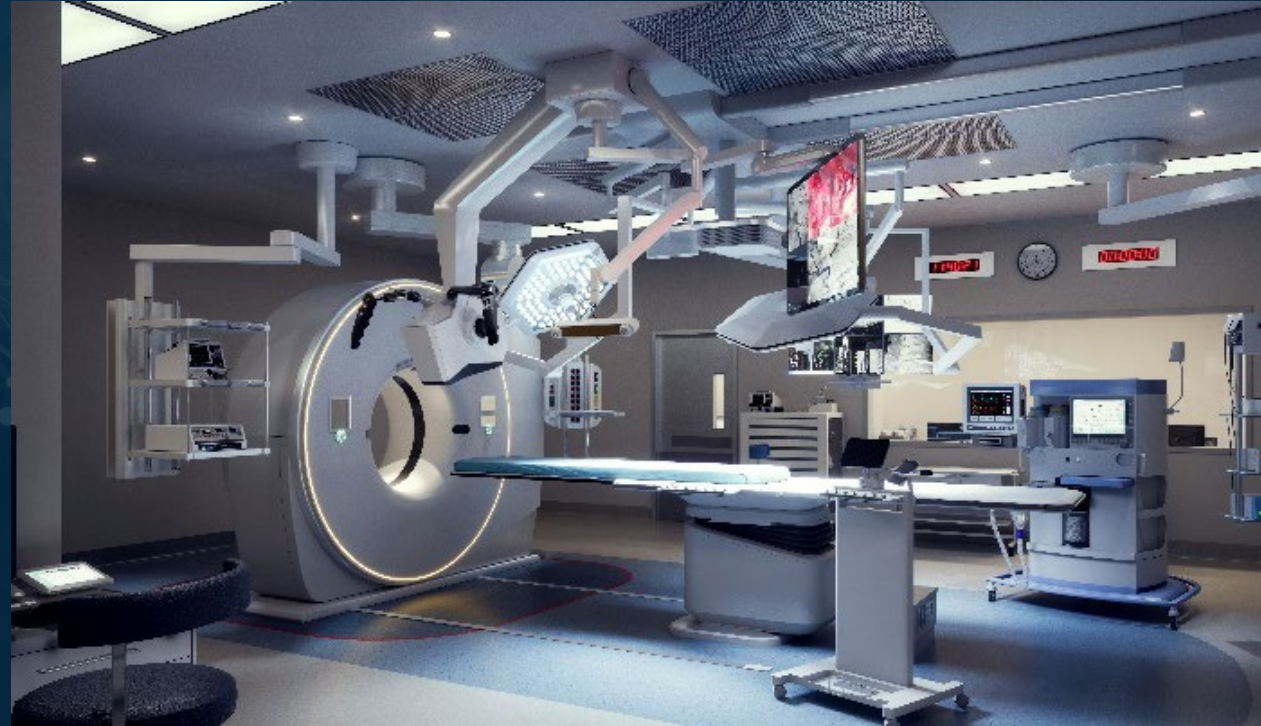
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# The Challenge & Impact

Designed in 1995 for less than 50% of 2015 volumes and fewer therapies than existed at the time of redesign

Overcrowded for volume and inadequate spaces for services on the floor, e.g. Blood lab service patients waited in long lines with no privacy

Inadequate food choices, especially for cancer care and well-being

Goals: Re-envision patient care, enhance staff satisfaction, and optimize capacity to respond to demand for care

Today, a beautiful therapeutic space including a green wall at Murray St, signage at University Ave., partnership with AGO for permanent art loans, retail strategy

# Princess Margaret Cancer Centre Entrance



Designing healing spaces for cancer care





← Blood & Specimen  
Collection / ECG Lab

→ Prostate, Lung & Breast Research Centres  
Magic Castle  
Spiritual Centre



Line Up Here

Longo Fam

Floors 3B - 18







Pharmacy

VISIONARY

Dr. William Osler  
Dr. John Snow  
Dr. Robert Koch  
Dr. Louis Pasteur  
Dr. Joseph Lister  
Dr. Edward Jenner  
Dr. Alexander Fleming  
Dr. Howard Florey  
Dr. Dorothy Hodgkin  
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PIONEER

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CHAMPION

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INNOVATOR

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LEADER

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Dr. Barbara McClintock  
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Dr. Rita Levi-Montalcini  
Dr. Sydney Brenner

PROGRESS

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ACHIEVEMENT

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HERITAGE

Dr. William Osler  
Dr. John Snow  
Dr. Robert Koch  
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LEGACY

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TRIBUTE

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REMEMBRANCE

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COMMEMORATION

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RECOGNITION

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Blood

# The Challenge & Impact

Challenge was to create a natural and beautiful space without using living plants to ensure a year-round, no-maintenance garden

Design uses strong, cultivated patterns of formal French gardens, incorporates the artistry of hand-blown glass flowers, enclosed by an artificial boxwood hedge. Vertical walls with decorative panels unify garden.

Transformed from uninviting area to therapeutic space

*"It is a reminder that life is beautiful."*  
– Patient Partner, Princess Margaret Cancer Centre

## Max Tanenbaum Healing Garden



Providing healing through art









# **Innovation Beyond Boundaries**



# The Challenge & Impact

Facilitates access to specialized cancer care by providing a self-care facility for active cancer patients and their caregivers from out of town who may not otherwise be able to attend their treatments at UHN and Sunnybrook

Three hospital meals/day Mon-Fri  
 Hourly shuttle service to hospital  
 Recreation & Leisure facilities and programs  
 Current Rate: \$30 per resident per night  
 On average, 17,000 night stays/year; 75% capacity; total 14 FTE  
 Average length of stay: 4 weeks

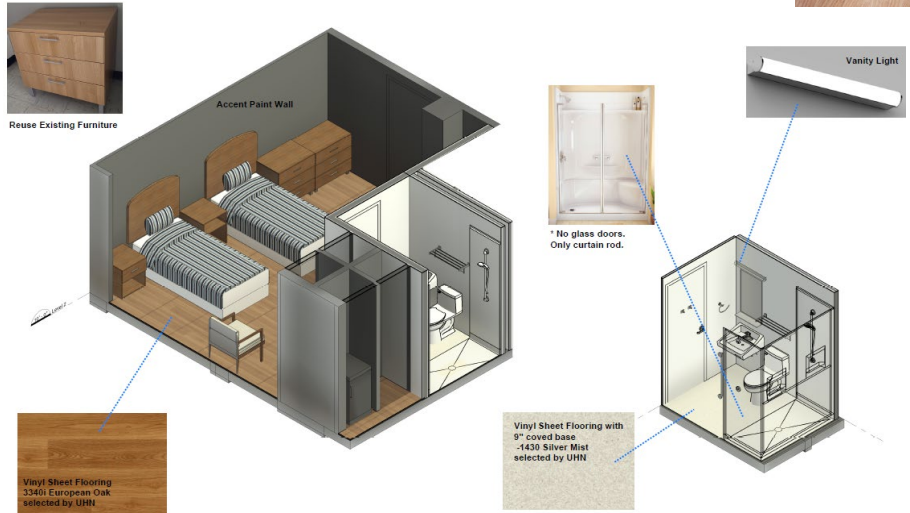
High levels of resident satisfaction (>95% rating very good or excellent) with stay, staff courtesy and cleanliness

*"Was a blessing to have a place to stay because we live five hours away and cannot afford anywhere else...took a lot off both our minds." -Resident*

# Princess Margaret Cancer Lodge



Providing affordable stays for patients and their caregivers



*"Everything was great, from the phone call to get started, the warm greeting when we arrived, allowing another family member to stay when things were so overwhelming. Everyone has been helpful and informative, thank you so much." - Resident*



# The Challenge & Impact

*Gitigan* - Anishinaabemowin word for garden

Partnership with UHN's Indigenous Health Program to plan and plant the Michener Gitigan (Elm St and McCaul St) - now in its third season

## Goals:

- To create a healing space to grow Indigenous medicines and an educational garden where community engagement and teaching can take place
- To transform the approach of growing annuals to native perennial plants instead

Next steps: To expand gardens beyond Michener Institute of Education

# Michener Institute of Education Gitigan



Creating healing spaces for our Indigenous community





# The Challenge & Impact

First established in 2016 with funding from *TD Friends of the Environment* to provide a wheelchair accessible garden for patient therapy and staff engagement – now in its 8th year

Patients and staff can plant, water and harvest produce and use these for cooking

In addition, TRI at University Centre, has a rooftop garden for growing produce such as eggplant, zucchini, tomato, squash, mint and chard – all in a small container garden!

Raised beds at Lyndhurst Centre is a wheelchair accessible garden. Patients use special long-handled tools in order to tend to the plants. After a two-season pause due to COVID-19, patients took part in all rejuvenation efforts, taking out weeds, replacing 50% of the dried out dirt with rich soil, planting seedlings, watering and more.

# Garden Rehab on Wheels “GROW” at Bickle Centre



Providing accessible garden for patient therapy and staff engagement





# The Challenge & Impact

Successfully nurture a vacant lot into a safe and accessible garden space for patients, staff, and the community

Partnership between UHN, Greenest City and 17 Close Avenue Community Garden Team

1 in 8 Canadians experience the struggles of food insecurity; many are from Indigenous communities

*“The group wanted to reflect the history of the land, which includes indigenous presence. Bonnie Storr is Indigenous, lived in the house that used to be on 17 Close Ave and was an avid gardener” – Angela Elzinga Cheng, Executive Director at Greenest City*

# Bonnie Storr Community Garden



Providing accessible garden space for the community





# The Challenge

Approximately 9000 people experiencing homelessness in Toronto and **over 100 people die every year** because they are unhoused.

At UHN, **234 patients made up 15,300+ ED visits** and just 88 patients experienced over 7700 visits

**Over 57%** of high-needs patients with chronic disease are living in low-income neighbourhoods and/or **without any stable housing.**

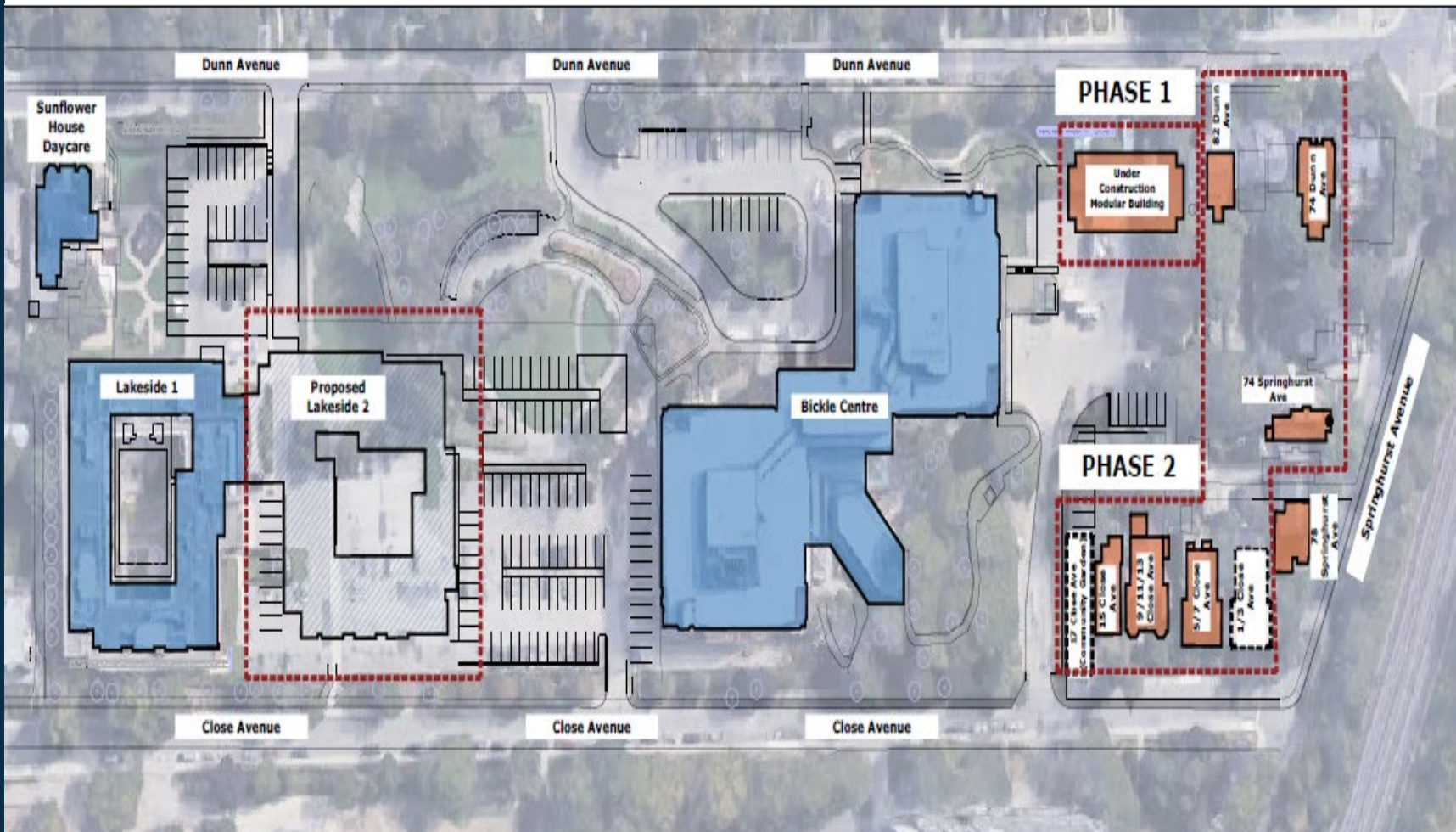
**45.1%** of all ED visits by shelter residents were to TGH & TWH --the most of any hospital network in the Toronto Region.

Stable housing is a **determinant of health**; without housing, patients only experience immediate acute resolution instead of holistic care that could avoid returns to the ED

# Social Medicine – Prescribing Housing



Providing holistic care to under-served patients





















# The Challenge & Impact

Opened in early December 2022 at 750 Dundas St W., a UHN leased space used to divert patients who are intoxicated by alcohol and now, opioids, who do not need medical intervention

Avoids visits to the ED and receive a space to recovery, shower and dedicated staff to connect patients with social supports

Supporting features:

- Temporary hospital designation
  - EMS identify patients who match criteria and drop-off at the site
  - Patients stay less than 24 hours, supported by community partners and provided with links to services post-discharge
  - On-site security provided by *One Community Solutions*
- 
- 1796 visits to the SCC
  - 2000+ hours recovered for the health system
  - Average length of stay 8.23 hours

## Stabilization Site



Providing holistic patient care





# The Challenge & Impact

Potential transmission of COVID-19 to loved ones, difficult commutes (inclement weather, protests at Queen’s Park) led to the Rest Safe program

Launched in spring 2020 until February 2022 and provided 18,000 nights of free hotel accommodations to more than 1000 staff

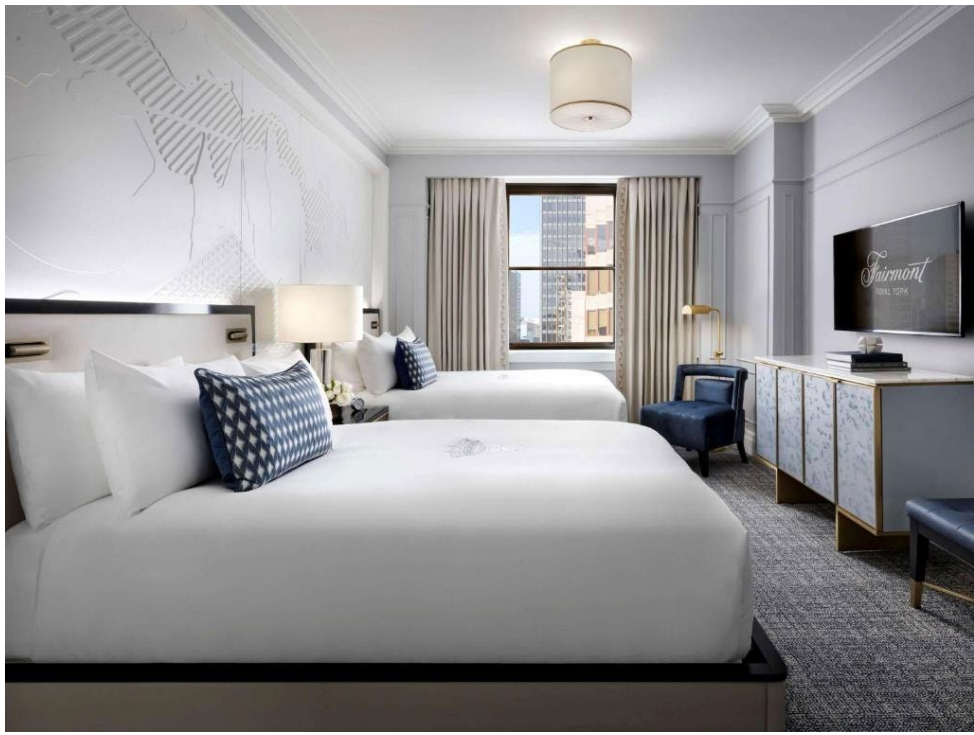
Snowstorm in January 2022 was the busiest with 200 requests from staff

Cost \$690,000 funded entirely by UHN’s Foundations

*“The program alleviated some of the stress that I felt, and allowed me to move at my own pace...It’s definitely opened my eyes to the importance of sleep and rest between shifts, and allowed me to focus on recharging my body...The Rest Safe Program was honestly heaven-sent as I was a 10-minute walk away from work and no longer had to worry about my commute.” – Sue Boparai, RN*

# Rest Safe Program

 Partnerships to create safe stays for providers





# The Challenge

UHN's initiative to implement a sustainable system to reduce healthcare's impact on the environment in support of A Healthier World

To provide 90% of the TWH campus heating and cooling needs

Features include: N+1 design for WET System equipment, and back-up generators for the WET System equipment

Expected impact:

- Average \$1M/year operational savings over 30 years
- 8,400 tCO2e/year eliminated (~16% of UHN's current Scope 1 & Scope 2 emissions)

# Noventa Wet System



Reducing adverse impact on environment we live, work, play in



*Construction of the Wetwell, where wastewater will be accessed, on the south side of Dundas St. across from TWH.*





**Deepening the Integration between Research, Education & Care**



# The Challenge & Impact

Goal: To become a national/global centre of excellence in surgical training, research and practice. The Temerty Centre will build capacity and anticipate health human resource needs in surgery

Phase 1 provides learners with high-fidelity models and a psychologically safe place to learn complex skills:

Phase 2 includes 11 mini-operating rooms; 3 rooms will be lead lined

# Temerty Advanced Surgical Education & Simulation Centre



A Healthier World through Teaching & Learning





**Thank you!**