

A healthcare worker in teal scrubs is seen from behind, pushing a wheelchair down a bright, modern hospital hallway. The hallway has large windows and a polished floor that reflects the light. In the background, other people can be seen walking through the glass doors.

CONNECTING CARE

2018 – 2019
ANNUAL REPORT

RUNNYMEDE HEALTHCARE CENTRE

Runnymede Healthcare Centre is a dynamic and growing 206-bed rehabilitation and complex continuing care hospital in Toronto's west end

We deliver exemplary, patient-centred care that helps people recover strength and ability, typically after hospitalization in acute care. By providing the right care at the right time, our hospital is helping more patients than ever to safely return to their lives. We take great pride in our role as a key system partner as we work toward eliminating hallway healthcare by reducing wait times and improving patient flow.

As patients' needs grow and demands on the healthcare system increase, our hospital is rising to the challenge. Runnymede is a key partner in the newly formed North Toronto Ontario Health Team, a collaboration of a broad range of healthcare providers. The team is being spearheaded by Humber River Hospital, a leader in acute care and North America's first fully digital hospital. Together with our health team partners, we are working to ensure our community receives the care they need, when they need it. Our participation in this newly established team of healthcare providers aligns with the Government of Ontario's vision of an interconnected, sustainable

healthcare system that puts patients first by improving access to care.

We started a new chapter in our hospital's history in 2019 with the addition of an Active Rehab Program to address a need in our community. This program will run alongside our Slow Stream Rehab and Medically Complex Programs. Active Rehab at Runnymede enables patients to promptly access the intensive therapy they need to progress on their healthcare journey and return to their lives.

We are ensuring a bright future for the community we serve. Our plans to expand Runnymede to include a 200-bed long-term care home signal our evolution into a community healthcare hub and Centre of Excellence for Aging and Wellness. And we have more in store: we are laying the groundwork for outpatient services with newly acquired property and changes to our model of care. Outpatient services will give our community more opportunities to access the care they need, close to home.

MESSAGE FROM THE PRESIDENT & CHIEF EXECUTIVE OFFICER



The pursuit of excellence drives everything we do and that is reflected in our vision

The past year was transformational. Shifting healthcare priorities and increasing demand for service challenged us all to realign and better respond to our patients and community. Runnymede Healthcare Centre had to break with tradition, be bold and innovative. The status quo could not persist. The lure of becoming a Centre of Excellence for Aging and Wellness was the future we strived for and is the outcome we have all come to expect.

We share a vision with the Government of Ontario to build a connected, sustainable public healthcare system that will improve access to care and is centred on the needs of the patient. At the core of this new model are the Ontario Health Teams, groups of health care providers that will work together to offer a defined patient population end-to-end healthcare, and support services in a connected healthcare system.

Every day in Ontario, our aging and growing population places increased demands on the healthcare system. To offer the very best in patient care, we must proactively pursue change. The time for innovative solutions is now, and Runnymede is rising to the challenge.

I am delighted to share that Runnymede is a key partner in the newly formed North Toronto Ontario Health Team, a collaboration of a broad range of healthcare providers, being spearheaded by Humber River Hospital (HRH). HRH is a leader in acute care and North America's first fully digital hospital. Runnymede offers unparalleled rehabilitative and complex continuing care. Together with our health team partners, we are working to ensure our community receives the care they need, when they need it.

This year we launched a new Active Rehabilitation Program that improves the flow of patients through the healthcare system. This intensive short-term program moves patients out of acute care hospitals and into rehabilitation beds at Runnymede, where they receive the care they need to get back home to their lives sooner.

Our Active Rehabilitation Program reduces wait times and helps to reduce the burden of hallway medicine.

The rising demand for long-term care (LTC) beds is one of the defining challenges facing healthcare today. Toronto's aging population has the highest wait times in the province. Runnymede is building a new 200-bed LTC home on our hospital campus to address this critical issue so that seniors can receive the care they desperately need and continue to age in their community. Our LTC home will also be the first in Canada to offer culturally relevant care to Maltese-Canadians.

Runnymede is always reaching higher and pushing ourselves further to meet the needs of our community and the healthcare system while delivering on our promise of excellence, accountability and innovation.

The pursuit of excellence drives everything we do and that was reflected in our recent accreditation survey results. For the second time in a row, we achieved a perfect score. Runnymede was awarded a four-year Accreditation with Exemplary Standing by Accreditation Canada, the organization that sets the benchmarks for quality and safety in healthcare. Exemplary Standing is the highest designation awarded and demonstrates our commitment to quality, safety, and patient-centred care.

Our remarkable achievements wouldn't be possible without the hard work and dedication of our Senior Leadership Team, passionate staff, volunteers, and donors. I would like to extend my heartfelt thanks to all of you for your generous commitment to our vision.

CONNIE DEJAK
President & Chief Executive Officer

JOURNEY THROUGH CARE



STORIES OF IMPACT

Lawrence Wamboldt A bridge back to life

Lawrence Wamboldt credits Runnymede's new Active Rehab Program with getting him back to his life after an unexpected fall and surgery.

He fell on the last day of his family vacation in Cayo Coco, Cuba, and needed to have his knee wrapped at the resort's medical station so he'd be able to fly home.

"The pain brought me to tears," Lawrence said.

His knee had swollen to three times its normal size. The Wamboldts were sure it was broken. But a scan at the emergency room upon his return to Canada showed no broken bones.

His condition worsened over the next two weeks. He started to lose feeling in his hands. After a number of hospital visits and tests, Lawrence got his diagnosis: he had injured his neck in the fall. He needed emergency surgery to fuse his cervical vertebrae.

After a successful surgery, Lawrence needed rehab to regain his lost strength and function.

"Dad just wants to go back to being active," his son John said. "Our goal is for him to get back to being independent. He hates asking for help."

Lawrence was transferred to Runnymede from acute care in February 2019. He was the first patient to be admitted to the hospital's Active Rehab Program.

Lawrence's therapists supported his dedication to his recovery and gave him extra therapy that he gladly took on.

"I was game for anything," Lawrence said. "All I wanted was to get better, and you helped me get there. You listened to me and pushed me to do more."

After spending just over two weeks at Runnymede, Lawrence returned home, confident in his ability to continue building on his progress.

"I learned more things here than I would ever learn at home. I know what I need to do to keep in shape. I have everything ready to go and I'm going to continue with my exercises," Lawrence said. "I'm grateful for what my therapists taught me and I'm going to do everything they said."

"ALL I
WANTED
WAS TO
GET
BETTER..."



"...YOU
HELPED
ME GET
THERE."

GOALS FOR RECOVERY

June Cunningham

A long road to recovery leads back home

After 15 months as a medically complex patient at Runnymede, June Cunningham was ready to return home, but the moment was bittersweet.

“I’ve made so many friends while I’ve been here, and I’m going to miss everyone so much,” she said.

After experiencing a seizure and fall while in her Toronto home, June suffered injuries and had a lengthy acute care stay. She was admitted to Runnymede’s Medically Complex Program for treatment. At the time she could only get out of bed by mechanical lift and her ability to speak was reduced to almost nothing.

The interprofessional team worked with June and her family to set goals for her recovery. Given her condition when she arrived, her goals were very basic at first, such as getting out of bed.

The road to recovery was tough, and June credits the therapists and nursing staff who cared for her with keeping her spirits up.

“They were always there to be with me and talk with me whenever I needed help,” she said.

After months of hard work with Runnymede’s physiotherapists, June no longer needed the mechanical lift to get out of bed. She regained her ability to talk. Later still she achieved another milestone with the occupational therapy team: she could get around on her own in a wheelchair and with a walker with help from others.

The interprofessional team ensured June was well-prepared for her return home through education and a trial weekend at home.

“I’ve come such a long way since I started at Runnymede,” she said.

Renato Aguilar

Super Lolo’s recovery is a family affair

Renato Aguilar, a retired professional engineer is better known at home by his nickname, Super Lolo (Lolo is the Filipino word for grandfather). The patriarch of a large, tight-knit family, Renato was fearless and spry into retirement.

But a stroke in September followed by a surgery to reduce pressure in his cerebellum left Renato briefly paralyzed on his left side. While movement on his left side eventually returned, he was wheelchair-bound with difficulty walking and a lack of coordination. Renato and his family chose Runnymede Healthcare Centre to continue his journey to recovery in the Slow Stream Rehab Program.

The hospital also had an added benefit for the family: a 24-hour visiting policy. Renato was rarely without a visit from his wife, his three daughters, or six grandchildren. On Sundays, the entire family would come together in the cafeteria or book the hospital’s gathering room for a boisterous home-cooked meal.

24-HOUR VISITING POLICY

Renato’s eagerness to improve was also a huge boost to his recovery. His goal was to be as independent as possible, and his willingness to work hard and do his exercises saw him through. Renato entered Runnymede in a wheelchair and left walking.

He praises the interprofessional team at Runnymede for their dedication to getting him better.

“I love all the people here,” Renato said. “All the nurses are nice. The therapists are great.”

“We are so happy with our decision to come to Runnymede,” his daughter Gina said. “Super Lolo is back with us, 100%.”

INTERPROFESSIONAL CARE TEAM



DR. FABIO VARLESE,
CHIEF OF STAFF

SHIFTING
TO ACHIEVE
A BOLD
VISION

MESSAGE FROM THE CHIEF OF STAFF

We are on a trajectory for greatness at Runnymede Healthcare Centre as we push to become a Centre of Excellence for Aging and Wellness. I am thrilled to help lead the clinical team to this goal. In the short months since I joined Runnymede as Vice President, Medical Affairs in October 2018, and subsequently Chief of Staff in February 2019, we have already made significant foundational changes that help place our transformation within reach.

We have nearly doubled our team of physicians and introduced a new physician model that supports our hospital's expanded scope of programs and services. By streamlining the way our team provides care, the new physician model enables us to help patients to resume their lives in the community, quickly and safely. As Runnymede expands to include new outpatient services and a long-term care home, our clinical team will continue to grow and deliver safe, high-quality, patient-centred care.

Runnymede is redefining aging and wellness. As we grow and transform, we will increasingly help patients take

charge of their health. In addition to treating disease, our team will sharpen its focus on wellness. By providing patients and the community with the information and tools they need, we will help them to not only manage disease, but prevent it.

Our skilled clinical team is vital to Runnymede's ongoing success. I would like to acknowledge their dedication and thank them for their commitment to the patients and families we serve. I look forward with enthusiasm to our collaborations ahead as we address the changing needs of an aging population.

I also wish to offer my thanks to Runnymede's President and Chief Executive Officer, Connie Dejak, for her tremendous vision and guidance during this time of transformation. Through her leadership, our hospital has taken its place as an essential player in the healthcare system. Connie's commitment to clinical excellence is unwavering and has made it possible for Runnymede to once again raise the bar for patient-centred care.

DR. FABIO VARLESE
Chief of Staff



ACTIVE REHAB



Speeding up recovery

Runnymede proudly launched a new patient-centred rehab program in 2019 that has fundamentally changed both the way we work and the patient population we serve. Our High Tolerance Short Duration Rehabilitation Program – commonly known as Active Rehab – puts patients on the fastest possible track to getting back to their lives following hospitalization in acute care. Our clinical team works in partnership with patients to restore their mobility and develop the skills and understanding they need to adapt to their new reality and return home.

The new Active Rehab Program helps patients move out of acute care sooner so they can quickly access the treatment they desperately need. Unlike our Low Tolerance Long Duration Rehabilitation Program, commonly known as Slow Stream Rehab, Active Rehab is for patients who can tolerate a fast, intensive form of therapy. Our clinical team helps them regain their functional abilities within days or weeks of their admission to Runnymede. After leaving the program, patients continue their healthcare journey either at home or at their next healthcare destination.

Reinventing our model of care

To better meet the needs of all our patients, we reinvented the way we provide care. To improve patient outcomes and harness the clinical expertise, passion and dedication of our team, we moved from a 5-day to a 7-day model of care. Patients can now receive therapy every day of the week. To accommodate this new model, we expanded the number of people on our staff, most of them clinical.

Runnymede rehab patients receive treatment from our expert clinical team, which includes physicians, nurses, physiotherapists, occupational therapists and other clinicians. Together they are committed to providing the appropriate level of care for patients to achieve their clinical goals.

A 7-DAY MODEL OF CARE



OUTPATIENT SERVICES

Support every step of the way

Soon, discharge won't signal the end of our relationship with patients. We are adding outpatient services to provide the continuing care our patients need to support them on their healthcare journeys. Outpatient services allow us to better serve our patients, providing them with a seamless transition of care, post-discharge. It will also provide another avenue for our community to access rehab care when and where they need it, making our clinical expertise available to more people.



EXISTING RUNNYMEDE
HEALTHCARE CENTRE

LONG-TERM CARE

The foundation for a Centre of
Excellence for Aging and Wellness

No matter how you look at it, Ontario is experiencing a crisis in long-term care (LTC).

In Toronto, patients usually wait more than 200 days for an LTC bed. This is the longest wait time in the province, with more than 2,500 patients currently on the wait list in our region. This will only increase as the number of seniors in Ontario is projected to double within two decades.

To address this critical need, we are expanding Runnymede's campus to include a 200-bed LTC home. Our new facility will sit adjacent to the hospital and will open its doors in 2022. The Ontario government has pledged to add 15,000 new LTC beds in the province over the next five years, and we are proud to be a part of this system-wide growth. Our LTC home will solidify Runnymede's position as a trusted community healthcare hub and Centre of Excellence for Aging and Wellness.

We are building this new facility to address the very real need for more LTC beds, but we are equally dedicated to contributing to our immediate community with this

project. To reflect our strong ties to Toronto's Little Malta neighbourhood, our LTC home will be the first in the country to offer culturally relevant care to Maltese-Canadians.

200-BED FACILITY PROPOSED OPENING IN 2022



ACCREDITATION

Achieving the extraordinary

In 2018, Runnymede was surveyed by Accreditation Canada, the independent, not-for-profit agency that sets the benchmarks for quality and safety in Canadian healthcare, and the outcome of its evaluation was glowing. We met 100% of Accreditation Canada's standards and were awarded their highest honour: Accreditation with Exemplary Standing.

Runnymede voluntarily undergoes the rigorous accreditation process every four years, and this is the second consecutive time our hospital has achieved this extraordinary result. It is a shining example of how our culture of excellence and quality improvement makes us leaders in high-quality, patient-centred care.

The accreditation survey process was comprehensive. Staff from all levels of our organization across multiple departments were interviewed, as well as our community partners, patients and their families. Everything was subject to review and evaluation, including patient charts, policies and procedures, and the hospital building itself.

Our outstanding accreditation result reinforces our plans and processes. It signals to patients and their families that they can trust in the quality and safety of care we deliver. It gives our partners the reassurance that we are skilled at what we do and can be relied on to provide outstanding patient-centred care. And it gives our staff the inspiration to strive for the continued excellence we are proud to achieve together.

PARTNERSHIPS

Strength through collaboration

At Runnymede, we recognize that partnerships among healthcare organizations are essential. They help to streamline the delivery of excellent patient care, prioritize patient experience by supporting their navigation through their healthcare journey, create efficiencies and reduce costs across the healthcare system. Partnerships provide an opportunity for us to leverage not only our clinical expertise, processes and infrastructure, but also enhance our ability to adapt, innovate and implement change quickly.

We have embraced this philosophy and actively seek out partnerships that fulfill our commitment

to high-quality patient-centred care and fiscal accountability. Our strong partnerships with acute care hospitals and other organizations have made the success of our programs possible. The partnerships we have deliver healthcare system benefits that include transitioning of patients out of acute care beds, reducing wait times for rehabilitation and improving the flow of patients through the system. As a key member of the newly formed North Toronto Ontario Health Team, we are ready to leverage the power of partnerships to provide connected care to our community.

EXEMPLARY STANDING WITH NO STANDARDS UNMET



MESSAGE FROM THE BOARD CHAIR

It was an honour to be named Chair of Runnymede Healthcare Centre's Board of Directors during this pivotal time.

Our Board membership has undergone some significant changes this year. We said goodbye to our Chief of Medical Staff, Dr. Stephen Ng, who retired after an inspiring 29 years of dedicated service. The hospital welcomed Dr. Fabio Varlese as the new Chief of Staff. Dr. Varlese stands at the forefront of medical care and is a prominent specialist in internal and geriatric medicine.

The Board is developing a new strategic plan to support the hospital's transformation and growth. We identified opportunities for Runnymede to address the current and future needs of patients and the broader community while also supporting the healthcare system. Thank you to our Board of Directors for their steadfast dedication to Runnymede and their responsive governance. Their commitment is to be commended and I am honored to serve with them as their Board Chair.

In a changing healthcare landscape, the Board of Directors maintains its unwavering commitment to responsible stewardship of the hospital. We provide governance, financial oversight, and risk management to Runnymede, ensuring the hospital is well-managed and accountable.

Runnymede's incredible transformation would not be possible without the bold leadership of our President and Chief Executive Officer, Connie Dejak. On behalf of the Board of Directors, I would like to thank Connie for her visionary direction. Connie is driven by her unwavering commitment to providing the best possible care for our patients and the community. She is fearless in her willingness to make sweeping changes to enhance care and ease health system pressures. Great leaders push us to dream bigger and to do more. Thanks to Connie and Dr. Varlese, Runnymede is closer to its goal of becoming a Centre of Excellence for Aging and Wellness.

I would also like to extend my sincerest gratitude to our donors. Your generosity helps us at every turn and supports our patients to get back to their lives. To our volunteers, thank you for your ongoing service and your benevolence. Finally, to our community, thank you for your continued support. We are honoured to be in your midst and so much of our success is directly related to your efforts.

Runnymede has had an incredible year and I look forward to what comes next.

NICK MIGLIORE
Chair, Board of Directors



NICK MIGLIORE
Chair,
Board of Directors



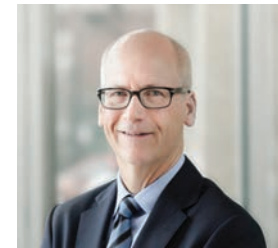
DAVID R. HAWKEY
Vice Chair,
Board of Directors



CONNIE DEJAK
President & Chief Executive
Officer and Secretary-
Treasurer to the Board of
Directors and Corporation
(Ex-officio)



DR. FABIO VARLESE
Chief of Staff
(Ex-officio)



RANDY COLBERT



BRAD FRASER



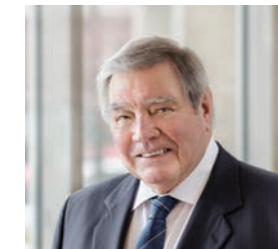
DORI HAWKINSON



ANETTA JEWELL



ISABELLE O'CONNOR



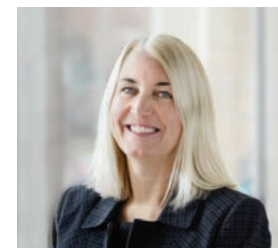
DOUGLAS R. PORTER



RAJ SEWDA
Vice President,
Clinical Operations &
Quality, Chief Nursing
Executive & Chief Privacy
Officer (Ex-officio)



DR. PATRICK SKALENDA
Interim President of
Medical Staff (Ex-officio)



LORI VAUDRY

FINANCIAL OVERVIEW

The following charts show sources of revenue and distribution of expenses for Runnymede Healthcare Centre (presented in thousands). Audited financial statements as at March 31, 2019 are available upon request by contacting 416-762-7316 or emailing communications@runnymedehc.ca.



Revenues by source:	\$46,988
A. Provincial	\$39,035
B. Grants & others	\$4,955
C. Patients	\$2,998

Health expenses by type:	\$45,356
A. Compensation	\$31,799
B. Other supplies	\$5,752
C. Contracted services	\$3,379
D. Depreciation	\$3,210
E. Medical supplies/drugs	\$1,216
Net bottom line	\$1,632

ANNUAL CAPITAL SPEND:

\$1.080M

MANY THANKS

Runnymede's unwavering commitment to patient-centred care and exemplary service wouldn't be possible without the support of our partners in the community.

In addition to the tireless commitment of our staff, the many contributions of our volunteers are what help Runnymede excel as a community hospital. Your continued dedication enhances the patient experience in countless ways, and we thank you for enhancing the quality of patient-centred care that Runnymede provides.

The generous contributions of our donors make so many of our achievements and so much of our growth possible. Thank you for your continued dedication and support. Your partnership is vital to making our ambitious plans for a community healthcare hub and Centre of Excellence for Aging and Wellness a reality.

Donate today and help Runnymede continue to provide excellent patient care.

Visit us online at www.runnymedehc.ca/donate.



6,788
VOLUNTEER
HOURS

CONTRIBUTED IN 2018-2019

THE FUTURE IS BOLD

This was another inspiring year of growth, reinvention, and exemplary achievement at Runnymede. And we are just getting started. With a new strategic planning process in motion, we are boldly charting a new course to help our hospital meet the challenges of an aging population.

We are pushing ourselves to evolve to meet the shifting needs of our community and the healthcare system. We are building the future today as we lay the groundwork for the road ahead.

Throughout it all, we maintain our commitment to excellence. Our hospital's success is built on our exceptional patient-centred care and the robust partnerships that make us a key system player. As we grow and change, we never lose sight of our core beliefs.

Runnymede works to improve the quality of life of every patient, every day. We are positioning ourselves for what's to come to ensure we continue to meet the needs of our patients today and tomorrow, for generations to come.

HELP US CONTINUE TO MAKE A
DIFFERENCE IN THE LIVES OF PATIENTS
BY DONATING TO RUNNYMEDE
HEALTHCARE CENTRE

For more information, please contact foundation@runnymedehc.ca,
call **416-762-7316, ext. 2107** or visit www.runnymedehc.ca/donate/give

RUNNYMEDE HEALTHCARE CENTRE

625 Runnymede Road, Toronto, Ontario M6S 3A3
Phone: 416-762-7316 | Fax: 416-762-3836
communications@runnymedehc.ca | www.runnymedehc.ca

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