


Table of contents



Thank you	4
A vastly improved space	6
Testimonials, Emergency Department at Toronto General Hospital	9
Recognition - digital and donor walls	10
Increasing the Emergency Department's operational efficiency	11
Contact information	13
• Appendix A: UHN's Fast-ED improving operational efficiency	14
• Healthcare Design Magazine profile	18

All photos were taken either before the COVID-19 pandemic or following appropriate physical distancing guidelines.

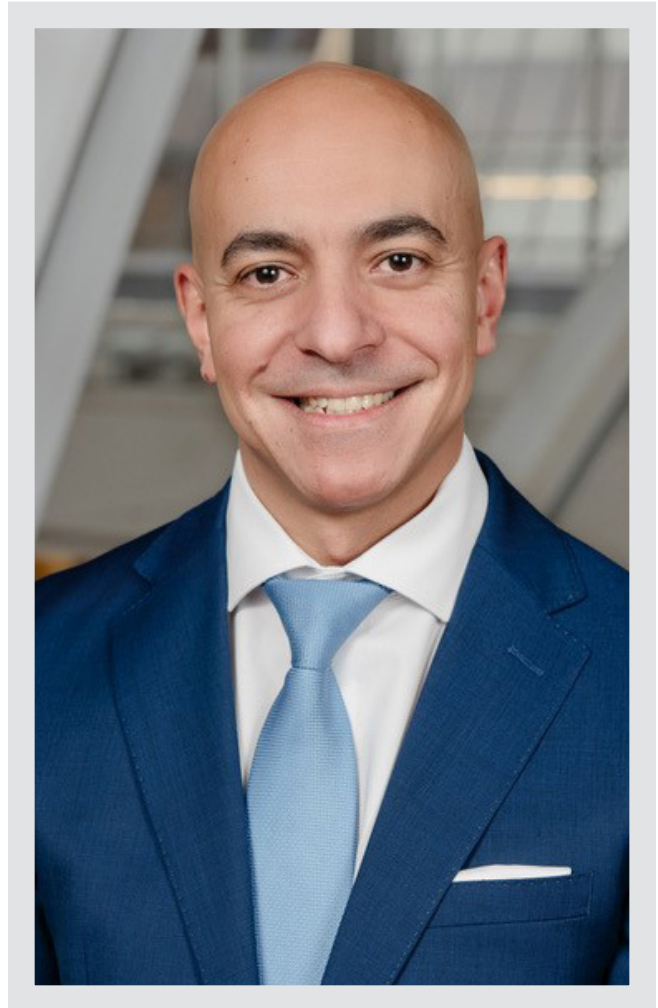
Thank you

I would like to thank you for your support of the Michael Lawrence Turk Emergency Rapid Assessment Centre (RAC) in the Emergency Department (ED) at Toronto General Hospital, University Health Network (UHN). It is through the support of our donors that this space has been made possible, enabling us to offer a radically improved healthcare experience for our patients and the ED team.

In the wake of the COVID-19 pandemic and its unprecedented impact, the expansion and enhancement of ED space has been vital in bettering existing emergency care and improving our capabilities under the strain of escalating wait times.

With Toronto being North America's fastest growing city, increasing numbers and limited space have continued to be a burden for hospitals, creating a concern about quality of care and overflow of patients being treated in the hallway. Since its opening in the spring of 2022, the availability of the RAC is particularly critical as the Emergency Department serves not only TGH, but also handles some of the most complex medical emergencies on behalf of the entire UHN Family, including Toronto Western Hospital (TWH) and Princess Margaret Cancer Centre.

Thanks to more than 9,000 square feet of space, patients are offered safer, calmer and more streamlined care, with a welcoming atmosphere and state-of-the-art facilities, ensuring we are best positioned to serve all who come through our doors.



Dr. Sam Sabbah

I am also thrilled to report that the Michael Turk Emergency Rapid Assessment Centre's innovative design resulted in being profiled in Healthcare Design Magazine. The full article can be found on page 19.

I hope you enjoy the following update on the Rapid Assessment Centre, which includes recent numbers reflecting patient demand, and testimonials from my incredible team of healthcare professionals. I am also excited to include news about the Emergency Department's Fast-ED initiative, through which frontline healthcare workers from all disciplines are collaborating to improve flow and "time to triage" at both Toronto General and Western Hospitals.

I trust that you will enjoy reading about the impact that you are directly supporting. Thank you for your ongoing interest and support.

Sincerely,

A handwritten signature in grey ink, appearing to read "Sam Sabbah", written in a cursive style.

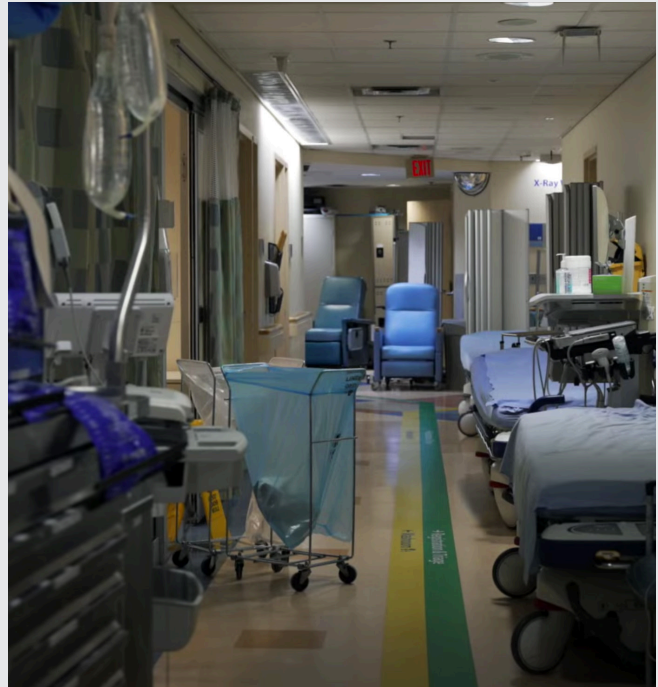
Dr. Sam Sabbah
Medical Director,
Emergency Medicine, UHN
Clinician, Quality Control and Innovation,
Univeristy of Toronto

A vastly improved space

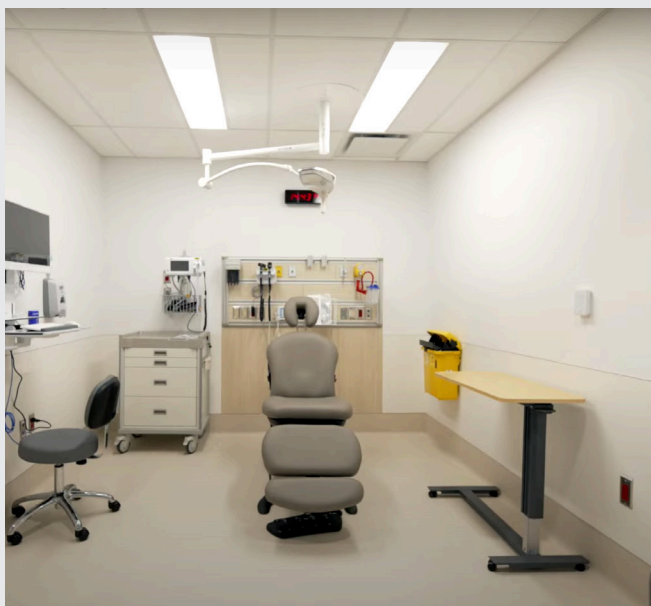
Over the past year, Toronto General Hospital's Michael Lawrence Turk Emergency Rapid Assessment Centre (RAC) has played an integral role in moving towards the elimination of "hallway medicine."

Dedicated to the rapid assessment of patients who visit the Emergency Department in stable condition or with less severe health issues, the RAC has resulted in patients being moved from the crowded hallways of the Emergency Department. This has reduced wait times, while enabling clinical staff to better manage patient flow and activity.

Utilizing 9,500 square feet as compared to only 2,500 square feet that made up the original Rapid Assessment Centre, almost five times more space offers privacy that was not possible beforehand. Combined with state-of-the-art emergency equipment, a world of difference has been made for patient and physician experiences at TGH through the ability to offer seamless, safe and efficient patient flow and delivery of care.



Part of the original Emergency Department space replaced by the Rapid Assessment Centre at TGH.



An expansive new exam room at the RAC.



One of 11 recliner bays available.

WHAT YOU'LL FIND AT TORONTO GENERAL HOSPITAL'S MICHAEL LAWRENCE TURK EMERGENCY RAPID ASSESSMENT CENTRE

- Eight exam rooms and 11 exam bays
- Four isolation rooms
- Six barrier-free washrooms
- One shower
- Three nursing stations
- One lactation room
- One respite room
- One staff lounge
- Four staff workstations
- One housekeeping closet
- Glass partitions for patient and staff safety
- Green space outside the waiting area



The respite room to accommodate patients experiencing homelessness.



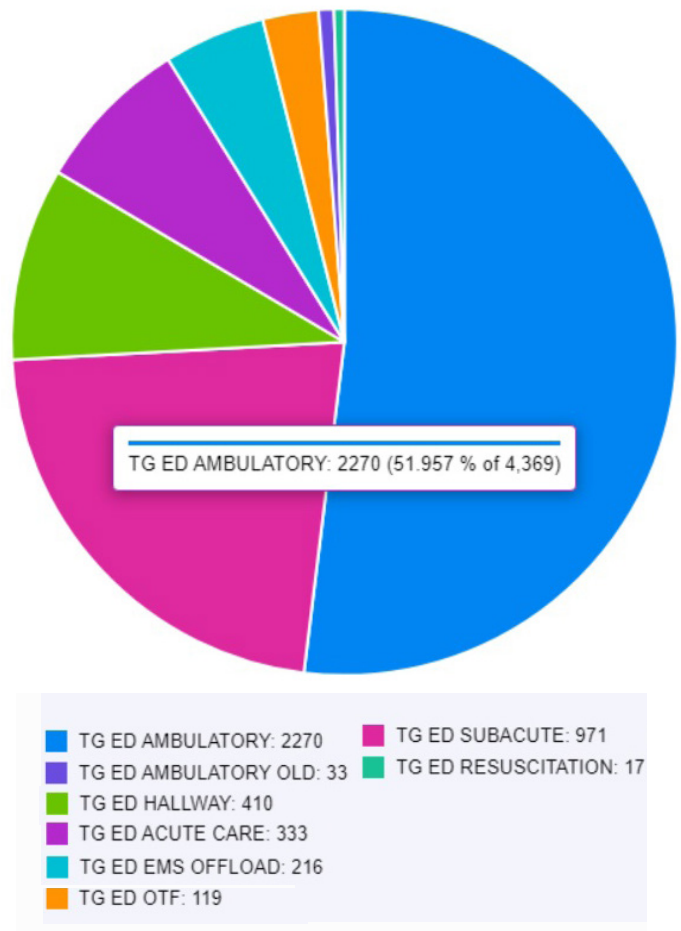
A view of the main hallway, recliner bays and 'Communication Centre A.'

Showcasing the importance of change

Since the establishment of the RAC, over half of Toronto General Hospital's ambulatory care patients have gone through the Centre, seeing 52 per cent of ED patients a month. As showcased in the accompanying graph, these numbers reveal how valuable the new Rapid Assessment Centre is.

During daytime hours in particular, patients are seen and cases turned around swiftly by a department fully staffed with healthcare providers.

June 2023 RAC ambulatory patient numbers (in blue)



Testimonials, Emergency Department at Toronto General Hospital

“The area is well-designed for workflow — the front area and mobile workstations allow for rapid charting, and the back space provides an area for deeper thought about complex cases, and providing coaching to our learners with more privacy and fewer interruptions. This is by far my favourite physical space to work in, and I am tremendously grateful to donors for making it possible to see our ER patients in an area that provides some dignity, privacy, and comfort in this era of hallway medicine.”

Dr. Kate Hayman,
UHN Emergency Physician



“The new RAC is bright and clean, and the “open concept” is very innovative. We can monitor the patients from the nursing station. It was a needed space as the volume at TGH ER has kept increasing in the last few years. Also having the physician station away from the patients allows us to make dictations without disturbing the patients. Love working in the RAC area!”

Dr. Calvin Tai-len Lian,
UHN Emergency Physician



“The RAC is my favourite area to work in between both TWH and TGH EDs. The space and associated workflows developed prioritize patient care while allowing physicians to practice efficiently. The dedicated space for clinicians to document without interruptions is one of the highlights.”

Dr. Sameer Masood,
UHN Emergency Physician



Recognition – digital and donor walls

Pictures of the digital donor wall and donor wall signage now installed in the patient waiting lounge, located on the ground floor, Eaton Lobby, Toronto General Hospital.



Increasing the Emergency Department's operational efficiency

FAST-ED: A MULTI-PHASE APPROACH

Flow, Access, Safety Throughout in the Emergency Department (Fast-ED) is an initiative that has been developed to make UHN's Emergency Department (ED) run more effectively. The project utilizes several approaches to increase operational efficiency and decrease wait times at Toronto General and Toronto Western Hospitals, including efforts at the Michael Lawrence Turk Emergency Rapid Assessment Centre.

PHASE ONE

About 60 staff participated in the first phase of Fast-ED during the summer of 2023. These included frontline healthcare workers from all disciplines in the ED working together to improve flow and "time to triage" – that is, prioritizing cases based on severity – in two of UHN's busiest sites.

PHASE TWO

With patients immediately given a wristband upon registering, triage nurses are now able to oversee such procedures as blood work and to evaluate the heart with an electrocardiogram earlier. Launched in September 2023, further goals of the second phase of Fast-ED include decreasing discharge times and diagnostic imaging of lower acuity patients, and the team is looking towards fine-tuning and optimizing how they can best serve those in the RAC space.

Fast-ED efforts will continue to involve specialists collaborating from various areas – including nursing team members and clerical team partners – to determine how to improve use of the ED environment.

The full story on this initiative can be found in the appendix of this report.



Dr. Sam Sabbah and his colleagues celebrating the opening of the Michael Lawrence Turk Emergency Rapid Assessment Centre.



“We now have the infrastructure that we can be proud of to serve patients in an environment that is conducive to their healing and a positive patient experience.”

Dr. Sam Sabbah
Medical Director,
Emergency Medicine,
University Health Network

Contact information

Thank you again for your generous support of Toronto General Hospital's Michael Lawrence Turk Emergency Rapid Assessment Centre at Toronto General Hospital, University Health Network.

For more information, please contact:

Afsheen Jiwani, MBA, CFRE

Campaign Director, Major Gifts

UHN Foundation

C: 647-502-7538

afsheen.jiwani2@uhn.ca



Appendix A: UHN's Fast-ED initiative improving operational efficiency

Published on August 23, 2023



The Fast-ED Team at Toronto General Hospital involved staff from all professions across the ED, including nurses, personal support workers, physicians and patient care coordinators (Photo:UHN)

An initiative aimed at making UHN's Emergency Department (ED) run more effectively has come up with several methods to increase operational efficiency and decrease wait times at Toronto General and Toronto Western hospitals.

About 60 staff participated in the first phase of the Flow, Access, Safety Throughout in the ED (Fast-ED) Initiative, where frontline health care workers from all disciplines in the ED worked together to improve flow and "time to triage" in two of the busiest sites at UHN.

"Fast-ED is about looking at what's adding value versus what isn't," says Dr. Sam Sabbah, Medical Director of Emergency Medicine at UHN.

Patient flow is a critical component in ensuring the ED operates smoothly and involves a variety of medical care

professionals, resources and systems to deliver effective care.

INCLUDED PROFESSIONS FROM ACROSS THE ED

"Improving flow is about applying a critical lens and asking which tasks can be automated, delegated, or eliminated to reduce waste and deliver the most value to our patients and staff," says Dr. Sabbah.

The first two days of Fast-ED included structured discussions about what was working well and what needed improvement. The rest of the week was spent implementing change ideas developed in these meetings.

To implement change, staff from professions across the ED – including nurses, personal support workers (PSWs), physicians, physician assistants, nurse practitioners and patient care coordinators – participated in brainstorming



The Fast-ED Team at Toronto Western Hospital (Photo:UHN)

sessions to find ways to reduce triage process time, improve patient safety, and enhance the patient and provider experience within the ED.

The diversity of the group was crucial for fresh and “outside the box” thinking to come forward.

One idea was cleaning out unnecessary clutter such as printers, paper and other supplies in the photocopy room at TGH – made redundant by the implementation of UHN’s health information system powered by Epic – and transforming the space into a patient exam and treatment room.

“The space was being wasted, so we thought why not turn the room into a patient care area?” says Michael De Wit, ED Manager at TGH.

The team cleaned out the room and transformed the space in just half a day so that it could be used more effectively for blood and specimen collection.

“This new and enhanced space is a functionality that the team plans to keep moving forward,” Michael says.

Another change idea that was implemented was leveraging PSWs to help with triage by delegating tasks previously performed by nurses such as bringing patients into rooms, helping them change into gowns, and checking that they have the appropriate patient identification and allergy bands.

“I’m excited to be able to contribute more to my team and ensure that our patients remain safe,” says Lourdes Abaday, a PSW at TGH, who was part of the brainstorming



Michael De Wit, ED Manager at Toronto General Hospital, (L), and Dr. Sam Sabbah, Medical Director of Emergency Medicine at UHN, in the new patient exam and treatment room at TGH, which was recently transformed from a photocopy room to better optimize the space. (Photo: UHN)

group during the workshop and a key member of the team implementing suggested changes within the PSW profession on the frontlines.

“The beauty of this initiative is that it empowers people who do the work to create solutions that will make their work more effective and enjoyable,” says Dr. Sabbah. “People’s voices are being heard, which encourages them to bring forth more suggestions on how to make improvements in the future.”

A FEW MINUTES MAKES A BIG DIFFERENCE

Triaging patients is a key step in the ED flow process – prioritizing cases based on severity.

The current state of “time to triage” in UHN’s ED is 18 to 20 minutes on average. When a patient comes into the ED, they screen at the front desk, visit the triage nurse, and then register, with additional minutes of waiting added in between each step.

One of the priorities of Fast-ED was to trial combining the screening and registration processes at the same time, resulting in fewer points of contact between the patients and staff.

“With this change idea, patients no longer need to stand up, sit down, and take their health card out multiple times, all of which increases the average time of a patient’s visit in our Emergency Department,” Michael says.

Taking the process from three steps – screening, triaging and registering – to just two – screening and registering combined – can save a significant amount of time in the ED flow process.

“Shaving a minute off here and minute off there eventually adds up to hundreds of thousands of minutes over time,” says Dr. Sabbah.

At TWH, the team also reorganized unclear signage causing issues with wayfinding at the ED entrance.

“Staff have said that it’s impacted their work in a positive way by simplifying their workflow,” says Anna Nowacki, Emergency physician at TWH. “After implementing new clear, universal signage, patients are experiencing less uncertainty about navigating their way through entrance to registration.

SECOND PHASE OF FAST-ED STARTING SEPTEMBER

Another area that was particularly improved was the role of the triage nurse. They can now start treatment right away, as patients are immediately given a wristband upon registering which allows to do things such bloodwork and electrocardiograms earlier in the process.

“The wristbands also result in a safer process for patients, because staff are able to identify who is being registered right away, rather than confusing two people in the waiting room with the same name,” says Dr. Nowacki.

“It was inspiring to see front-line ED staff motivated and excited to make changes that were meaningful to them,” says Sabrina Bennett, Clinical Director of UHN General Internal Medicine, ED and the Family Health Team.

“The positive impact of these changes ensures the success of our future FAST-ED events where we anticipate looking

at other time points in an ED patient’s journey throughout the department.”

The second phase of Fast-ED successfully launched in September 2023, with the goals to decrease time to discharge, as well as time for diagnostic imaging of lower acuity patients

Appendix B: Healthcare Design Magazine profile

HEALTHCARE DESIGN SHOWCASE

AMBULATORY CARE CENTER/EMERGENCY DEPARTMENT

The Michael Lawrence Turk Rapid Assessment Centre, Diagnostic Testing Centre and Pre-Admissions Clinic at University Health Network's Toronto General Hospital

Toronto

SUBMITTED BY: CUMULUS ARCHITECTS INC. (TORONTO)



PROJECT CATEGORY:
Remodel/renovation

CHIEF ADMINISTRATOR:
Ron Swail, vice president, facilities management – planning, redevelopment and operations, University Health Network

FIRM:
Cumulus Architects Inc., cumulusarch.com

DESIGN TEAM:
Cumulus Architects Inc. (architecture); Compass Construction Resources Ltd. (construction manager); HH Angus & Associates Limited (mechanical and electrical engineering); Entuitive (structural engineering); Entro (wayfinding and signage)

PHOTOGRAPHY:
Ben Rahn/A-Frame Studio

TOTAL BUILDING AREA (SQ. FT.):
21,600

CONSTRUCTION COST/ SQ. FT.:
\$833

TOTAL CONSTRUCTION COST (EXCLUDING LAND):
\$18 million

COMPLETED:
January 2022



Toronto is one of North America's fastest-growing cities and downtown hospitals are experiencing unprecedented demand for care. The emergency department (ED) at Toronto General Hospital was designed in 1998 for about 20,000 patients per year, but currently cares for more than 55,000. To better manage patient volumes, a dedicated Rapid Assessment Centre (RAC) has been added allowing the ED to triage lower acuity patients to the new "fast track" area, enabling primary emergency areas to be dedicated to more complex patients.

The RAC is innovative in its application of "vertical treatment" through provision of recliners. Studies have found that when patients are treated "vertically," they experience improved satisfaction through faster diagnosis, treatment, and discharge. The recliners are supplemented by a series of exam rooms for patients requiring greater intensity of treatment.

EDs are fast-paced care environments where density of activity can elevate stress levels. To address this the RAC moves away from a "racetrack" design in favor of clustering exam rooms to improve acoustics across care areas. The modern bright environment offers good lines of sight and intuitive wayfinding. Evidence-based and biophilic design principles support a calming environment through natural effect materials, landscaped views, and improved flow. When COVID-19 hit Toronto just ahead of construction, a redesign was prompted of several exam rooms into isolation rooms creating a pandemic subunit.

By providing significantly expanded treatment space the RAC will help relieve current overcrowding and transform the patient and staff experience in the ED.

This project was made possible thanks to generous donor support through UHN Foundation.



Toronto General
Toronto Western
Toronto Rehab
Michener Institute



Toronto General Hospital
Top 5 in the world.
Best in Canada.