

DIGITAL HEALTH CANADA CHIEF EXECUTIVE FORUM SITE VISIT

October 2, 2025

INTEGRATING CARE.
BOLD IMPACT.

1. MGH Overview



At Michael Garron Hospital, **we care for people during the most significant and challenging moments in their lives:** from welcoming a baby to offering dignity at the end of life, and everything in between.

We serve 400,000+ people in East Toronto, one of Canada's most diverse communities, as well as others in Ontario.

**INTEGRATING CARE.
BOLD IMPACT.**

Our Hospital

Community and partner ethos

- Community teaching hospital opened in **1929**
- Serving **22 diverse neighbourhoods**
- Member of **Toronto Academic Health Science Network (TASHN)**
- Anchor organization for **East Toronto Health Partners Ontario Health Team (ETHP OHT)**

Patients and families

In one of the fastest growing areas of North America's fastest growing city, annually, we have:

- **106,889** emergency visits
- **2,668** babies delivered
- **219,918** outpatient visits
- **27,613** surgeries

Data updated as of May 2025.



Our People

At the heart of our community with:

- 3,429 staff members
- 28 midwives
- 688 physicians
- 555 volunteers
- 1,590 learners

Our 2025 Patient Safety Culture results reveal **92% of staff responded with a positive grade** on MGH's patient safety practices.

We have been recognized as one of **Greater Toronto's Top Employers** for eight consecutive years.



Our Community

Demographics

- **38%** are new Canadians
- **14%** of families are low-income
- **5** neighbourhoods with low equity scores
- **100+** languages spoken
- **Seniors and middle-aged** are growing proportion of population
- Expected to **grow by 135,000 people** in next five years

Health and access

- High levels of **chronic disease**: diabetes, COPD, heart disease, kidney disease
- **Cancer prevention screening** lower than average
- High rates of **clinical visits for mental health**
- 1 in 5 people have **no regular primary care provide**

Data updated as of May 2025.



Our Services



Chronic Diseases



Emergency Medicine



Maternal,
Newborn and Child



Mental Health
and Substance Use



Surgery



Transitional Care

Points of excellence

- ✓ Prolonged-Ventilation Weaning Centre of Excellence
- ✓ Thoracic Surgery Level 1 Centre of Excellence
- ✓ Da Vinci Robot-assisted prostate cancer surgery
- ✓ Regional Paediatric Centre for East Toronto
- ✓ Family Residency Program routinely ranks as #1 choice for University of Toronto family practice residents

Visit tehn.ca to see a full list of hospital services.



Looking Forward: Our New 10-Year Strategic Plan

Our Purpose

Deliver **exceptional and seamless care** for our communities with valued partnerships and a spirit of innovation and discovery that inspires people.

Our Strategic Pillars

- Deliver High-Quality and Compassionate Care
- Value and Inspire Our People
- Investing Now and For Our Future
- Advancing a High-Impact Academic Mandate
- Leading Integrated Care

Our Values

Compassion, Respect, Integrity, Inclusion, Courage



STRATEGIC PILLARS

Invest Now for Our Future

To deliver transformative care, we must move quickly to modernize, invest in emerging technologies, update our facilities, and ensure our people have access to the tools they need.

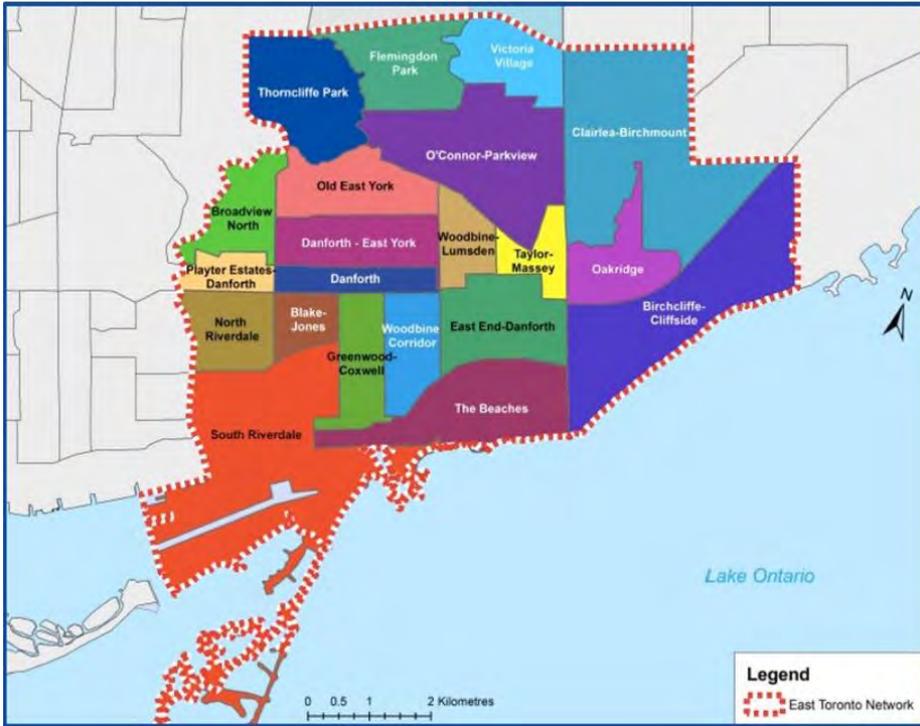
The future of technology offers us an unprecedented opportunity to embrace innovation to enhance how we deliver care, while maintaining a commitment to environmental sustainability. To support these efforts, we will continue to work with our partners in government and our Foundation to secure the resources needed to deliver on the promise of excellence.

To accomplish this, we will:

- Create a digital infrastructure that informs decision-making and reporting through reliable and accurate data in real time;
- Revitalize and modernize the hospital's physical infrastructure, ensuring a positive experience and high-quality care;
- Adopt innovative systems and tools that support our people to better serve patients; and
- Improve the hospital's impact on environmental sustainability.

2. East Toronto Health Partners Ontario Health Team (ETHP OHT)

East Toronto Health Partners (ETHP) Ontario Health Team (OHT) – Who We Are



The ETHP OHT is a group of more than 100 community, primary care, home care, hospital and social services organizations in East Toronto, as well as patient, caregiver and community advisors, working together to better connect local care and services.

We are responsible for providing care and support to the 300,000 individuals who live in East Toronto communities, as well as an additional 75,000 patients who get their care here.

Our goal is to build a healthier and more equitable East Toronto – enabling every person and neighbourhood to thrive

ETHP Strategic Plan

The ETHP has committed to a shared purpose: *'Building a healthier and more equitable East Toronto – enabling every person and neighbourhood to thrive'*.

Our strategy is to improve the health and well-being of our population over the next 10+ years. In the next 5 years, we will build a strong foundation in primary care to support a healthier and more equitable East Toronto.

Ensure every resident is connected to comprehensive primary care

100% of residents in East Toronto will have access to team-based primary care



Improve the health and well-being of our population

By working with our communities and partners to redesign care, we will reduce health inequities and improve health outcomes for the people of East Toronto

Build an integrated health home in every neighbourhood

Every community in East Toronto will have an integrated network of primary care, health and social care partners

How we will measure our progress

- Better integration of primary care, health services, and social supports
- Improved health outcomes and reduced health inequities for the people of East Toronto
- Improved system capacity and reduction in avoidable hospital care
- Greater focus on preventative care, with better support for people to manage their chronic illnesses
- Improved health and well-being across our front-line teams

East Toronto Primary Health Neighbourhood Care

Connected Primary Care Teams & Primary Care Access Points Embedded in East Toronto Neighbourhoods for Unattached Patients:

East Toronto Neighbourhood Primary Care Access Points are bi-directional "pipelines" connecting unattached patients to comprehensive primary care:

Access Points Via:
SCOPE (Access to Specialist Groups, Consults & mental health services)

Home and community care services (Hospital to Home, fully integrated home care teams, navigation and connection to community services and supports)

Mental Health: East Toronto Hart Hub, youth hubs (Access to addiction & mental health services)

East Toronto OHT
Primary Health
Neighbourhood

East Toronto Neighbourhood Primary Care Access Points:

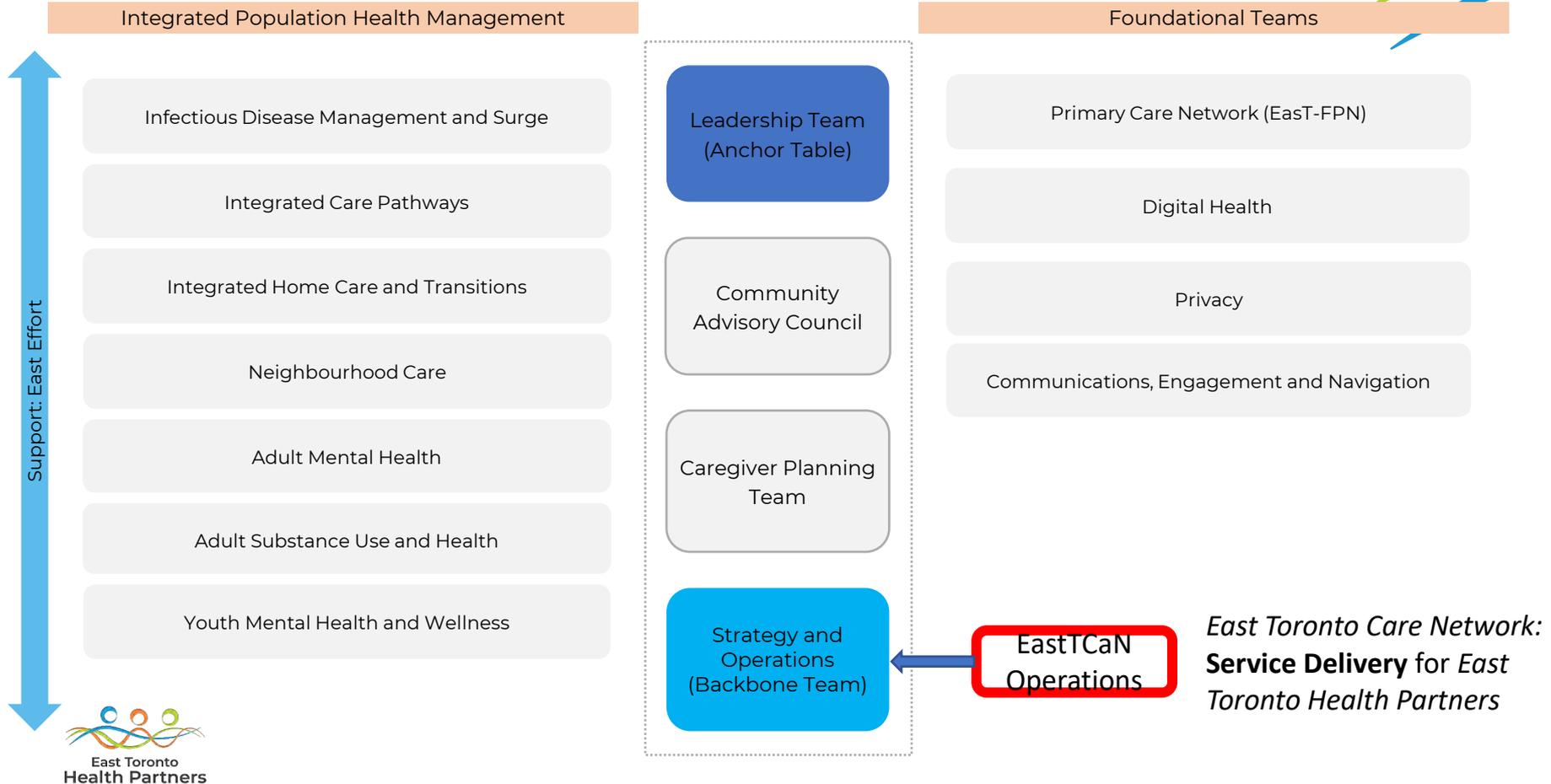
Access Points Via:
MGH ED & Primary Care
Access Clinic Teaching Unit

Digital Front Doors
(Virtual/online access to
Primary Care & social
services)

Neighbourhood Health
Access Models (access to
IPCTs including social,
community & mental health
services)

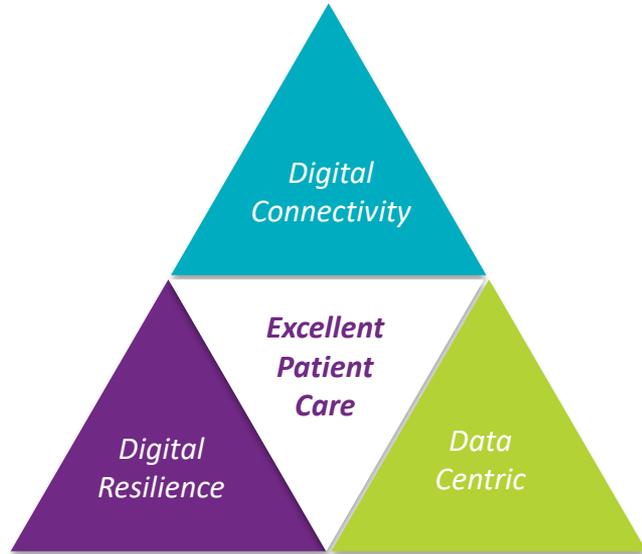
Community Health
Ambassadors, Community
Advisory Network,
Community health and
wellness hubs

ETHP Portfolio Structure (March 2025)



3. IMT Opportunities & Strategic Direction

IMT Digital Strategic Framework



How is this plan enabled?

Digital leadership, culture of innovation, the right investments and change champions.

(Advance) Digital Connectivity

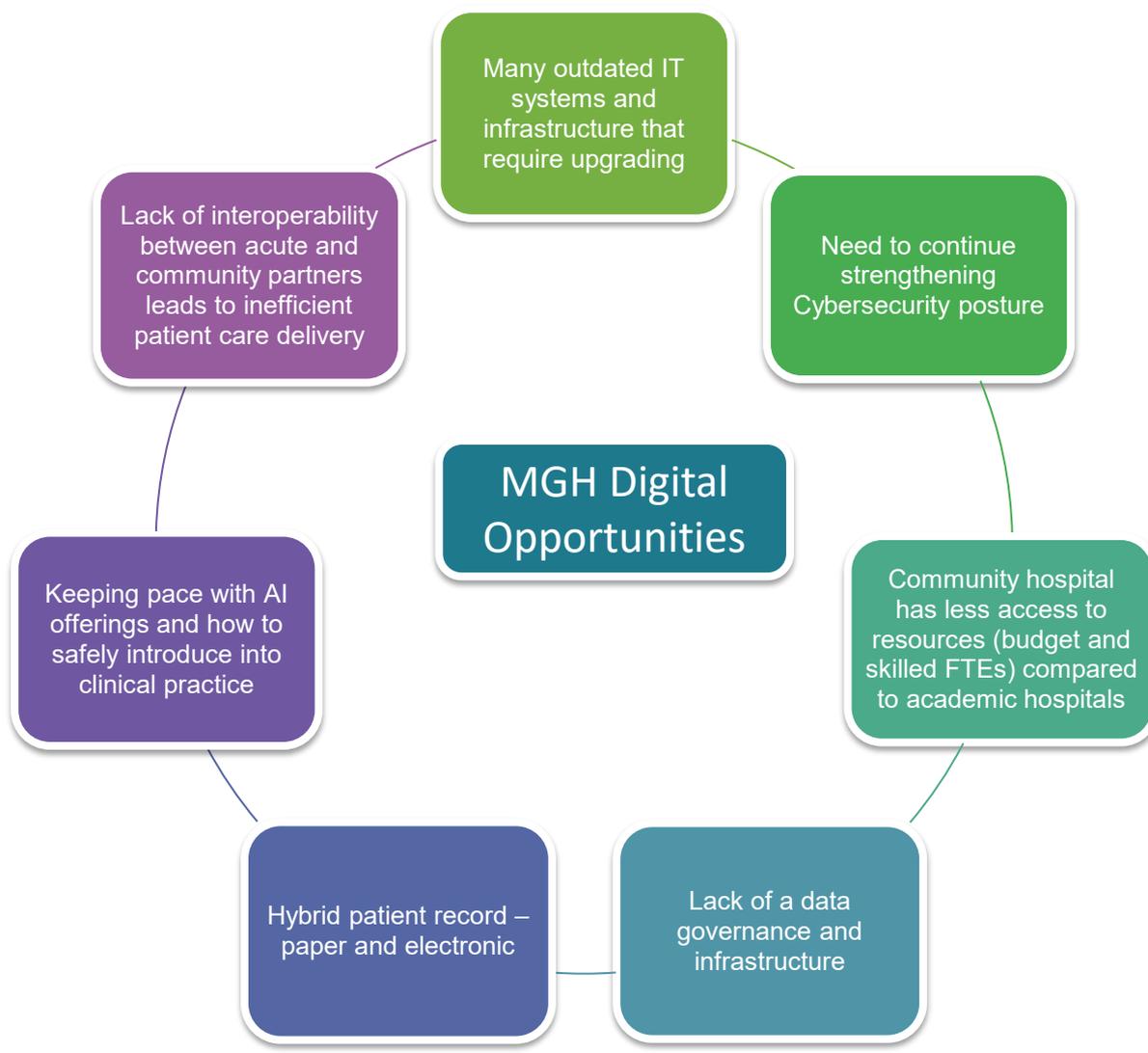
- Adoption of digital tools (Oracle Health, M365, Dragon, AI)
- Increase efficiency, ensure value and quality
- Enable our people to work to full scope and have our staff enjoy their digital experience

(Be) Data Centric

- Establish Data Governance and Infrastructure
- Support Research, Business Intelligence, quality and safety
- Increase access to ensure real-time analytics and research

(Build) Digital Resilience Objectives:

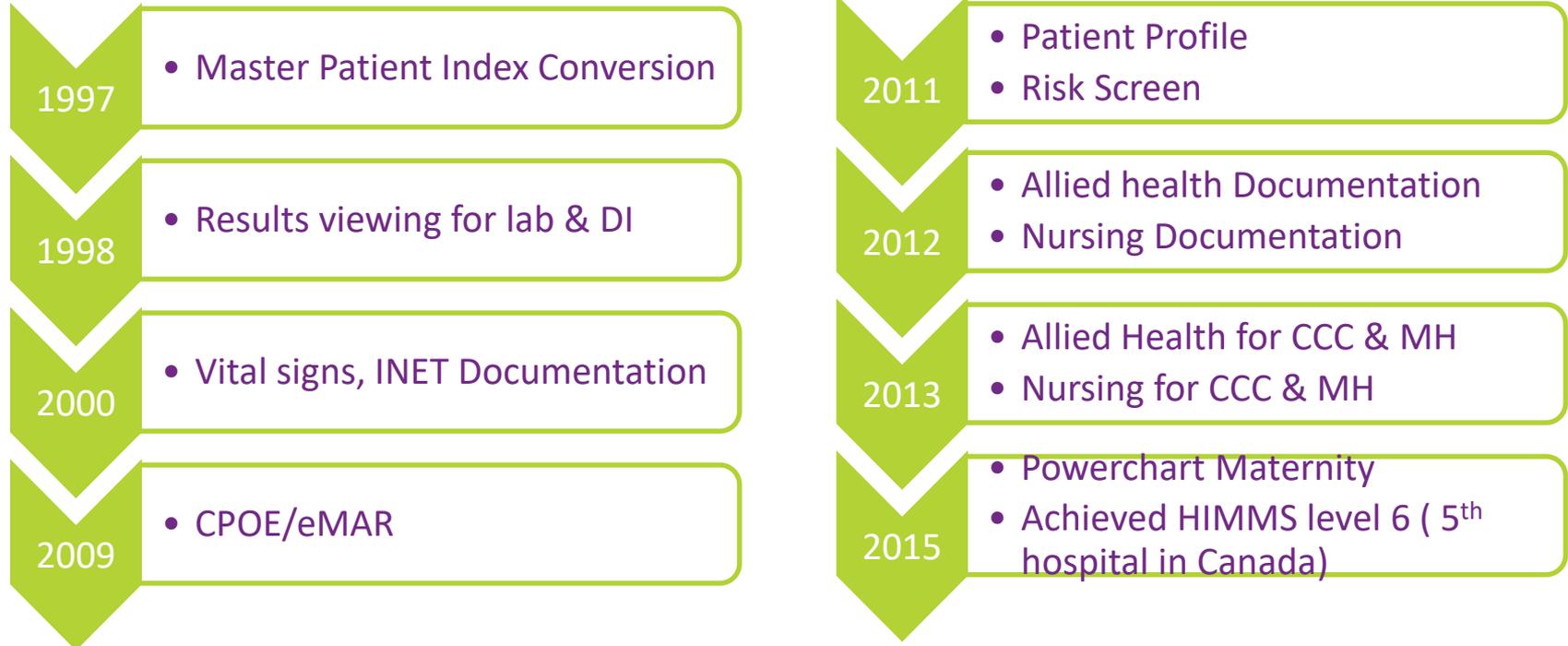
- Move to Cloud Infrastructure
- Invest in Cybersecurity to ensure organizational data security
- Continue to lead cyber initiatives with HIROC, Toronto region and ETHP OHT



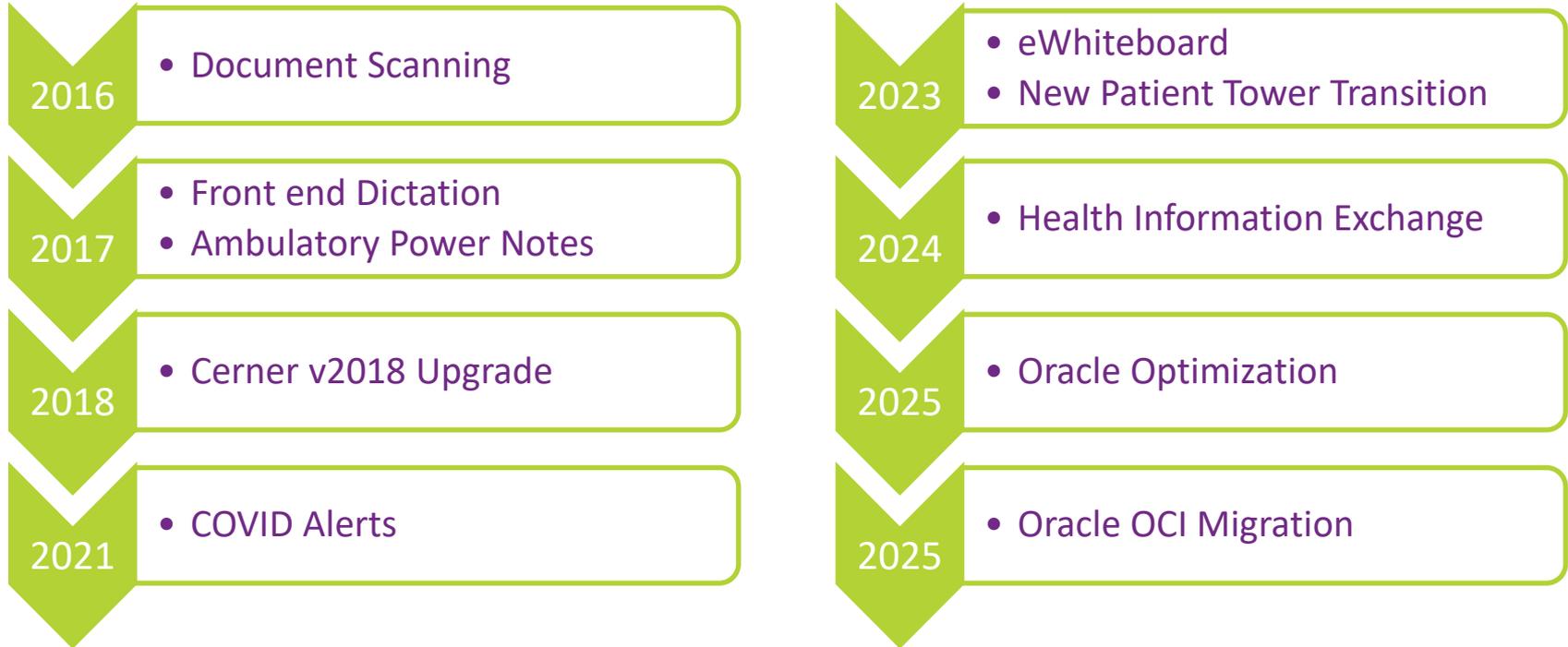
2. Oracle Cerner

Oracle Cerner Journey

- MGH is a legacy Oracle Cerner client, originally implementing Cerner in 1997.



Oracle Cerner Journey



Modernization Roadmap



Transformation

- Leverage Oracle Analytics & AI in Cerner
- Expand interoperability via cloud APIs
- Annual roadmap refresh aligned with Oracle releases



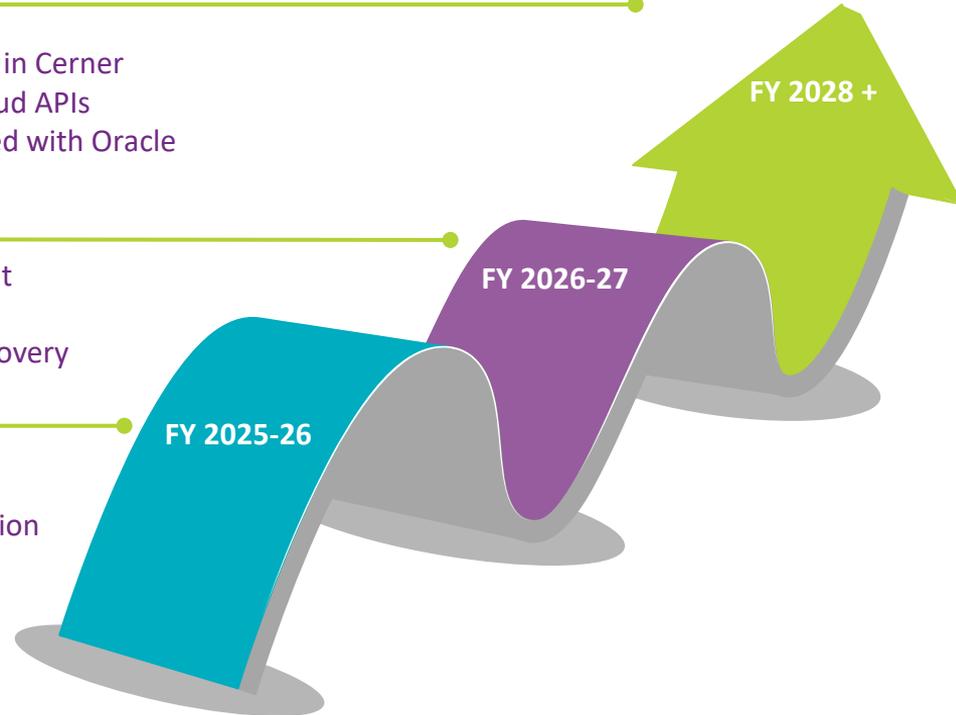
OCI Transition

- Cerner Millennium environment transition to OCI
- High Availability & Disaster Recovery setup



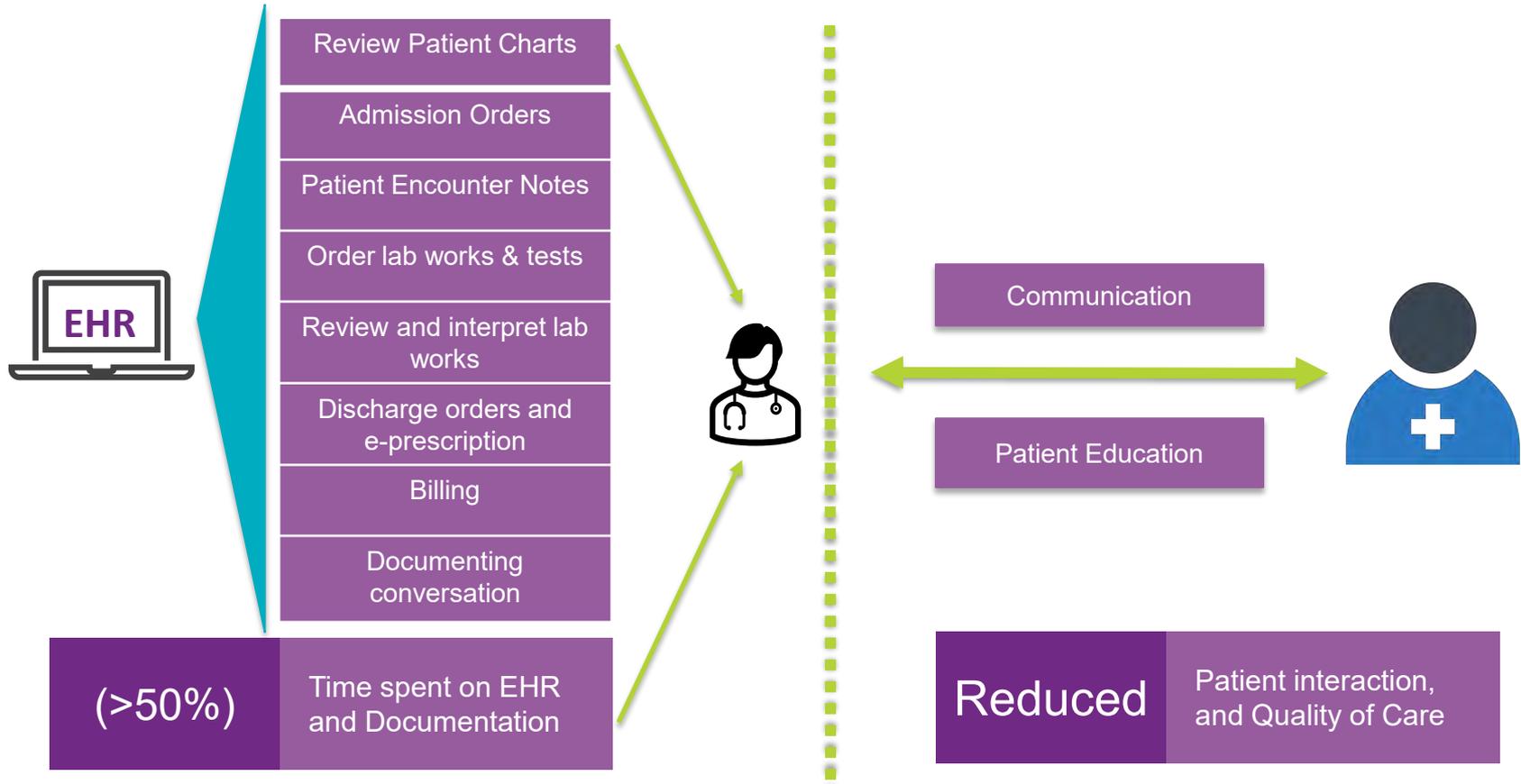
Optimization

- ED CPOE & Nursing
- Physician Dynamic Documentation
- Ambulatory Documentation
- WMS Documentation



3. AI Scribe Pilot

Clinical Documentation



Why is it a Challenge?



32,000

Patients seen monthly at MGH.



20

Minutes time spend per patient on reviewing charts.



10

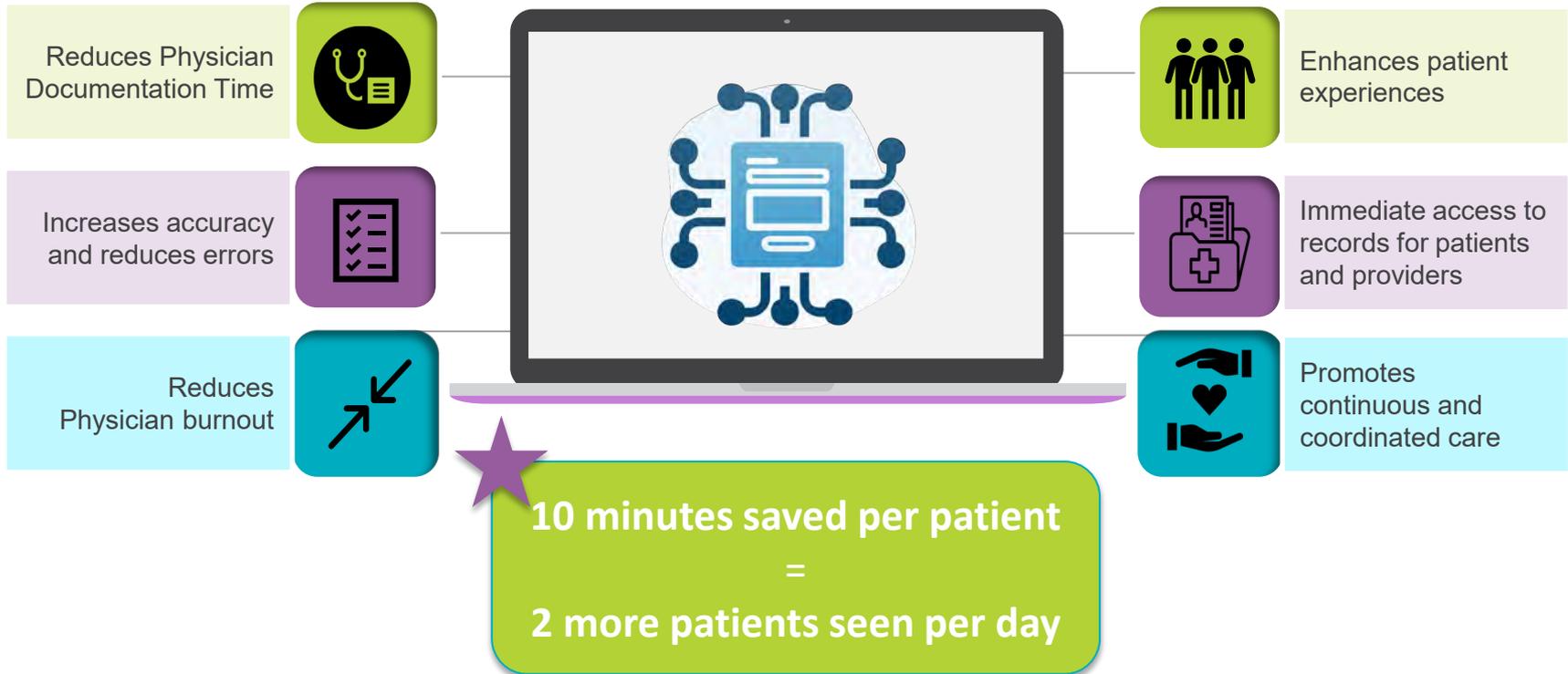
Minutes per patient time spent for documentation.



38%

Of documentation is completed after hours by Clinicians.

Benefits of AI Documentation



How Does it Impact?



CLINICIANS

- **50%** of time spend on documentation
- Increased burnout
- Reduced patient throughput



PATIENTS

- **Increased** wait time
- Disruption to care delivery
- Delayed continuity of care



MGH

- Financial Loss
- Legal Implications
- Patient Satisfaction

MGH AI Scribe Pilot

- Six month pilot (Jun – Dec 2025); Approved by CHI and OMD
- No integration with Oracle Cerner EMR
- Pilot supported by MGH Foundation grant

Pilot Group

- Onboarding completed June 2025 with 57 pilot users (55 individual +2 shared accounts)
- Active specialties: Medicine, Psychiatry, Pediatrics & Emergency

QA Review Process

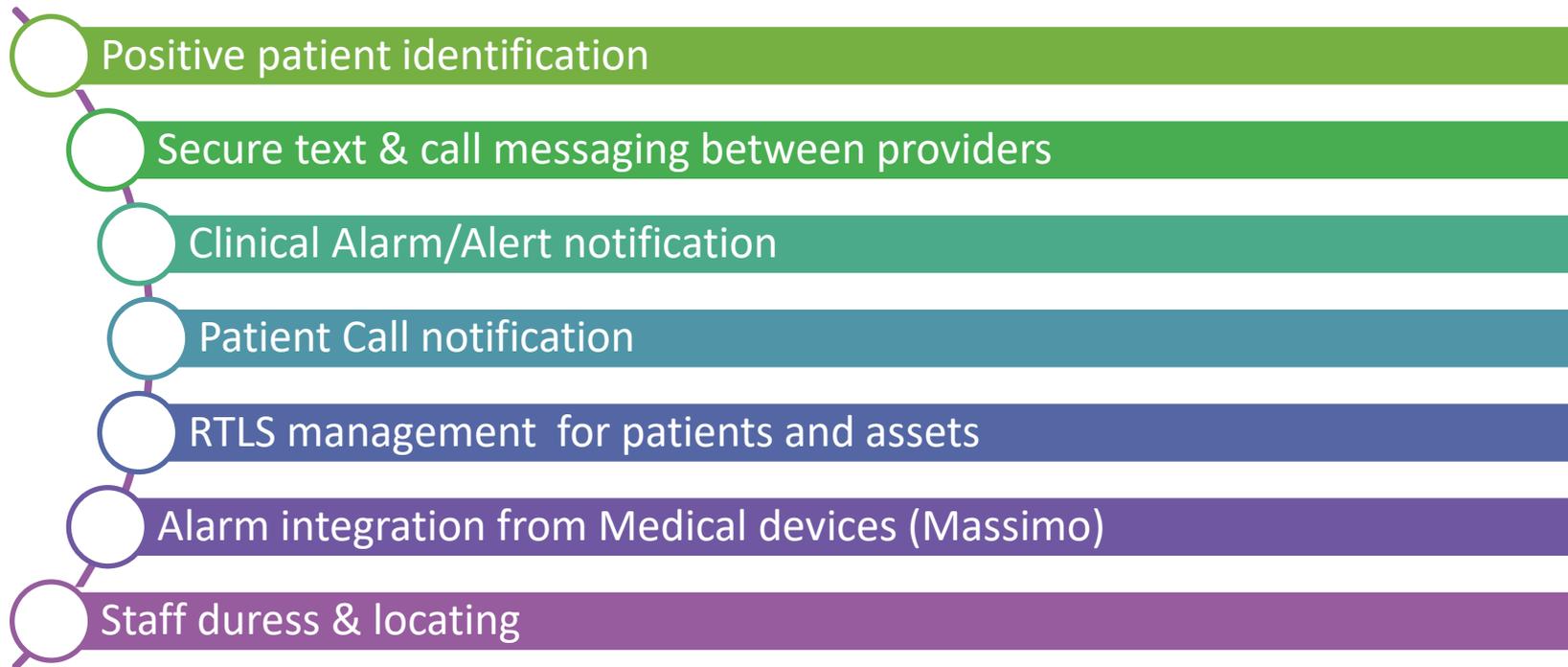
- Health Information Management team developed QA process to review AI generated documentation for accuracy and compliance.

Current status

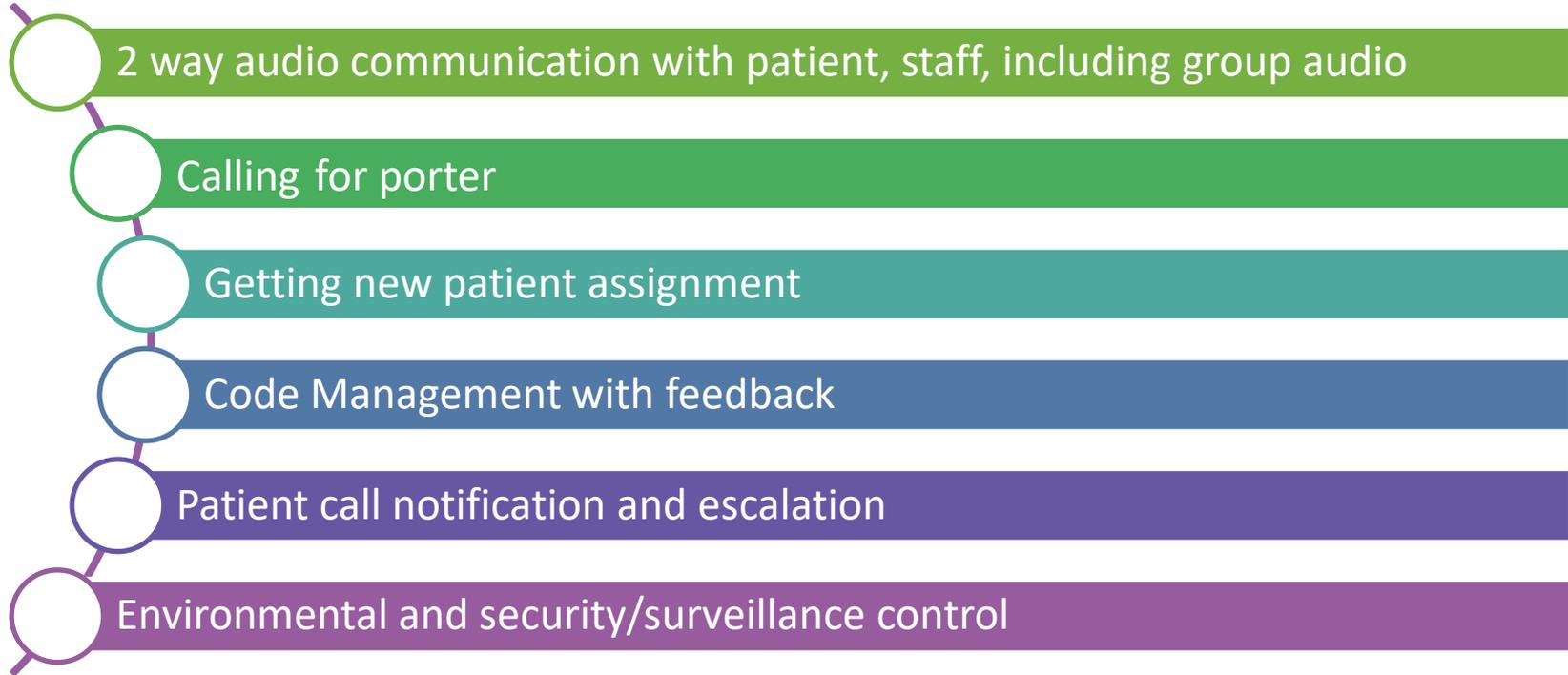
- Met with vendor to share the feedback from pilot
- Identified alternative vendor
 - This vendor has successfully integrated with same model of EMR in other sites (US)
 - Integration with EMR addresses the main user concern as it eliminates copy and paste inefficiency.
 - Demo with new vendor - Sept 2025

3. Clinical Communications

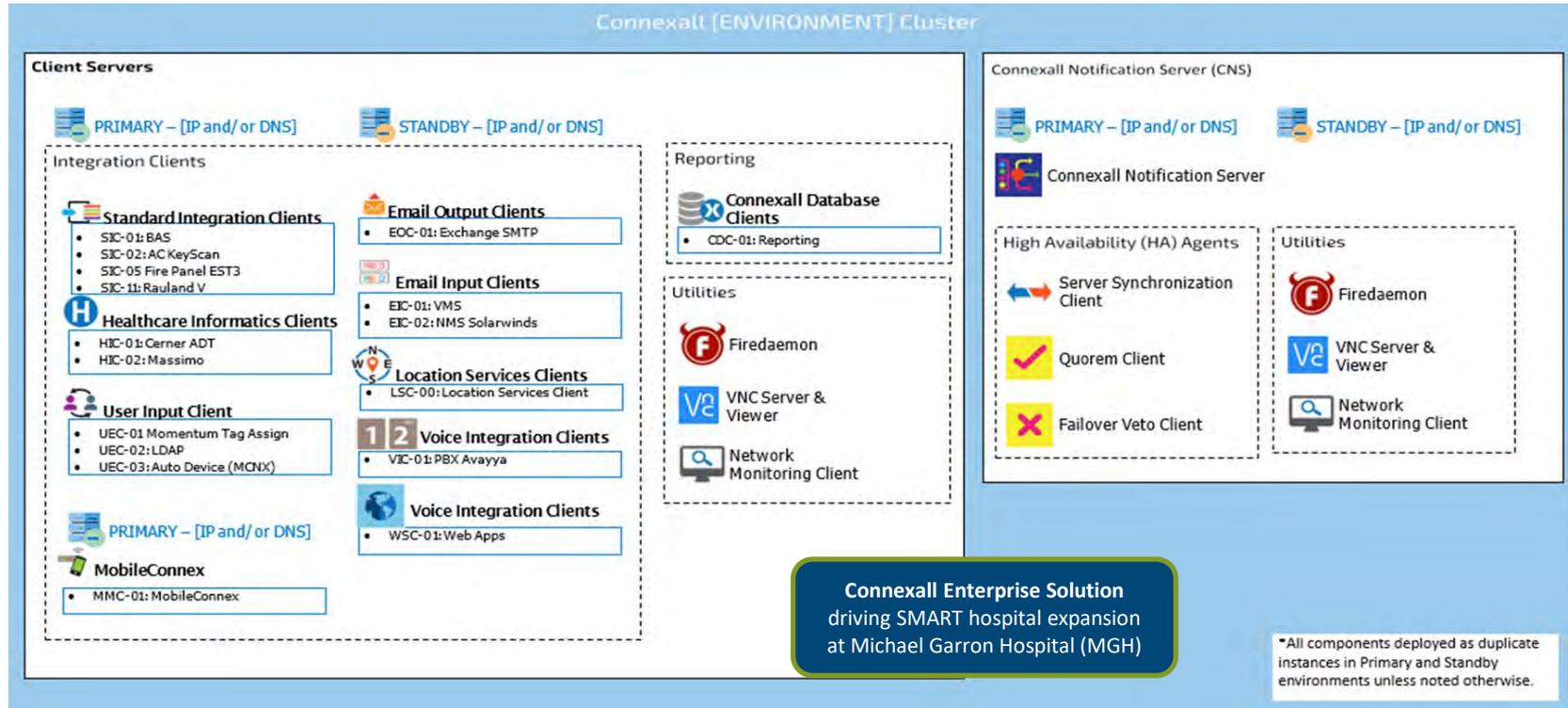
Mobility Solution Workflow



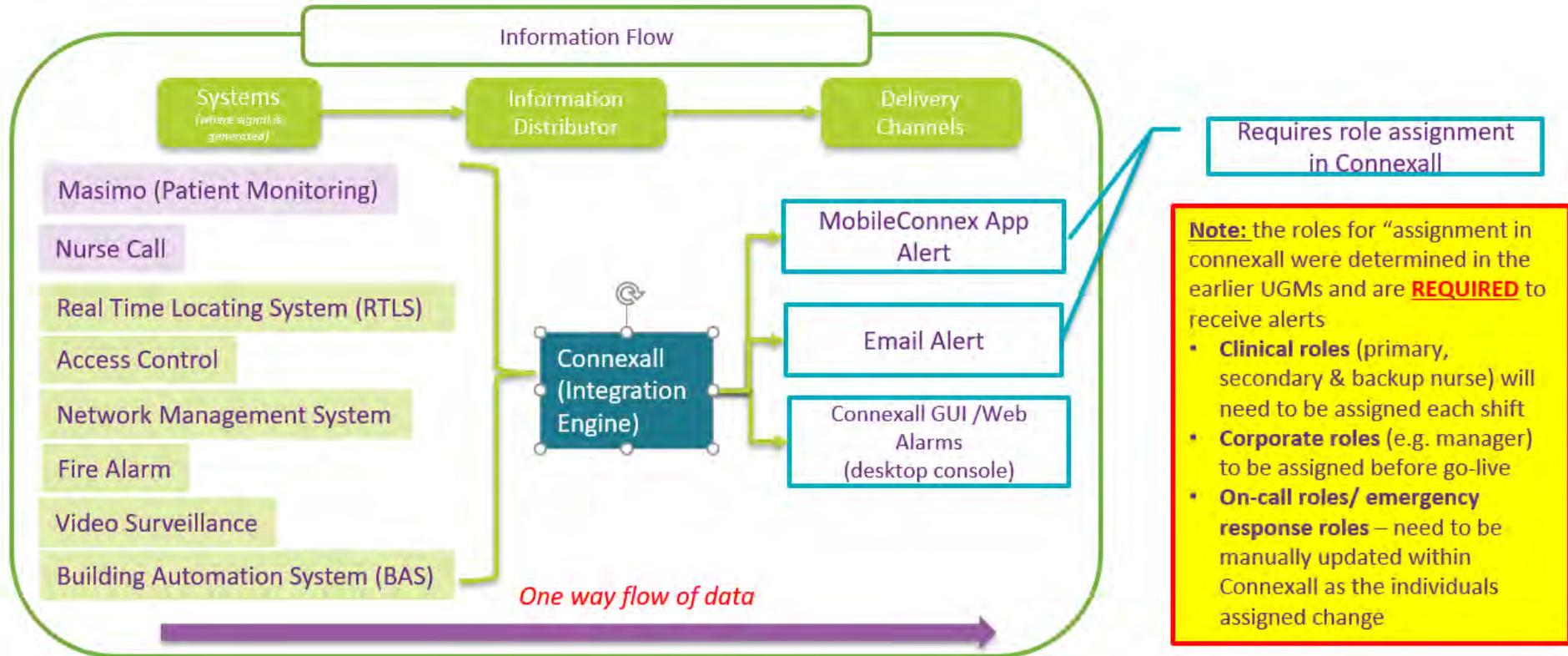
Mobility Solution Workflow cont'd



Smart Hospital

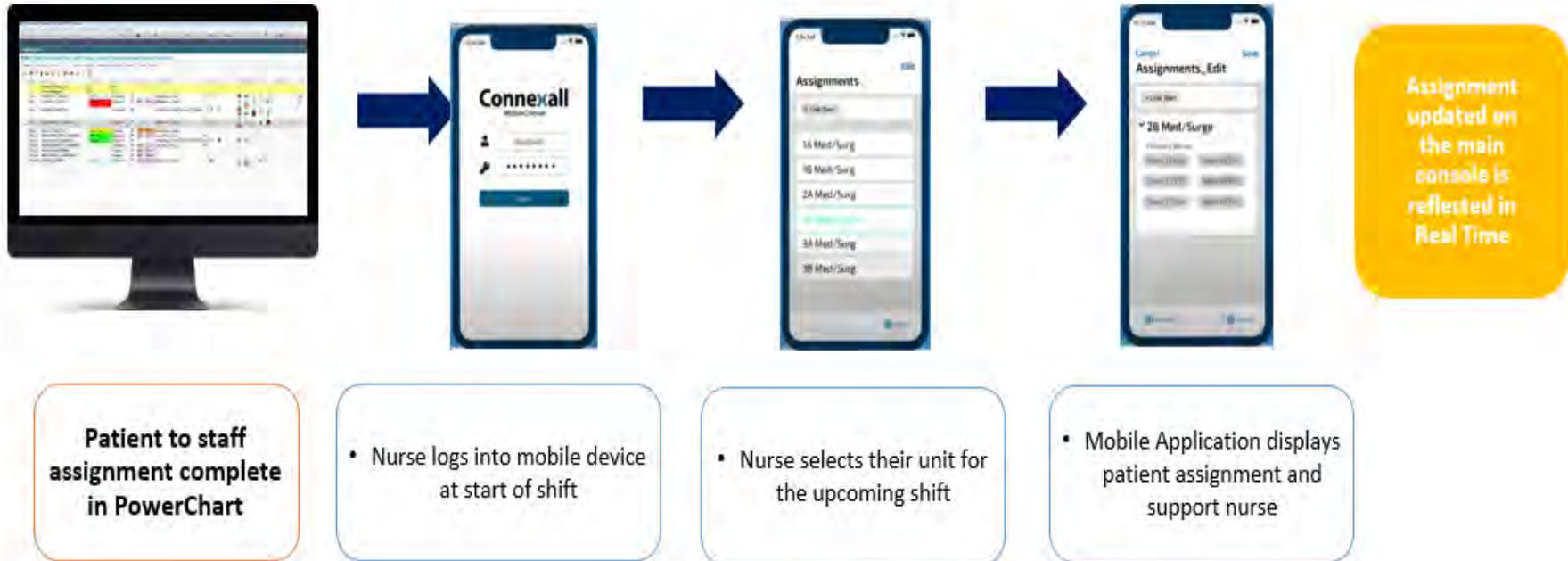


Mobile Connex Application



Use Case Workflow- Patient Assignment

View New Patient Assignment



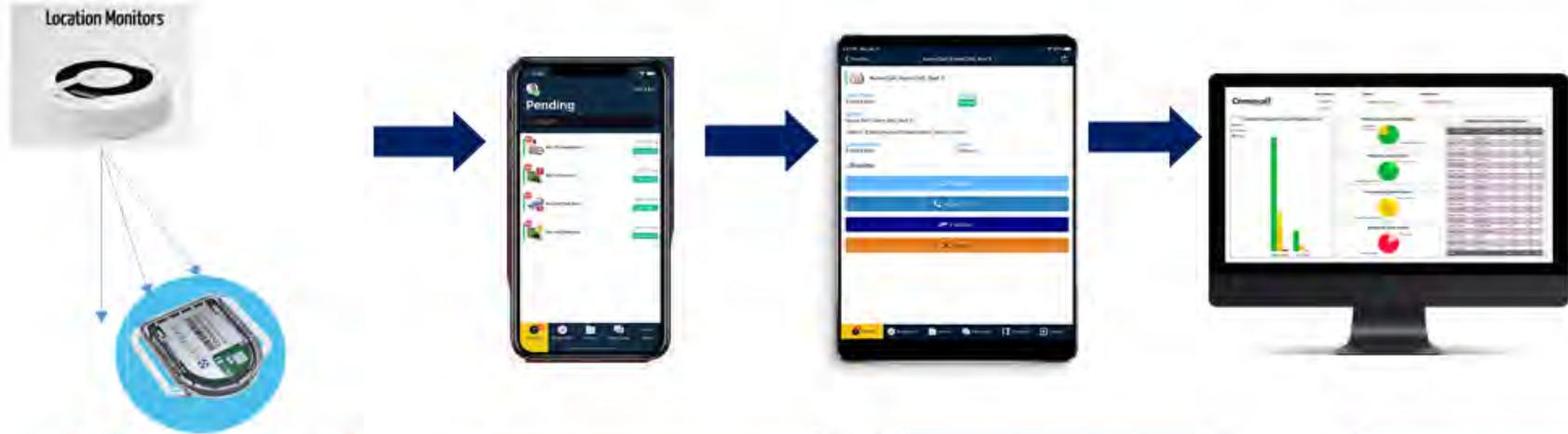
Use Case Workflow- Two-Way Communication

Nurse Response to Patient



Use Case Workflow- Patient Wandering Alerts

Real Time Locating System (RTLS) for patient tag



Patient tag added to armband upon admission & tag ID entered in Cerner

- Nurse /Support Unit staff i.e. PCA & security receives alert on elopement deterrence on their mobile application

- Provider can use quick touch functionality to acknowledge event

- Application for analytics, reporting and alarm configuration

Analytics Quality Improvement

- **Real Time Analytics**
 - Gain immediate insights
 - Proactive interventions
- **User compliance rate**
 - User actions and highlight deviations from established norms
 - Fostering a culture of accountability among users
- **Alarm activity per unit**
 - Assess frequency of alarms
 - Promptly identify equipment malfunctions

Lessons Learned

- Device selection – Assess both clinical grade and non-clinical grade (allow for a longer assessment window)
- Technology Optimization – streamline applications with similar functions
- Single Sign-On – mandatory requirement for ease of adoption
- Mobile Device Management (MDM) tool – in scope for device deployment
- Alert and Alarms – streamline workflows and prioritize alarms
- Best Practices – include as part of ongoing education
- Managing 2 streams – technology enablement in new patient center and legacy campus technology upgrade

Future Plans

- Bi-directional integration between Connexall and Oracle Cerner to support clinical workflow (ie: staff assignment, Oracle Cerner eWhiteboard)
- Integration between Connexall and Hypercare – to support physician communication
- MobileConnex for secure messaging
- Ongoing partnership with Connexall team to streamline both clinical and non-clinical workflows

3. Savience Registration System



Savience Project



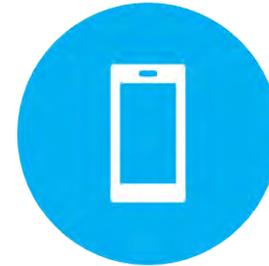
PHASE 1

APPOINTMENT
REMINDER
MESSAGES



PHASE 2

SELF-REGISTER
KIOSKS



PHASE 3

SELF-REGISTER
MOBILE APP

Patient Registration Workflow

Mobile App



Kiosk



Line-up Queue To Register



Registration Desk



Exam Room



Clinic
Reception



Kiosk User Bail Outs

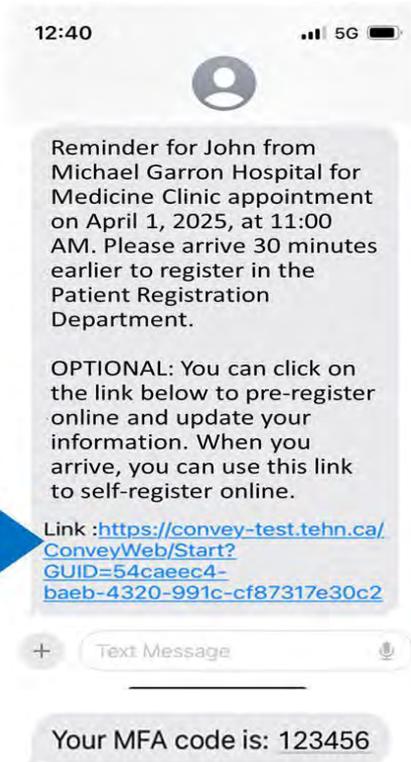
Reason why patients were not able to complete their kiosk registration:

- Late arrivals
- No appointment in Oracle Cerner
- Appointments with missing pre-registration encounters
- Missing family doctor
- Patient pressed the wrong button
- Patient identified as WSIB claim
- Non-Valid OHIP patients

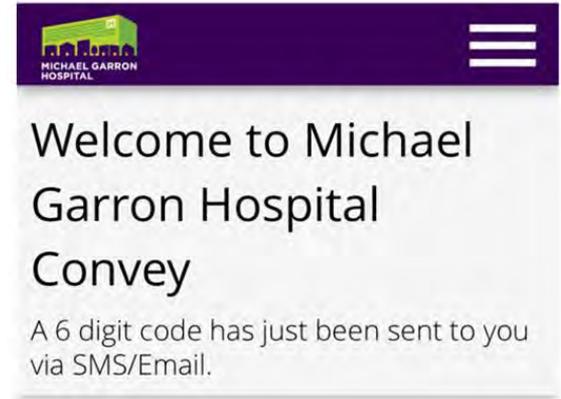




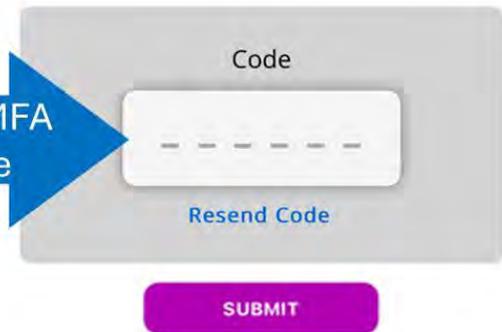
Mobile App Pre-Registration



Mobile App Link



Enter MFA Code





Mobile App Pre-Registration

Update Demographic Information
& Complete Screening Questions

Hospital:
Michael Garron Hospital

Appointment:
T1 Clinic Neurology

When:
Wednesday 26 February 2025
2:00 PM

Status:
Awaited

Convey Web confirm attendance on 26 February 2025 at 09:51:48

CONFIRM

CAN'T ATTEND

RESCHEDULE

CLINIC INFO

Confirm To Begin Pre-Registration



MICHAEL GARRON HOSPITAL

Key Demographics



MICHAEL GARRON HOSPITAL

Edit Demographics

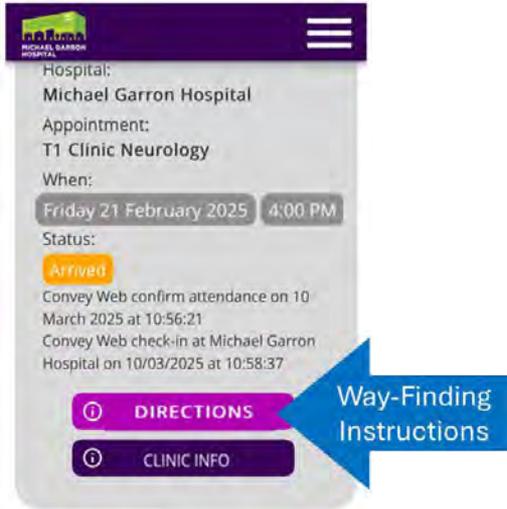


MICHAEL GARRON HOSPITAL

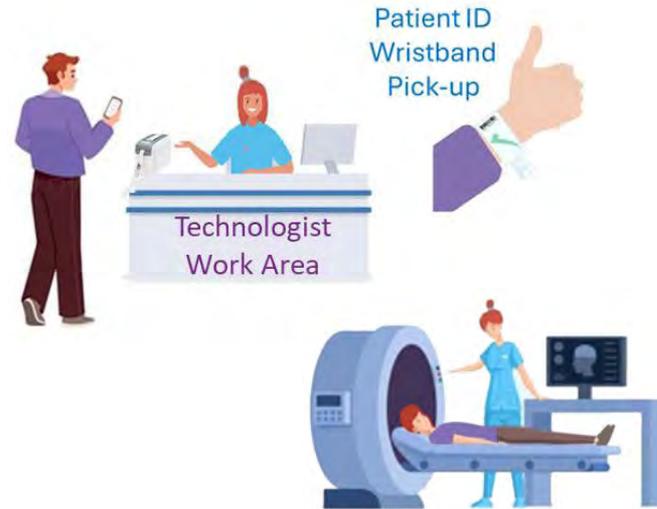
Questions



Mobile App Directions



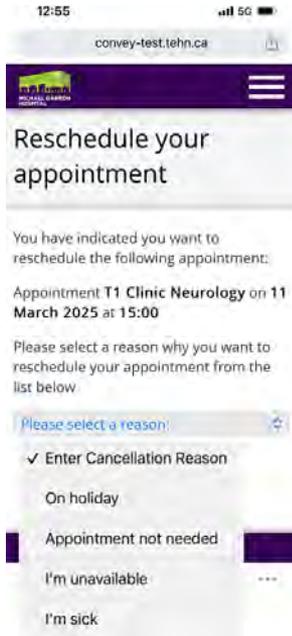
Once the QR code is scanned, the DIRECTIONS button will appear on the app



Patient instructed to go to the waiting area, the Technologist collects the order sheet and wristband for the patient



Mobile App Request List



Patient Responses - Google Chrome

Admin Patient Responses

Type: All Clinic: All Appt Type: All Response: All View: Not Completed

Responses Only: [x] Export: [PDF] Complete All: [x]

Type	Patient MRN	Patient	Clinic	App Date	Response	Response Date	Completed	Completed By	Completed Date
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 12:00	CANCELLED - Appointment not needed	16/09/2024 09:54:46	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 12:00	CANCELLED - On holiday	16/09/2024 10:06:49	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 12:00	CANCELLED - Appointment not needed	16/09/2024 11:47:05	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 12:00	CANCELLED - I'm unavailable	16/09/2024 11:49:35	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 12:00	CANCELLED - I'm sick	16/09/2024 11:51:04	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 12:00	RESCHEDULE - On holiday	16/09/2024 11:52:34	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 12:00	RESCHEDULE - Appointment not needed	16/09/2024 11:54:35	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 12:00	RESCHEDULE - I'm unavailable	16/09/2024 11:55:51	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 12:00	RESCHEDULE - I'm sick	16/09/2024 11:57:44	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 14:50	CANCELLED - On holiday	16/09/2024 13:31:27	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 14:50	RESCHEDULE - I'm unavailable	16/09/2024 13:32:18	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 14:50	RESCHEDULE - Appointment not needed	16/09/2024 13:33:09	<input type="checkbox"/>		
Convey	1674126	TEST TEST, IGOR	FRA	16/09/2024 14:50	RESCHEDULE - I'm sick	16/09/2024 13:33:41	<input type="checkbox"/>		

Patients can submit requests to cancel or reschedule their appointment online

Appointment booking staff will be able to view cancellation and rescheduling request through a web portal

Amelia Hoyt, Chief Information Officer
Amelia.Hoyt@tehn.ca

Phone: 416-461-8272

Fax: 416-469-6106

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