

# DIGITAL HEALTH INITIATIVES



Jewish  
General  
Hospital  
Foundation

IMPACT REPORT OCTOBER 2023

Your generous donations are helping to reinvent healthcare through digital innovation.

Thanks to your indispensable support, the Jewish General Hospital (JGH) is transforming the delivery of health and social services with digital technology to build a stronger and more efficient healthcare system. We can't thank you enough for making that possible.



“Digital health and AI are rapidly becoming inseparable from providing best-practice healthcare and social services.”

– **Dr. Lawrence Rosenberg**  
President and CEO, CIUSSS West-Central Montreal

## ABOUT THE DIGITAL HEALTH INITIATIVES

In a climate with increasing rates of chronic illness, an aging population and a shortage of healthcare workers, a flexible healthcare system that can adapt to a multitude of needs and circumstances is an absolute necessity. Whether it be an acute medical situation, preventative services or long-term health management, providing the right care at the right time and place requires the right tools.

At the JGH, the critical change that our healthcare system needs is happening right now. Our Digital Health Initiatives include cutting-edge technologies that make receiving care more comfortable and convenient for patients while improving day-to-day hospital logistics and reducing administrative workloads placed on medical professionals.

A vision of 'Care Everywhere' is at the heart of the Digital Health Initiatives, and it's the driving force behind creating digital tools that allow healthcare professionals to be present for their patients and do what they do best – practice medicine with a compassionate, human approach.



## DIGITAL HEALTH AT A GLANCE

The Digital Health Initiatives consist of three primary components, which will help build a sustainable healthcare model:

**The Virtual Care Program** – Launched in 2022, Hospital@Home is the first virtual home care program in Quebec. Eligible patients have the option of completing their recovery in the comfort of their own homes while being monitored 24/7 via digital equipment provided by their care team.

### Benefits

- Flexible model of care that can be adapted to each patient's needs
- Patients have the opportunity to be with loved ones in a familiar environment
- Virtual nursing team available at all times, access to a medical team through video conference several times a day
- Highly efficient approach to healthcare





**The Command Centre** – This award-winning digital nerve hub, known as C4, has numerous screens displaying real-time data that monitors patient flow, staffing levels and day-to-day operations across the JGH and 33 affiliated healthcare facilities with the CIUSSS West-Central Montreal.



#### Benefits

- Reduces wait times and improves timely access to care
- Allows for high levels of coordination within the healthcare network with the help of real-time data
- Increases network capacity through efficient management of logistics and resources
- Helps to develop data-driven strategies for optimal care that can adapt to the circumstances at hand

**Connected Health Record** – This single, unified system will compile each patient's health information into a single medical record that will be accessible to their healthcare providers across the JGH and its network.

#### Benefits

- Quick access to up-to-date, comprehensive patient information to facilitate more efficient, personalized care
- Healthcare providers within the network can share important patient information to create cohesive care plans
- Reduced administrative workload on medical professionals
- Problematic communication/information gaps between facilities and departments will be dissolved
- Patients will be able to become active participants in their own health (a key contributor to more effective health management) through easy access to their own medical information



## The Donor Ripple Effect

Because of your donations, the JGH's Digital Health Initiatives have set a new pace for healthcare across the province. Several other healthcare networks in Quebec are now following in the JGH's footsteps. The outstanding results for patients, medical professionals and the system as a whole have demonstrated that a digital approach to healthcare is key to delivering exceptional health and social services.

You put that in motion, and the positive effects will be felt for years to come. Thank you.

**“This is something that’s going to have to be developed everywhere in Quebec. I think you’re pioneers in this experiment.”**

**– Sonia Bélanger, Quebec Minister for Health and for Seniors**



# IMPACT IN DETAIL

## HOW YOUR SUPPORT IS TRANSFORMING HEALTHCARE AT THE JGH



### VIRTUAL CARE PROGRAM

Hospital@Home has provided virtual care to **over 700 patients** since February 2022. With multiple virtual care initiatives underway, the number of people who receive high-quality healthcare in the comfort of their own homes continues to grow.

The program currently offers a wide range of virtual services for patients, including but not limited to those recovering from heart failure, chronic obstructive pulmonary disease, pneumonia, UTI, cellulitis, and certain types of surgery. The JGH has **saved over 3000 bed days and counting** as a result, and every single Hospital@Home participant has preferred their experience in the virtual ward over their in-hospital stay. In fact, 90% of patients feel that being at home significantly contributed to their recovery.

This highly efficient approach to healthcare ensures that patients and their caregivers have nursing and medical teams at their fingertips via digital technology, with home visits as necessary. For additional convenience, medication is supplied

and shipped to the patient's home, and transport is arranged for all hospital-based tests and treatments. In the event of an emergency, a patient can return to hospital for urgent care.

To date, the Hospital@Home team **has carried out over 51,000 virtual consultations** at all stages of the care cycle – a remarkable accomplishment that would not have been possible without your donations.

Patients aren't the only ones recognizing the value of the care they received. Hospital@Home was awarded a prestigious Prix Hippocrate in 2022 for excellence in patient care provided by an interdisciplinary healthcare team, as well as receiving the 2023 Recognition in Delivering Value-Based Healthcare from the Canadian College of Health Leaders. The Quebec Ministry of Health has now adopted a plan to roll out similar virtual care programs across the province.

What an incredible impact. Thank you.



“Donor support was crucial in allowing us to get Hospital@Home off the ground quickly.”

– **Erin Cook**, Director of Quality, Transformation, Evaluation, Value, Ethics and Virtual Care

## A CLOSE-UP OF YOUR IMPACT

After spending a week in a coma at the JGH, John Truss had the opportunity to recuperate at home, close to his wife and two young children, thanks to the Hospital@Home program. John was provided with a cell phone, a tablet, a blood pressure cuff and oxygen for around-the-clock monitoring by his care team, and he was able to continue his recovery in the virtual ward.

“As caring as they were [at the hospital], and as much as you know they’ll do anything for you, it’s just more comfortable at home.”

– **John Truss**, Hospital@Home patient

Learn more about [John’s virtual care experience](#):



## What’s Next

- Several new virtual initiatives are underway, including an at-home Mental Health Treatment program
- The JGH is conducting a pilot project with Microsoft HoloLens 2, using virtual tools to promote the independence of seniors, and for educational and training purposes in nursing and cardiac care
- To further develop the delivery of efficient, patient-focused virtual care, the JGH is exploring how up-and-coming technologies (metaverse and Web3) might be used to improve healthcare services

Thanks to you and your generous support, Hospital@Home continues to evolve, so patients can receive the safest, most efficient care that prioritizes their comfort and well-being.



## THE COMMAND CENTRE (C4)

The Command Centre is known as C4 to represent the core values of the Centre – care continuum, collaboration, creativity and communication. It has quickly become a vital part of delivering efficient healthcare at the JGH and its affiliated care facilities.

With advanced digital technology, the Centre orchestrates high levels of coordination across the healthcare network to prevent and minimize logistical problems and use existing resources to their fullest potential. Real-time data tracks interconnected hospital activities and assists with managing patient flow, bed availability and staffing levels.

The ability to remain connected via C4 has strengthened collaboration between Hospital leadership, clinical teams and physicians, various of which meet up to six times daily for a huddle. Now that decisions are based on real-time data and predictive software, care teams can better prepare to meet patient needs, ensuring higher quality care that is cost-efficient.

C4 has helped free up beds for individuals in need of immediate care and reduced the number of patients waiting to be admitted, transferred or discharged. Waiting lists are now addressed more efficiently, and vaccination has become a hassle-free procedure. As of September 2023, a new Command Centre room with 34 screens has contributed to the team's fine-tuning of day-to-day hospital operations.

What's more, C4's accomplishments have received the recognition they most definitely deserve. The team was awarded the 2022 Prix d'excellence de l'administration publique (IAPQ) in the Health and Social Services category. In March 2022, Quebec's Health Minister, Christian Dubé, praised the Command Centre in his Health Plan for being a model for healthcare services in Quebec. Sonia Bélanger, Quebec Minister for Health and for Seniors, expressed her excitement and support for C4 when she visited earlier this year.

Thank you for being part of this critical initiative.



“I’m very, very impressed with what I saw. It was like being propelled into the future of what our organization of care should be.”

– **Sonia Bélanger**, Quebec Minister for Health and for Seniors



2020

## A CLOSE-UP OF YOUR IMPACT

### A TIMELINE OF KEY ACCOMPLISHMENTS

May – Dec

Development of Command Centre (C4) model

2021

Mar – Aug

Launch of C4 with a focus on monitoring patients awaiting transfer after a hospital stay

2022

Jan

COVID@Home, Hospital@Home and teletriage are added to the list of programs that the Centre oversees

Oct – Feb

Mental health, home care and surgery are integrated into the scope of the C4's functions

Nov

Focus on improving Emergency Department traffic and access to beds on medical and surgical floors

2023

Aug – Sept

Opening of new Command Centre room with 34 screens to enhance coordination and communication among healthcare teams at the JGH and its network

#### What does that mean for patients?

- The wait time to be admitted to a hospital unit from the Emergency Room dropped by **8 hours**
- The number of patients waiting to be transferred to another health facility after a hospital stay **dropped by 36%**
- **132 fewer people** were on the Mental Health Waiting List
- Average length of stay in surgery, geriatrics, psychiatry and rehabilitation dropped by **two days**

#### What's Next

New features and data categories are being developed to optimize C4's functioning, so that the JGH can operate with even greater efficiency and be better prepared to adapt to fluctuating circumstances faced by the healthcare network.

Your donations ensure that the C4 is able to facilitate smooth, seamlessly coordinated healthcare for JGH patients. Thank you so much.

## THE CONNECTED HEALTH RECORD

The Connected Health Record (CHR), which will be the future hub of all clinical information about our patients, has undergone some exciting developments. The JGH has been collaborating with Harris Healthcare to codesign and build what will be a truly next-generation unified digital health record system.

By codesigning the platform, we are ensuring that it will best suit the needs of healthcare providers and their patients. Designed from the ground up to be easy to use, the CHR will help clinicians make the most accurate, suitable decisions for each patient, and reduce oversights caused by the information gaps in the current system. Patient privacy and security have also been a high priority in the CHR's design.



In fall 2023, the first component of the CHR, the Patient Timeline, will be launched. Medical professionals will be able to view updated, real-time information about their patients through a single application. The timeline displays a long-term summary of a patient's health and is available across the JGH and the affiliated healthcare facilities within the JGH's health network, the CIUSSS West-Central Montreal.

The CHR's goal is to ensure the right information is available when and where it is needed by the care team for each and every patient at the JGH. We're making significant progress with digital innovation. Thank you for your support, every step of the way.

## DATA SCIENCE

The JGH now has an advanced data analytics tool that allows staff members to ask complicated questions involving multiple, previously siloed data sets, and receive instant answers. The ADAMS platform, developed by MDClone, has been available to JGH staff since summer 2023. The platform facilitates decision-making and data-driven improvements by creating synthetic statistical information based on real hospital data to improve the quality of care. Using synthetic data for decision-making adds an additional layer of protection to patient information.



**“In today's evolving healthcare environment, data is often the critical piece that's needed to improve our processes and the quality of care.”**

**– Dr. Justin Cross, the CIUSSS' Chief Digital Health Officer**



# A CLOSE-UP OF YOUR IMPACT

## CURRENT SITUATION VS CHR MODEL

### Current Situation

On a typical day, a healthcare provider needs multiple computer programs to:





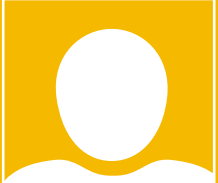








- Track patient progress
- Order medication
- Order blood tests
- View X-rays


Not to mention the delay that loading each program creates, and all the pop-ups involved.

Multiple Programs x Multiple Patients = Precious time wasted, frustrated patients and medical staff, and inefficient healthcare



### CHR Model – One Patient, One Screen, The Best Possible Care Plan

 Timeline of health history	 Medical records	 Patient monitoring	 Medication management	Name: <input type="text"/> <input type="text"/> Date of birth: <input type="text"/> <input type="text"/> Age: <input type="text"/> <input type="text"/> 
 Appointment scheduling	 Surgery and procedure booking and follow-up	 Waitlist management	 Test orders and results	
 Diet orders	 Patient program recommendations	 Decision-making tools for physicians	 And much, much more	



### The New Patient Experience with CHR:

Every doctor that you visit will have access to your most up-to-date health information on a single screen, so they can make the most accurate decisions for treating health issues as efficiently as possible. Your doctors won't need to rely on you to fill the information gaps if you've received care in multiple facilities across the healthcare network, but if you wish to be more actively involved in managing your health, you will have the option to keep track of your health information through the CHR patient portal. Most importantly, you'll receive higher-quality care that encourages optimal recovery.

## What's Next

- Major work that began in 2020 aims to be completed in 2026
- IT is building new interfaces; data from all patient records will be integrated into the new systems before outdated systems are deactivated
- Launch of the first completed version of the CHR is planned for late fall 2024

We're so grateful to have you with us on an ambitious path towards healthcare transformation. Your donations are fueling exceptional patient care.

## OROT

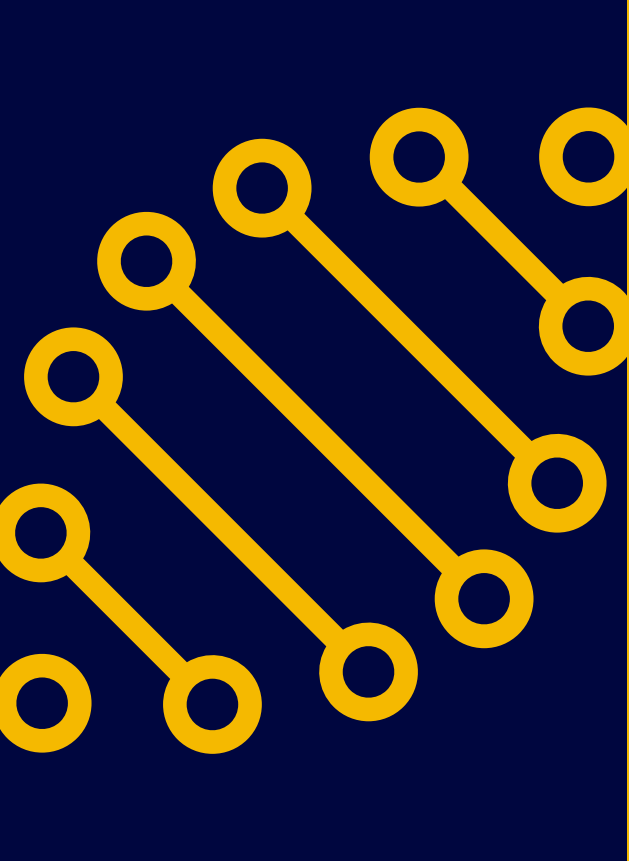
OROT is a Connected Health Innovation Hub that pairs public and private partners together to bring advanced technology to the JGH and affiliated healthcare facilities. Embracing 'Care Everywhere' as its guiding philosophy, OROT aims to transform health and social services for medical professionals and patients alike by identifying unmet needs within the care network and creating innovative technological solutions. OROT's collaborative mission is to develop technological tools that optimize patient-centred healthcare services.

### OROT's platform includes:

13 000+ employees, 700 hundred doctors, the JGH, 2 CLSCs, 5 rehabilitation centres, 7 residential centres, affiliation with McGill University and more.

OROT currently has more than 30 projects in various phases of development, involving virtual care, long-term care, dementia prevention, personalized medicine (patient-specific prevention / treatment), and optimizing workflows and operations.

Supporting OROT helps to ensure that patients continue to receive the right care, in the right place, at the right time by healthcare professionals who can best meet their needs. Thank you.



## YOUR GIFT IS FUELING INCREDIBLE PROGRESS IN DIGITAL HEALTH. THANK YOU.

Our Digital Health Initiatives are making outstanding strides in the evolution of care delivery at the JGH, and healthcare is beginning to shift across Quebec as a result. Your donations are at the core of the amazing advancements that have unfolded.

By recognizing the value of digital technology in healthcare and supporting its development, patients are receiving the most convenient, high-quality care available. Digital Health continues to lead the way towards the most sustainable model of healthcare that will benefit so many for years to come.

We're so grateful for your continued support. On behalf of our doctors, nurses, and other allied health professionals – and especially our patients – thank you for being a part of this groundbreaking initiative.

## ABOUT THE JEWISH GENERAL HOSPITAL

The JGH, repeatedly ranked by *Newsweek* among the top 3 hospitals in Quebec, among the top 10 in Canada and among the top 125 in the world, is an acute and specialized care McGill University teaching hospital. The JGH has been serving a diverse patient population irrespective of religion, language, or ethnic background since it was founded in 1934.

The Hospital is home to one of the highest number of births in Quebec with a specialization in high-risk pregnancies and neonatal care; one of the busiest and most efficient Emergency Departments in the province; the Segal Cancer Centre, which is recognized internationally for its groundbreaking cancer treatment and research achievements; and the Lady Davis Institute, one of the largest and most influential medical research centres in Canada. The JGH is the hub institution of the regional health authority known as the CIUSSS West-Central Montreal.

