



2014
Year in Review

Excellence In Eye Care



VISION

To lead the movement to transform health care in Ontario into a sustainable system while attaining excellence in patient care, research and education

MISSION

The Kensington Eye Institute is dedicated to exceeding patient expectations by breaking new ground in health care delivery while delivering exemplary research and education

CORE VALUES

The Kensington Eye Institute provides excellent ambulatory surgical and medical care while meeting and exceeding our academic mission. In fulfilling our vision and mission, the following core values drive our work

EXCELLENCE, RESPECT AND TEAMWORK

MESSAGE FROM THE CHAIR AND THE CEO

Nearly ten years ago, The Kensington Eye Institute (KEI) launched with the goal of creating a better blueprint for the treatment of eye disease in the province of Ontario. At the heart of this pursuit was dedication to service and the belief that there was a better way to deliver exceptional ambulatory care in a more efficient and cost-effective manner.

Our journey started in 2006, with a not-for-profit surgery centre offering cataract surgery with the promise of reducing cataract surgery wait times. Our institute soon expanded into a comprehensive Ambulatory Academic Centre of Excellence with additional surgical and medical vision care services, including glaucoma, retina and corneal care.

With KEI's comprehensive approach, coupled with the flexibility of our operating room schedule, we are able to be more responsive to our patients' needs. For instance, a patient undergoing cataract surgery, who may be found to require an additional retinal procedure during the procedure, can immediately be treated by a retinal surgeon on site rather than having to travel to a hospital and potentially wait for hours to be seen.



Brian McFarlane, FCPA, FCGA
CEO



Nick Torchetti
Chair

It is patient-centred solutions such as these that have made KEI synonymous with excellence and innovation, and have allowed our model of care to be recognized province-wide and beyond as “the Kensington Model.”

When the Ontario Ministry of Health and Long-Term Care released a framework in 2012 for shifting non-critical procedures out of hospitals and into local health centres, they noted our excellent patient outcomes and identified Kensington as the archetype for not-for-profit community-based care in the province.

This recognition is in large part a result of our partnership with the University of Toronto Department of Ophthalmology and Vision Sciences. The department not only guarantees surgeons who deliver exceptional care and health outcomes for our patients, but it also ensures that our research is supported by the expertise required to improve and expand the treatment of eye disease.

This past year, we opened the Kensington Vision and Research Centre (KVRC) to present to patients the possibility of seamless eye care where clinical, diagnostic, surgical and post-operative treatment all take place in one purpose-built institution. With the opening of KVRC we are now able to accommodate nearly 25,000 clinic visits per year and an ever-growing number of research studies.

Our new research centre will help to expand an already robust research program at KEI. Last year, we completed the clinical phase of a three-year study requested by the Ministry of Health to study the impact of Corneal Collagen Cross-linking treatments on patients diagnosed with Keratoconus. This procedure, which patients currently pay for out of pocket, helps stabilize and even restore lost vision by strengthening the structure of the eye. The Ministry will use the results of our research to determine if this should be considered a medically necessary OHIP covered service.

While we pause to reflect on this year's achievements, we know there will be many more. We will steadily increase the range of technologies and treatments available to our patients with a continued focus on exceptional patient care. We will also continue to develop a comprehensive research centre creating a strong foundation for pioneering ophthalmic research.

None of these accomplishments would be possible without the vision of our Board of Directors and the dedication, professionalism and hard work of our doctors, nurses and administrative team.

We would also like to thank the Kensington Foundation. As a not-for-profit charitable organization, we depend on donations through the foundation to help us fund excellent health services and exceptional research.

We look forward to continuing to serve patients from across Ontario in the year ahead.



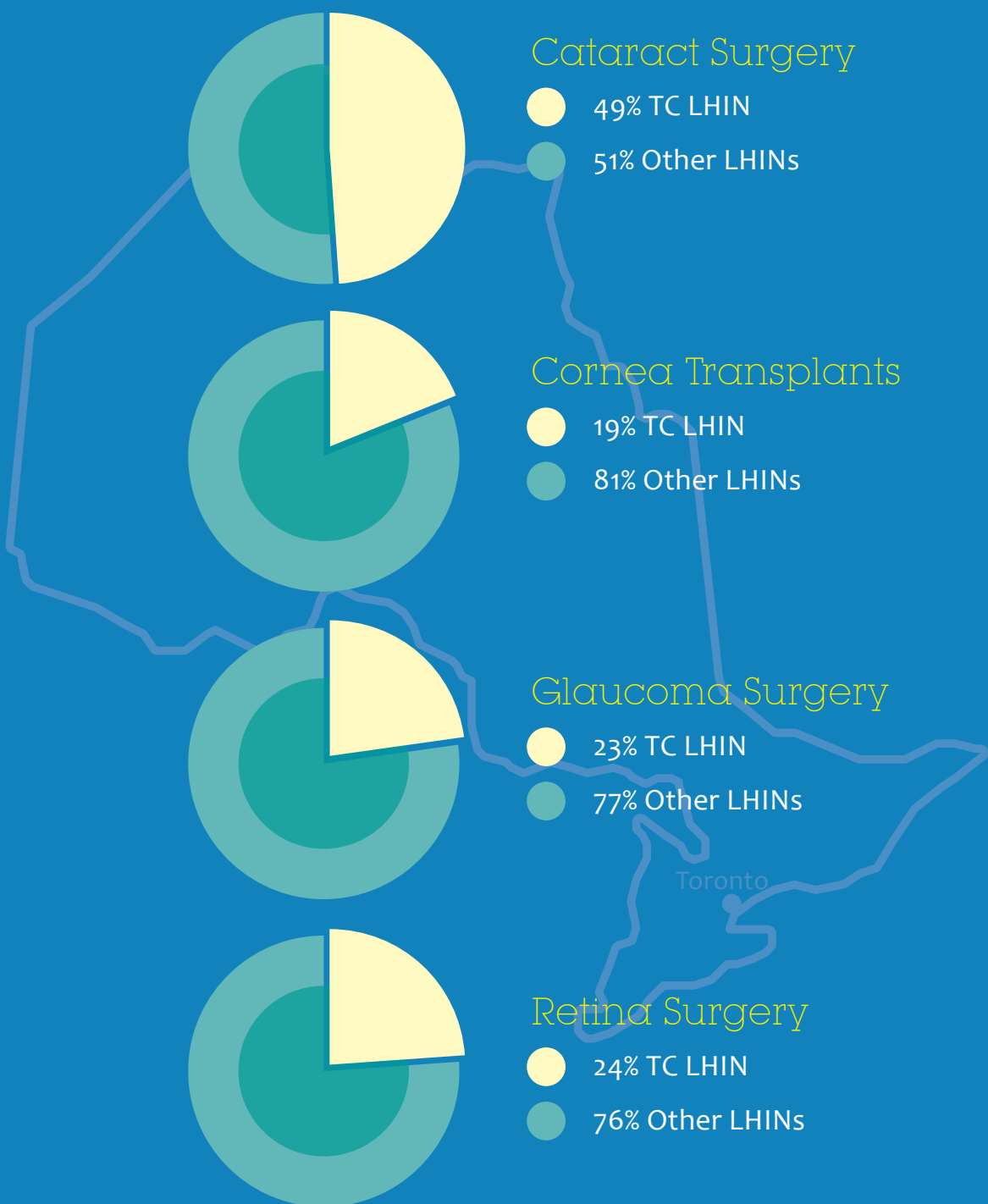
Brian McFarlane, FCPA, FCGA
CEO



Nick Torchetti,
Chair

KEI truly is a provincial resource in ophthalmic care

Although the Kensington Eye Institute is located in the Toronto Central Local Health Integration Network (TC LHIN) we provide care to patients from all over the province.



MESSAGE FROM THE OPHTHALMOLOGIST-IN-CHIEF

When I joined The Kensington Eye Institute (KEI) as Ophthalmologist-in-Chief in 2012, part of what excited me was the opportunity to help expand an innovative model for community eye care into a full-service academic eye institute.

That year, we broadened our scope of surgical services to include more sub-specialties and in 2014 we made another major leap forward by opening the Kensington Vision and Research Centre (KVRC). In addition to the range of diagnostic services that we offer at the new facility, we now offer retina clinics, uveitis clinics as well as comprehensive ophthalmology clinics.

Doctors, surgeons and administrators, as well as recipients of our services, have seen the successes at KEI and know it as a Centre of Excellence in eye care. All of our surgeons are affiliated with the University of Toronto Department of Ophthalmology and Vision Sciences (DOVS) that provides a trustworthy level of surgical excellence. With the expansion of clinical services, KEI is becoming known as a “one-stop shop” in vision care.

At some point in the future, we hope to begin providing emergency eye care services. This will allow individuals with urgent eye problems to receive care right here at Kensington. Our experience tells us that specializing in one area of care in one place results in less wait time for patients, greater efficiency and cost savings for our health system and, most importantly, better outcomes for individuals.

A crucial element in this process has been strengthening the partnership between KEI and DOVS. Toronto is unique in that one academic Department of Ophthalmology serves the entire metropolitan area, whereas most international cities have five or six medical schools. Both the scale and excellence of Toronto’s ophthalmologists are helping to create an eye centre to rival any international institute.



Sherif El-Defrawy, MD, PhD, FRCSC
Ophthalmologist-in-Chief

Research is a key component of that objective. Without research, no centre can be on the cutting edge of developing a better understanding of eye disease or innovative treatments. KEI undertook our first research studies in 2007 – a series of three concurrent studies by Kensington surgeon Dr. Rosa Braga-Mele examining endophthalmitis rates, the use of topical-intracameral anaesthesia, and studying perceived pain in eye cataract procedures. With the opening of a dedicated research facility, I'm more confident than ever in our ability to contribute to advancements in our field.

Part of that confidence relates to our role as one of Canada's largest ophthalmic teaching facilities. As an Academic Centre of Excellence, our surgeons provide training for DOVS ophthalmology residents – the future eye surgeons of the country.

Last year, we trained and provided research opportunities for over 35 residents, the largest number of any program in the country, and taught sub-specialty Fellows how to perform glaucoma surgery, retinal surgery and corneal transplants.

As Ophthalmologist-in-Chief at the KEI, I'm very proud to work with all of the surgeons, nurses, technicians and other KEI staff. Together, we are helping create a truly exciting new model of vision care in Ontario and beyond. I look forward to future challenges and successes.

Sherif El-Defrawy, MD, PhD, FRCSC
Ophthalmologist-in-Chief,
Kensington Eye Institute



GRAND OPENING OF THE KENSINGTON VISION & RESEARCH CENTRE

Dr. Catharine Whiteside

The Kensington Eye Institute (KEI) was established as a novel collaboration between Kensington Health and the University Of Toronto Department Of Ophthalmology and Vision Sciences under the joint visionary leadership of Dr. Jeffrey Hurwitz, the former Chair of the Department of Ophthalmology & Vision Sciences, and Brian McFarlane, the CEO of Kensington Health Centre. KEI launched in 2006, the same year I became Dean of Medicine at the University of Toronto.

I was immediately impressed with this successful partnership that was pioneering remarkably efficient and truly cost-effective out-patient cataract surgery. Very quickly this program became the standard of practice in Ontario. The strategic directions of KEI have continually combined leading edge technology, excellent physician training and new models of interprofessional team care, creating high value for all stakeholders – most importantly our patients.

In 2014, I was thrilled to be part of the grand opening of the newest academic phase of KEI – a research facility that will advance discovery and knowledge translation with immediate clinical impact on

eye care. Under the outstanding leadership of the University Of Toronto Department Chair and Ophthalmologist-in-Chief of KEI, Dr. Sherif El-Defrawy, and the steadfast commitment of KEI Board, the Kensington Vision & Research Centre is designed to test the latest developments in diagnosis and treatment of eye disease.

In collaboration with our top scientists from the university and our affiliated hospital research institutes, this research centre will provide the infrastructure and patient population to study and apply new discoveries in regenerative medicine and personalized drug treatment to preserve and restore vision.

KEI is now truly a world-class Comprehensive Academic Eye Institute that is establishing the highest quality of advanced ophthalmology care. I join all of our colleagues at the University of Toronto when I say how proud we are of this amazing enterprise.

Catharine Whiteside, MD, PhD

*Former Dean of Medicine
University of Toronto*

KVRC Research Highlights

- Corneal Collagen Cross-linking
- Laser-Assisted Corneal Transplantation
- Alzheimer's Disease and Dementia
- Sleep Apnea
- Quality of Life



KVRC Clinics

- Comprehensive
- Cataract
- Uveitis
- Retina





FOCUS ON RESEARCH

“Research is ultimately about improving the lives of patients,” says Humphries “Facilitating exemplary research in our facilities today means better care for patients in the future once that research is completed”

Justine Humphries, Director of Clinical and Research Services at Kensington Vision & Research Centre (KVRC), a health strategist who has an MBA in Health Sector Management, spent the past year overseeing the opening of the KVRC. She notes that the volume and variety of eye procedures done at KEI, coupled with the expertise of our surgeons, allows us to produce both a great variety and quantity of high-quality data. In turn, that data is perfectly suited to generating exceptional research.

With the addition of KVRC to KEI, examination lanes and diagnostic rooms were purpose-built to meet the exact research standards necessary for accurate data collection, and then fitted with specialized testing equipment.

Our research studies are supported by the expertise of our specialized staff of Certified Ophthalmic Medical Technologists, our Certified Research Associate, and our specially trained ophthalmic nurses.

Perhaps most importantly, as a result of the close affiliation with the Department of Ophthalmology and Vision Sciences, our studies are led by some of Ontario’s most skilled ophthalmic surgeons. Their expertise truly drives the pioneering research that changes the lives of our patients.



Among the many new research initiatives KEI is undertaking are studies comparing the outcome of corneal transplants using manual versus laser treatments; examining the quality of life for individuals with uveitis, a painful inflammation of the eye; and examining the lens of the eye as a diagnostic element of Alzheimer's Disease and dementia.

KEI also supports strong research collaborations with hospitals, universities, government, and industry on a local, national and international level.

Among the many institutions currently working with us are the University of Waterloo, St. Michael's Hospital, University Health Network, Sunnybrook Health Sciences Centre and the Ministry of Health and Long-Term Care.

Ultimately, the purpose of our research is to improve the health outcome and the quality of life of our patients today and in the future.

Donna Punch, Clinical Director of Kensington Eye Institute, provides a perfect example of the patient impact of our research studies,

“As part of our cross-linking study, we had a 17-year old patient who was newly diagnosed with kerataconus. His father had to undergo corneal transplantation as a result of the same disease,” says Punch. “He was so grateful that his son was unlikely to have to go through that experience, thanks to this early intervention. Those are the kinds of priceless outcomes new research leads to.”



HIGHLIGHTS FOR 2014-15



1 In 2014, we opened the Kensington Vision and Research Centre to provide patients with a full-service eye centre with clinical, diagnostic and ancillary vision care services. It also acts as home-base for ophthalmic research at Kensington Eye Institute.

The creation of the clinic also provides our patients with a “one-stop shop” in ophthalmic care. Individuals receiving care from one of the Centre’s three comprehensive ophthalmologists can experience their entire treatment – from diagnosis to post-surgical care – at our College Street health campus. We continue to provide them with exceptional quality care in a comforting environment.

Our team of retina specialists offers weekly clinics at the centre. The addition of the retina team expands the scope of services available to our patients and improves access to sub-specialized ophthalmic services for patients in our community.

2 We completed a major milestone in our Corneal Collagen Cross-Linking study by completing all 1,000 procedures in the study. Over the next year, Kensington researchers will continue to collect post-operative data, and analyze the results to determine if Cross-Linking does in fact stop or slow the progression of keratoconus, ultimately preventing the need for corneal transplantation. Our hope is that with this research the Ministry will determine that this is a medically necessary service covered under OHIP.

3 Our ambulatory Surgery Centre, which operates as a not-for-profit Independent Health Facility (IHF), continues to provide a growing number of surgical procedures. This year we completed 9,639 cataract surgeries, 526 glaucoma surgeries, 652 retina surgeries and 403 corneal surgeries to patients from all across the province.

Kensington truly is a provincial resource in ophthalmic care. In fact, 51% of our cataract patients live outside the boundaries of the Toronto Central Local Health Integration Network. That percentage increases significantly when considering the subspecialty procedures – glaucoma 77%, retina 76%, and corneal 81%.



11,220

Total Surgeries in 2014

4

KEI continues to support partnerships that advance patient care and academic excellence on a local, national and international level. A wonderful example of this was when the expertise of KEI surgeon Dr. David Chow, a world-renowned retina specialist, was highlighted when one of his surgeries was broadcast live to an international audience as part of an event hosted by the Dutch Ophthalmic Research Centre.

5

Innovation, the pursuit of excellence, and the continuous broadening of our scope of services remain the cornerstone of care for our doctors, nurses and technicians. Beginning in April 2014, patients were offered laser cataract surgery using a LenSx Femtosecond Laser. This new technology allows our surgeons to be even more precise during cataract procedures.

9,639

Cataract Surgeries

652

Retinal Surgeries

526

Glaucoma Surgeries

403

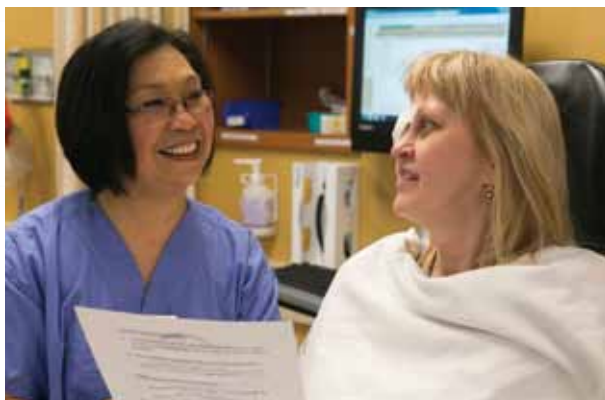
Corneal Transplants



THE YEAR AHEAD

The vision of The Kensington Eye Institute is to help transform Ontario health care into a more cost-effective system that places the care of patients first. Nine years ago, when we took our first steps along that path, that vision motivated our leaders, surgeons, clinicians and supporters.

Today, we remain inspired by that vision. Through hard work, dedication and innovation we have improved patient care, made clinics more responsive to patient needs, and overall created a more sustainable medical system.



We have created a comprehensive Eye Institute that is the model for superior community care in our province. We have expanded both the range and availability of eye treatments and helped reduce patient wait times. In doing so, we have set new standards of medical care, new expectations for the availability of life-altering technologies, and demonstrated that change is an enabling element in health care – not a barrier.

We've undertaken this endeavour with the best partners possible: our staff, the University Of Toronto Department of Ophthalmology and Vision Sciences, the Ministry of Health and Long-Term Care, and generous supporters like you.

As we continue this journey together, we will always provide our patients with safe and timely care and excellent health outcomes in a welcoming and respectful environment. We will also continue to share our expertise with doctors, health administrators and academics who want to learn from the Kensington Model.

We have travelled a good distance down our path to better the health of Ontarians, but we know the finish line will always recede and there will be more work, and more innovation necessary. Whether it is in the areas of urgent care, telemedicine, preventative care or new collaborations yet undefined, we promise to continue to be a model of ophthalmology care for the patients of Ontario.

F P
T O Z
L P E D
P E C F D
E D F C Z P



Your Donation Makes A Difference

Kensington Eye Institute (KEI) is a not-for-profit Independent Health Facility and one of the Kensington Health Charities. Donations to KEI help to fund improvements to facilities, cutting edge ophthalmology research, critically needed equipment and high quality services.

There are several ways to give including, but not limited to, one-time donations, planned gifts, and gifts in memory or in honour of a loved one. Additionally, our

Champions of Care program is a wonderful opportunity to say “thank you” to a staff member or team who has made a difference in the care you or your loved one has received at KEI.

With your support we can expand our services to ensure that we further improve access and quality of ophthalmology care to our patients and truly embody our vision of being the academic centre of excellence in eye care.

Kensington Foundation CRA Charitable Registration # 119230092 RR0001

F P	2	20/100
T O Z	3	20/70
L P E D	4	20/50
P E C F D	5	20/40
E D F C Z P	6	20/30
F E L O P Z D	7	20/25
D E F P O T E C	8	20/20

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Ophthalmologist-in-Chief

Donna Punch, RN
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Wendy Beckles, CGA
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Justine Humphries, MBA
Director of Clinical and Research Services

The Kensington Eye Institute is a not-for-profit registered charitable organization, licensed under the Ministry of Health and Long-Term Care as an Independent Health Facility (IHF) and affiliated with the University of Toronto.



Kensington Vision & Research Centre

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