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The Kensington Eye Institute is a not-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's Department of Ophthalmology and Vision Sciences.

To donate to Kensington Eye Institute, please visit [www.kensingtonhealth.org](http://www.kensingtonhealth.org) or email The Kensington Foundation at [foundation@kensingtonhealth.org](mailto:foundation@kensingtonhealth.org).

Charitable Registration # 11923 0092 RR0001



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10 YEARS  
EXCELLENCE IN EYE CARE

YEAR IN REVIEW JANUARY 1, 2015 - MARCH 31, 2016





# 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. Teamwork.



Brian McFarlane, FCPA, FCGA  
Chief Executive Officer

Nick Torchetti,  
Board Chair

## CELEBRATING 10 YEARS OF INNOVATION

Letter from the Chief Executive Officer and the Board Chair

This year, the Kensington Eye Institute celebrates its 10th anniversary and we're very proud of how far we've come. Our non-profit Independent Health Facility began in 2006 as an ambulatory care centre offering cataract surgeries to reduce wait times across the Greater Toronto Area (GTA). Now we've grown into a comprehensive academic eye institute that offers ambulatory surgery and a number of subspecialty vision-care procedures, including retinal surgeries, glaucoma surgery, and corneal transplants.

With the establishment of the Kensington Vision and Research Centre, we've also been able to expand our services into clinical vision care with an additional focus on research. Now, we can offer over 25,000 of our patients a range of vision care services in a clinical setting. Also, with new glaucoma and retina subspecialists, more patients receive a wider range of services.

Over the past decade, we've launched dozens of research projects, including a major three-year pilot project on corneal collagen cross-linking surgery, known as CXL. We offered the procedure to over 1,000 patients, tracking how well it works in preventing progression of Keratoconus, a disease where the eye becomes cone-shaped, and whether the procedure delays or prevents the need for a cornea transplant. A report of this work will be forwarded to the Government of Ontario at the end of 2016.

We're also part of the Ontario Neurodegenerative Disease Research Initiative, which is investigating if changes in the retina can be a way to help identify diseases such as Alzheimer's, ALS, and Parkinson's, allowing for earlier diagnosis and treatment.

In 2015 Kensington Health Centre integrated with The Eye Bank of Canada (Ontario Division). This integration benefits all hospitals and Independent Health Facilities in Ontario by providing cornea tissue for sight-restoring surgeries.



Kensington Eye Institute does almost half of cornea transplants in Ontario -- about 400 a year. Being closely affiliated with The Eye Bank means we are more efficient for the health care system and effective for patients, by reacting quickly and appropriately to the needs for corneal transplantation.

Throughout our history, we've benefitted from our exclusive focus on vision care services. Because our facility was purpose-built, it's designed to move patients through their procedures more efficiently and comfortably while still offering a high quality of care. It didn't take long after we opened to see significant improvements in productivity. In our first year, for example, we did 6,700 cataract surgeries. Now, we do over 10,000 cataract surgeries per year.

Our highest priority is offering the most innovative and effective vision care to our patients. That is why we have invested in state-of-the-art surgical equipment, including two laser suites, which we use to cut tissue for corneal transplants and to offer laser assisted cataract surgery.

Our affiliation with the University of Toronto's Department of Ophthalmology and Vision Sciences has played a crucial role in our ability to deliver high-quality vision services, as well as our academic and research capacity. All our surgeons are affiliated with the Department, offering their expertise and leading edge care to our patients.

We are very thankful to all of our staff and our volunteer Board of Directors, whose service has been crucial to our achievements. Our success is possible thanks to the donor support through The Kensington Foundation. Donations are so integral to our work as a non-profit charitable organization, and we thank all our donors for their continued support.

Over the past decade, we've established the Kensington Eye Institute as a leader in its field, helping reduce wait times for patients, offering cutting-edge surgeries and the highest quality of clinical care. In the process, we've helped thousands of people regain their vision. We look forward to finding new and innovative ways to help thousands more in the years to come.



**Brian McFarlane, FCPA, FCGA**  
Chief Executive Officer



**Nick Torchetti,**  
Board Chair



Dr. Clara Chan preparing for eye surgery at Kensington Eye Institute.





Dr. Sherif El-Defrawy, Ophthalmologist-in-Chief, performs cataract surgery. The Kensington Eye Institute completes a total of 60 cataract surgeries per day.

# FOCUSING ON GROWTH

Letter from Dr. Sherif El-Defrawy, Ophthalmologist-In-Chief, Kensington Eye Institute



From our beginnings as a centre that focused solely on cataract surgery, the Kensington Eye Institute has now expanded to provide more robust programs in education, research, surgery, and clinical activity.

A key factor in our success is our association with the University of Toronto's Department of Ophthalmology and Vision Sciences. Their expertise in education, quality of care and research translates directly into better care for our patients.

We also act as the academic hub for vision care in the Greater Toronto Area. Our training program incorporates 30 residents and over 35 fellows, the largest numbers in Canada and one of the largest training programs in the world.

The Kensington Eye Institute and the Department of Ophthalmology and Vision Sciences host a number of educational events throughout the year including: Grand Rounds, where surgeons present and discuss patient cases, diagnostic and treatment dilemmas and the latest surgical and clinical techniques.

Meanwhile, we have increased our subspecialty services and turned the Kensington Eye Institute into a "one-stop-shop" for patients, allowing people to be assessed and treated in the same space.

The large volume of patients we see at the Institute also increases our expertise and helps us provide better care. We complete over 11,000 surgeries and 25,000 appointments each year. Many of those are with patients from Toronto, but a significant number come from all across Ontario.

To ensure the best possible care for all of our patients, we've acquired the latest specialized equipment. Some of these instruments, such as state-of-the-art lasers, help us better perform surgery, while others aid with diagnosis and monitoring of disease. We recently acquired an Optos retinal imaging camera, which allows us to view the retina in ways not previously possible, and diagnose diseases that might otherwise be missed. A new Selective Laser Trabeculoplasty (SLT) laser now allows us to treat patients with glaucoma who are not fully managed by eye drop medications alone.

We continue to do important research as well. Highlights this year included the completion of our corneal collagen cross-linking surgery (CXL) project as well as our participation in the Ontario Neurodegenerative Disease Research Initiative.

Four years after I began at Kensington, I feel confident we're on the right path. We'll continue to develop our expertise by expanding until we offer all subspecialties, and to grow the number of patients we treat. We're working hard towards the goal of having the Kensington Eye Institute offer the best care to our patients.

**Sherif El-Defrawy, MD, PhD, FRCSC**

*Ophthalmologist-In-Chief, Kensington Eye Institute*

# 10 YEARS OF EXCELLENCE

## 2006

The Kensington Eye Institute opens as a non-profit licensed Independent Health Facility, affiliated with the University of Toronto, and offers cataract surgeries in partnership with adult teaching hospitals in Toronto.

Our goal was to complete 6,700 cataract surgeries per year, the equivalent to the number of surgeries completed by all Toronto Teaching hospitals collectively.



- 38 surgeons
- 6,700 cataract surgeries
- 3 operating rooms
- Wait list: 2-4 months
- 6 residents

## 2008



- 38 surgeons
- 7,200 cataract surgeries
- 2.8 operating rooms
- Wait list: 2-4 months
- 10 residents

## 2010



- 40 surgeons
- 7,280 cataract surgeries
- 2.6 operating rooms
- Wait list: 2-4 months
- 10 residents

## 2012



Dr. Sherif El-Defrawy assumes the role of Ophthalmologist-in-Chief at the Kensington Eye Institute. He also becomes the Chair of Ophthalmology and Vision Sciences at the University of Toronto.

Working with the CEO of Kensington Eye Institute, Brian McFarlane, they implement the plan to increase capacity and treat up to 12,000 patients a year. Services expand to include corneal transplants, retina procedures, and glaucoma procedures.

- 44 surgeons
- 9186 cataract surgeries
- 47 glaucoma surgeries
- 49 corneal transplants
- 4 operating rooms
- Wait list: 2-4 months
- 12 residents and rotating fellows

## 2014



- 50 surgeons
- 9750 cataract surgeries
- 518 glaucoma surgeries
- 406 corneal transplants
- 649 retina surgeries
- 4 operating rooms
- Wait list: 2-4 months
- 12 residents and rotating fellows

## 2016



- 52 surgeons
- 10,000 cataract surgeries
- 600 glaucoma surgeries
- 400 corneal transplants
- 680 retina surgeries
- 3 operating rooms
- Wait list: 2-4 months
- 12 residents and rotating fellows

## FROM VISION TO REALITY

Creating the Kensington Eye Institute was no easy feat. It started as a concept in the year 2000 to address the growing cataract wait times in Ontario. It took six years of hard work and capital funding from The Kensington Foundation to launch the Institute.

Nick Torchetti, the founding and current Board Chair, and Brian McFarlane, Founding CEO of Kensington Eye Institute, worked diligently to lobby the government for an Independent Health Facility licence and operational funding.

Mr. McFarlane also consulted with all teaching hospitals in Toronto to secure an agreement on the need for the Institute. Dr. Jeffrey Hurwitz, the Founding Academic Director, worked to establish the affiliation between The Kensington Eye Institute and the University of Toronto's Department of Ophthalmology and Vision Sciences.





Dr. Shaun Singer, Head of Comprehensive Ophthalmology, UHN, Assistant Professor, Dept. of Ophthalmology and Vision Sciences, U of T.



Dr. Clara Chan, Ophthalmologist, Kensington Eye Institute, Specialist in Cornea and Cataract Surgery.

## A CLOSER LOOK AT OUR TEAM

### DR. SHAUN SINGER

Dr. Shaun Singer performed the very first cataract surgery at Kensington Eye Institute and also performed the 25,000th cataract surgery. As the founding Medical Director, Singer was involved in the Kensington Eye Institute from the beginning. The Institute started as a response to the long wait times for cataract surgery in the Greater Toronto Area (GTA). "We recognized that there was a huge problem, and approached Brian McFarlane, CEO of Kensington Foundation with a concept," says Singer.

"The day that the Kensington Eye Institute opened, my wait list for routine surgery was 16 months," he says. "Within a year we had brought the wait list down to almost two months in the GTA." From the beginning, the Institute was "designed for expansion," says Singer, and he saw it through a massive one, both in terms of scope and sheer numbers of patients. "I did the very first surgery, and I did the 10,000th, and the 25,000th," he says. "The numbers are just beyond comprehension. It's been very rewarding."

### DR. CLARA CHAN

Like many of our surgeons, Dr. Clara Chan first came to the Kensington Eye Institute as a University of Toronto resident. After completing her fellowship, she returned to the Institute in 2011 and has been working here ever since. In her concurrent role at the University of Toronto, she trains the next generation of ophthalmologists as an award-winning Assistant Professor and as Chair of the Resident Surgical Teaching Committee.

At Kensington Eye Institute, she specializes in cornea and cataract surgery. She is drawn to the efficiency gained from our purpose-built facilities, as well as the focus on patient-centred care shared by the staff. "It's great to work alongside people who also love their job," she says. Her favourite operation? Cornea transplants. "The surgery itself is highly technical and challenging," she says. "And these patients are often truly disabled by their corneal blindness, and are so thankful when they are able to regain their vision."



Leo Barros exits the operating room after his cataract surgery at Kensington Eye Institute.

## SEEING CLEARLY AGAIN

### LEO BARROS' STORY

Leo Barros grew concerned about his vision deteriorating when it impacted his golf game. "The truth is, I first noticed my cataracts when I couldn't see where my golf ball went," says the 69-year-old. "I couldn't play the game alone anymore and, in a way, it felt like I was losing my independence."

For most people, the lens of the eye is clear. For people who develop cataracts, the lens becomes cloudy, and may feel like you're looking through a foggy window. The treatment is cataract surgery, a 15-minute procedure to remove the lens of your eye and replace it with an artificial lens.

Barros had his first cataract surgery, in his right eye, at The Kensington Eye Institute. Now he's

back two months later for his left eye, and he's feeling confident about it. "Before my first surgery I was nervous," says Barros. "Afterwards, I realized just how fast, simple and easy it was. The people here are professional, and the service is efficient and smooth."

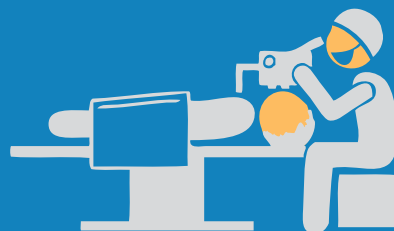
With his wife, children and four grandchildren in Markham, Barros is excited to get his sight back. Retired, he stays active by looking after his grandkids, playing bridge with friends and getting back to his golf game. He now has 20/20 vision in his right eye and has no reason to believe he won't have the same in his left. "In the first few days I could see colours more clearly and vibrantly - things just took on a new life."

# HIGHLIGHTS

KENSINGTON EYE INSTITUTE PERFORMED

**14,481**  
**SURGERIES**

FROM JANUARY 1, 2015 TO MARCH 31, 2016:



CATARACT  
SURGERIES

**12,273**

RETINAL  
PROCEDURES

**799**

GLAUCOMA  
SURGERIES

**716**

CORNEAL  
TRANSPLANTS

**479**

CXL  
PROCEDURES

**214**

## RESEARCH THAT FUELS TOMORROW'S BREAK- THROUGHS

Kensington Eye Institute's position as a high-volume academic centre makes it uniquely suited to conduct research, and that research in return will improve patient care in the future.

Our research is led by Dr. Wendy Hatch, the Research Manager at Kensington Eye Institute. She is also an Assistant Professor and the Co-Chair of the University of Toronto's Department of Ophthalmology and Vision Science's Quality Improvement Committee.

Another advantage we have with research is that our Kensington Vision and Research Centre includes purpose-built diagnostic and examination rooms that meet the highest standards for data collection. This gives us a chance to collaborate with many hospitals, universities, and Ontario's Ministry of Health and Long-Term Care on high-impact projects.

A great example of collaboration is the Ontario Neurodegenerative Disease Research Initiative. Kensington Eye Institute is one of a number of participating institutions in this initiative, whose scope goes far beyond eye care. Kensington Eye Institute's role in the study is to look at ultra-thin cross-sections of the retina to see if there are biomarkers that could be used to identify neurodegenerative diseases such as Alzheimer's, Parkinson's, and ALS. "The changes we're looking for in these diseases are very subtle," says Dr. Hatch. "If we can identify a certain pattern in the retina of the eye that is specific to these diseases, then it could lead to earlier detection with a quick and simple test, and if you can detect it earlier, then you can get the proper treatment sooner."

Other studies look at refining procedures already in use. For example, Kensington Vision and Research Centre is doing a randomized controlled trial comparing the results of corneal transplants using a blade to those cut with a laser.

The corneal cross-linking study is another example of a research project with both important long-term findings and immediate benefits to patients. For people with keratoconus, a progressive disease that leads to vision loss, CXL delays or halts the progression of their disease which can be life-changing - and costs around \$5,000 privately. "It's becoming the standard of care for people with this disease," explains Dr. Hatch. "About 1,000 eyes received this cutting-edge therapy through the initiative, and many more Ontarians may benefit in the future."



LOOKING AHEAD

# EXPANDING SERVICES AND IMPROVING CARE

Kensington Eye Institute's efficiency, combined with patient-centred care and short wait times, is why we're often held up as a model of community-based care in Ontario. Our integration of patient care with our academic core is why surgeons from hospitals and universities from across Canada tour Kensington Eye Institute to see how we do it.

Our drive to improve continues, and we are working to offer better care through new technologies, improved techniques, and by incorporating the latest research. In 2016, we're expanding to include full-time glaucoma and retina subspecialties, thanks to the addition of two new physicians who will work in clinical and surgical care as well as research.

We're working on adopting new technology that will allow surgeons to make a computerized map of the eye before cataract surgery, making the surgery more accurate and reducing the chance that patients will need glasses after their surgeries.

In 2016 we will also be exploring exciting new treatments including a specialized contact lens therapy for patients who suffer from complex corneal diseases. This treatment would greatly reduce the debilitating symptoms that can come with this disease, including eye pain, blurry vision, and sensitivity to light.

In the past 10 years, we've helped shape how outpatient care is done in Canada, reducing wait times and showing ourselves to be an example of a sustainable medical system. Over the next decade, we'll continue to expand our scope, increase our efficiency, and invest in research that will drive innovation. We'll treat more patients, offer better procedures, and continue to be a model of care for Ontario.

## DONATIONS GIVE THE GIFT OF SIGHT

As a non-profit Independent Health Facility, Kensington Eye Institute depends on donations to offer the highest quality of care. Donations help us purchase critical new equipment, fund renovations to facilities, and continue our breakthroughs in ophthalmology research.

If you or a loved one has received exceptional care at Kensington Eye Institute, a wonderful way to give back is through our Champions of Care program. It's a great way to say "thank you" to a staff member or team who has made a difference in your care. There are also a number of ways to give, including one-time donations, planned gifts, and gifts in memory or in honour of a loved one.

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.

To donate, visit [www.kensingtonhealth.org](http://www.kensingtonhealth.org) or email The Kensington Foundation at [foundation@kensingtonhealth.org](mailto:foundation@kensingtonhealth.org).

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