



West Park
HEALTHCARE
CENTRE

ANNUAL REPORT

2022 - 2023



Building Better Health. **Now.**

A Message from our Board Chair and President & CEO

We are proud to present the 2023 West Park Healthcare Centre Annual Report. Our theme for this year's report is: **Building Better Health. Now.** We are acting now because our future depends on what we do today.

CAMPUS OF CARE



Kimberly Marshall
Board Chair

We continue to build an integrated campus of care, with a new speciality hospital, to meet the growing demands that are being placed on the health system as people live longer, many with chronic conditions.

Built on the majestic and historic grounds of West Park, the 27-acre campus of care will be a hub of renewal and rejuvenation for our patients. It will also be a community space where the public can easily access the beautifully landscaped grounds and enjoy the healing power of nature.

COMMUNITY

More important than just an impressive collection of physical structures, we are building a new model of care delivery, one that will strengthen the communities in which we operate.

We are building better health by providing for the specific needs of the patient populations we serve and by doing everything we can to enable their independence and assist them in remaining in their own homes for as long as possible.

We are building better health and making families central to the patient experience by involving them in all aspects of the patient journey.

And we are building better health by understanding and appreciating the rich cultural diversity of our patients and making sure they can access the right care when and where they need it.

OUR PEOPLE

We are building better health by fostering a workplace culture where people feel valued and respected, listened to and heard.

Relationships matter. As colleagues, we have a genuine respect for each other – one that has allowed us to build a cohesive and united team – always ready and willing to collaborate and help each other.

The successful realization of our vision was made possible by the unwavering commitment of each member of the West Park team to deliver the very best patient care possible. And, we took time to build and nurture innovative partnerships with key stakeholders across the entire health ecosystem.

THE FUTURE IS NOW

Building a hospital is a monumental task. To have advanced the project during a global pandemic makes it even more remarkable and is testimony to the passion, resilience and dedication of a truly amazing group of people that is the West Park family.

It is a family that includes our Board of Directors, whose expertise and diligence, guidance and oversight, kept us on track and helped ensure superior levels of governance across the organization.

The opening of our new hospital is tangible proof that our vision is now becoming a reality.

We also plan to expand the continuum of services beyond the hospital, integrating primary care and community-based services into the campus of care.

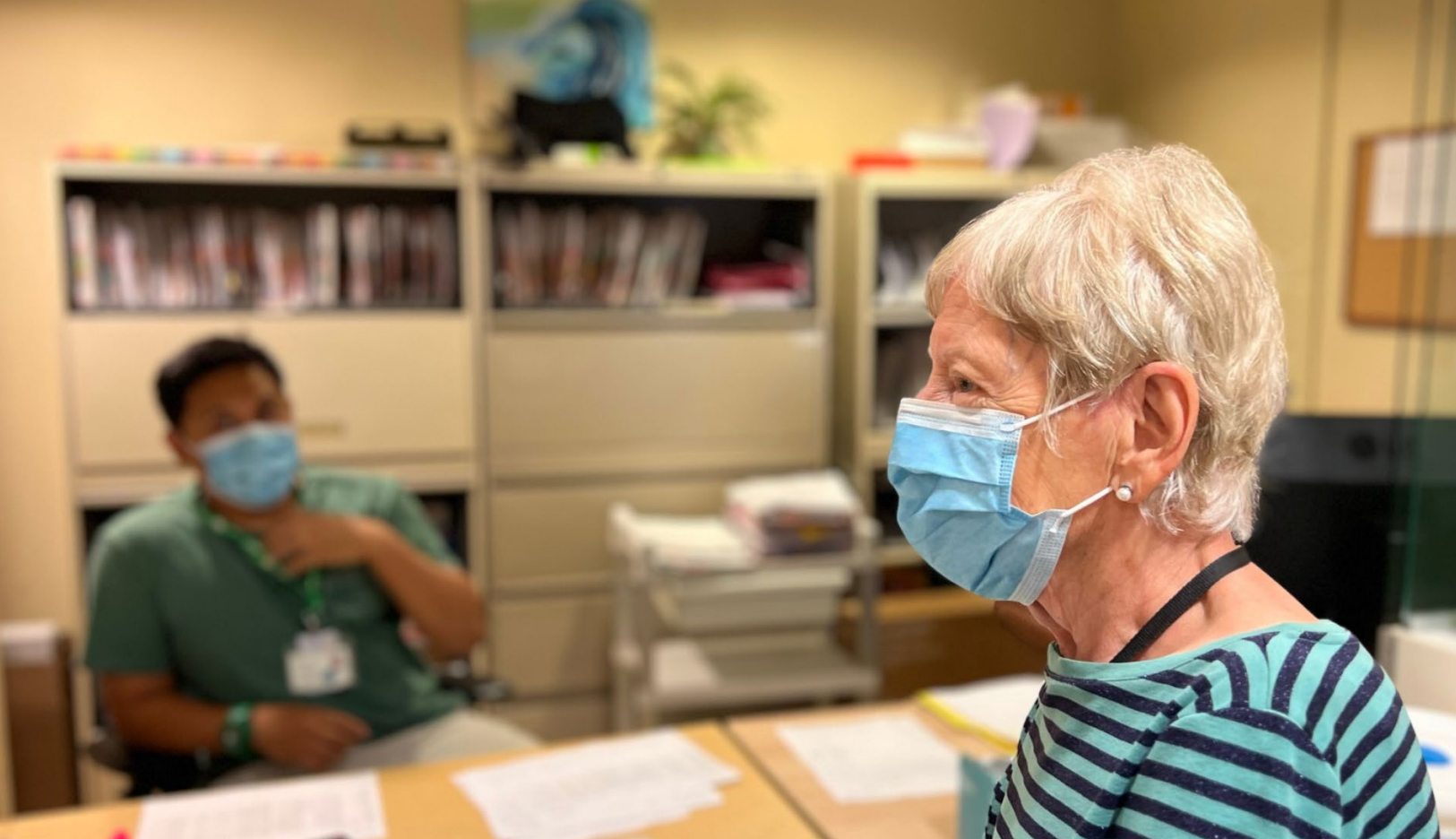
Together, we have helped build a legacy, one that will future-proof our communities and safeguard the long-term sustainability of our healthcare system.

With admiration and sincere thanks to the staff, patients, families and communities of West Park.

Kimberly Marshall
Board Chair

Anne-Marie Malek
President & CEO





A Message from our Chief of Staff

MEETING THE HEALTHCARE CHALLENGE

We are facing a demographic crisis.

We are living longer. But our medical and health needs are becoming more complex. For our seniors population, this is particularly challenging.

Many are living with multiple co-morbidities like diabetes, arthritis, vision loss, dementia and debilitating conditions that separate them from society.

The current health system simply cannot withstand the strain. Ensuring there is healthcare capacity to meet this growing demand requires more than just adding beds.

It demands new thinking. It demands a new approach.

Seniors represent 17% of our population – but they consume 58% of hospital days.

Source: Canadian Institute for Health Information

BRIDGE AND BUFFER

Central to our strategy is to act as a “bridge” to help patients recover and return home sooner.

We will also act as a “buffer” to prevent acute care admissions and expand our outpatient and therapeutic programs and services.

This model will create a better balance between acute and post-acute care to help ensure people are able to access the type of care they need, when they need it.

WEST PARK BEDS

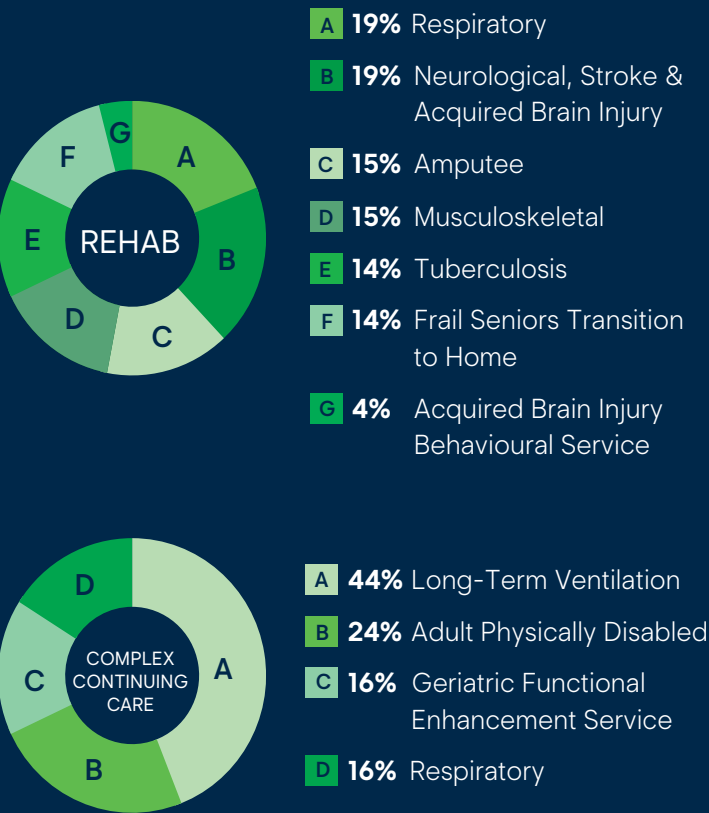
Main Campus



Merton Street



Beds by Services



Our goal is to relieve stress on the system, to break down physical and emotional barriers by supporting community re-integration for our patients. At West Park, we give patients the skills, knowledge and confidence to lead productive, independent lives.

A SOLID FOUNDATION

When the new West Park hospital building opens in late 2023, it will have an immediate impact on the healthcare system in Ontario.

Inspired by innovation, research and education – a philosophy that underpins everything we do – the new West Park Healthcare Centre campus will transform the way medical care is accessed and delivered.

By deploying new technologies, we will build a digitally connected healthcare system, one that frees up our clinicians to spend more quality time with our patients.

Designed to help save time, boost accuracy and efficiency, these new tools will empower patients to better monitor and manage their conditions and make better-informed decisions about their health.

The ability to breathe again. To walk again. To smile again. To be back in your own home.

That is what getting your life back looks like.

West Park. Building Better Health. Now.

Dr. Bikram Dhillon
Chief of Staff





Enhancing Care

To improve and maximize function and quality of life by delivering the best evidence-based treatment possible, West Park is enhancing care across speciality areas that are often overlooked.

A LEADER IN VENTILATION CARE

Building on its extensive expertise in respiratory medicine, West Park is home to Ontario's Long-Term Ventilation Centre of Excellence (LTVCOE), helping patients suffering from severe respiratory impairment who require ventilator support, improve their quality of life and live as independently as possible.

During the pandemic, West Park further increased its long-term ventilation (LTV) capacity to free up valuable intensive care unit (ICU) beds in acute care hospitals. Today, West Park has 69 LTV beds that provide patients with the right care in the right place.

In 2021, the Ministry of Health's Provincial Programs Branch created a new provincial program for LTV care and designated West Park as the lead. Working with partner hospitals Michael Garron Hospital, London Health Sciences Centre and the Ottawa Hospital, West Park has designed and implemented a provincial hub and spoke model. The model aims to coordinate LTV services, share and implement best practices, and make highly specialized LTV expertise available across Ontario.

West Park's leadership continues to play a critical role in providing LTV patients with high quality, specialized care as close to home as possible.

I Am Not Done

West Park is known for helping patients realize their potential and get their life back. A remarkable example of how West Park achieves this is the story of 95-year-old amputee patient, Edward Barnes.

When Edward first arrived at West Park, following the amputation of his left leg, his care team were initially planning to help him live independently at the wheelchair level.

Instead, Edward upended all expectations and opted for an above-knee prosthesis – becoming West Park's oldest patient to receive one.

Most individuals 65+ are not eligible for an above-knee prosthesis because it takes about 70-80 per cent more energy to walk with one, and there are strict criteria that must be met to qualify.

Yet Edward's determination, his positive attitude toward his recovery, and the efforts of his care team allowed him to thrive with an above-knee prosthesis and return home to his family and community again.





ADDRESSING POST-COVID CARE

During the height of the pandemic, West Park played a critical role of administering over 32,000 vaccinations in priority neighbourhoods in its York South-Weston riding. Although the pandemic has eased, people are still suffering from the lingering effects of COVID.

This past year, West Park launched its Post-COVID Outpatient Service, a treatment program for people who have recovered from COVID-19

but are still struggling to function at pre-illness levels in terms of physical, cognitive and/or psychological health. Always responding to caring for those with the greatest need, the new service supports patients to return to meaningful daily activities by providing tools and resources to help them manage their health.

It is another example of how West Park is Building Better Health. Now.

EXPANDING OUR REACH

Forced to adapt to the unprecedented environment brought on by the global pandemic, West Park moved swiftly to adopt digital and virtual tools as we sought out ways to continue delivering essential care to our patients.

When access to the Respiratory Day Hospital was suspended during COVID-19, knowing how vital the program is to keeping patients healthy, the West Park team moved the program online.

Today, patients can access the same specialized respiratory care from the comfort of their

home as they learn, through exercise and education, to manage chronic lung conditions, regardless of where they live.

To illustrate our geographical reach, in the past year, about one-third of the patients in our low-intensity virtual Respiratory Maintenance Program, reside in the Simcoe County area. The virtual programs have broken down barriers for Ontarians who may not have the same resources in their own communities or who are unable to make the lengthy commute to receive care.



BUILDING BETTER HEALTH BY BUILDING BETTER TOOLS

Adaptive gaming has proven itself to be a powerful rehabilitation tool providing people with disabilities the opportunity to access digital channels and platforms.

It helps build independence. It helps build connections. And it helps build communities.

West Park's adaptive gaming program has been a game changer for our complex continuing care patients.

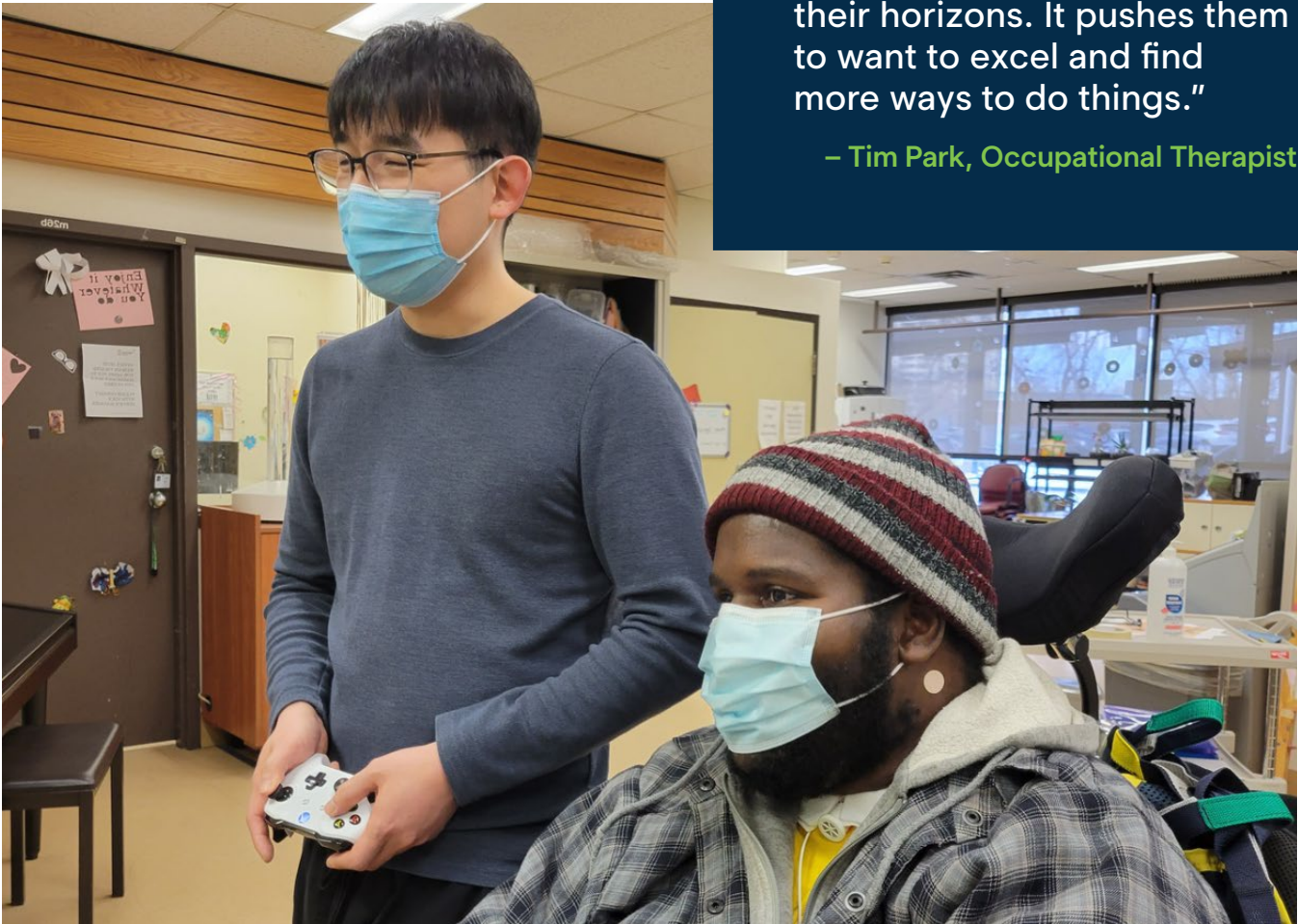
It has connected patients to a whole different world where they can challenge themselves, increase socialization and can once again participate in an activity that many thought was lost to them. For one patient, this initiative helped him play video games for the first time in 10 years.

The program uses adaptive controllers that are tailored to any patient's abilities, so they can operate a controller with their hand, mouth, toe, etc., and play the same games as their family and friends.

What started as an idea for Occupational Therapist (OT) Tim Park, quickly bloomed into a cross-hospital collaboration between OTs, Recreation Therapy, and Biomedical Engineering to improve patient quality of life through the many social and mental-health benefits of gaming.

"The program pushes patients to keep expanding their horizons. It pushes them to want to excel and find more ways to do things."

– Tim Park, Occupational Therapist



**BUILDING BETTER
HEALTH FOR SENIORS**

Building better health for our communities means building better health for our seniors.

Based on demographic trends, it means acting now by developing the right strategies and the right programs in order to deal with the

additional strain that will be placed on our health system.

It is why West Park is expanding its geriatric services.

**Over the next 20 years,
Canada’s seniors population
— those age 65 and older —
is expected to grow by 68%.**

Source: Canadian Institute for Health Information

Building Programs & Partnerships

Following the appointment of Geriatrician Dr. Jamal Depradine, West Park launched the Geriatric Rapid Rehab pilot project to help older adults transition out of the emergency room. It is a particular challenge for seniors where even a short stay can lead to weakness, fatigue and other health complications.

In partnership with the emergency department at St. Joseph’s Health Centre, the pilot is a high-intensity program delivering exemplary care with a specialized geriatric medicine and rehabilitation team. Delivered successfully, the program has tremendous impacts on patient care and the health system including maintaining functionality for older adults, and avoiding admission and repeat visits to the emergency department.

When the new hospital opens, the expanded geriatric services will include a new and innovative Geriatric Day Program that will provide rehabilitation opportunities for frail seniors who would otherwise wait in acute care settings.



“It is vital we transition seniors out of acute care and back home. But that transition must be thoughtful and managed with a deep understanding of the different challenges seniors face during that process.”

– Dr. Jamal Depradine, Geriatrician



The Next Chapter of Our Transformation

BUILDING ON OUR HISTORY

Founded in 1904, West Park boasts a proud history of helping people get their lives back.

First opened as a sanitarium to treat patients with tuberculosis, the hospital now provides specialized rehabilitative and complex care after a life-altering illness or injury such as lung disease, amputation, stroke and traumatic musculoskeletal injuries.

Building on our century-long legacy of care, West Park is now ready to embark on its

most ambitious, most innovative and most transformative phase in its history.

Inspired by the determination of thousands of patients who, despite life-changing illnesses and injuries, declared that "they were not done," West Park is building an integrated campus of care that will provide a continuum of services from primary care to assisted living.

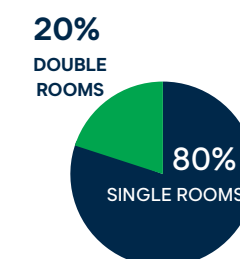
At the heart of the campus is a new hospital building to replace our existing infrastructure.

It is one that has pushed the boundaries of architectural design and promises to be amongst the most advanced healthcare centres in the province.

The new hospital will officially open in late 2023 with its full completion of outdoor therapeutic spaces in 2025.

Strategically integrating patient-care delivery, education and research, West Park is building a more flexible system, one that will position us at the forefront of meeting one of the key healthcare challenges of the future: to allow patients to stay in their homes longer and maintain their independence.

NEW BUILDING



YEARS IN THE MAKING: LATEST PHASE

Planning for the new hospital began in 2005.

For more than 15 years, we have been planning and building. Designing and refining.

Last October, we unveiled our new logo design. The new visual identity marks the beginning of West Park's transformation into a new era of healthcare delivery.

The meaning behind the new design is symbolic in many ways. Wrapped within its bold W is the shape of a tree that reflects our connection to nature.

Its vibrant colours are a tribute to the energy, innovation, and passion the staff of West Park bring to patient care every day and their dedication to helping individuals realize their potential.



PATIENT – DRIVEN DESIGN

Every aspect of the new hospital design – from clinics to rehab gyms – has been developed with the patient in mind using their first-hand experience and input. With cutting-edge healthcare architecture, state-of-the-art equipment and first-class healthcare staff, we are building a facility of the future. We are building better health. Now.

The Best in Healthcare Architecture

At its most fundamental, West Park’s healthcare architecture will support transformational care and enhance the patient and family experience.

The building’s design intent is to decrease the emotional burden on the patient and their families once they arrive at West Park.

A welcoming environment created with patients and their families in mind is embodied in design that is uplifting, hopeful and collaborative – no matter where they are in the building.

The patient-family experience starts in the light-filled concourse featuring a warm and open reception area with a fireplace and a variety of seating configurations.

For privacy and comfort, 80 per cent of the 314 beds will be single rooms with the remaining as

double rooms. The bright and spacious inpatient rooms with expansive views will be 30 per cent larger than current rooms. And for extra comfort, every patient will have a private bathroom, even for those in shared rooms.

New Family Zones

The new West Park hospital building will have a dedicated area for family and friends in every patient room, each designed to enable family and loved ones to spend more quality time with patients receiving rehabilitative and complex continuing care.

The new family zones will ensure the role of family is fully integrated in the decision-making and care delivery of a patient’s health journey.

Pandemic Ready Hospital

Our century-long legacy of respiratory care of patients with tuberculosis meant that pandemic planning was a priority from the planning stages.

West Park will have a state-of-the-art Heating, Ventilation and Air Conditioning (HVAC) system, ensuring only 100 per cent fresh air is pumped in from the outdoors, eliminating the need for re-circulated air and removing the potential transmission of airborne pathogens. As a comparison, most buildings take air from the exterior (heat or cool it) and recirculate it back into the ventilation system, and only a portion (approximately 40 per cent) is exhausted to the outside. This makes West Park one of the few hospitals in Canada to implement this HVAC innovation.

Further making the building pandemic ready is the devotion of an entire hospital wing that will house two, 10-bed airborne containment zones that will each be negatively pressurized for patients with severe respiratory illness. West Park will also have similar, smaller containment zones called Airborne Isolation Rooms (AIRs) in the clinic space and on every inpatient unit.



Improved Access

Critically important to patients and central to our new hospital design is improved access. Common areas such as therapy gyms, dining rooms and large terraces are located on every floor so patients do not have to travel far from their rooms. All seating areas are designed to create community among people of all abilities. Seating alcoves are purposefully designed to include wheelchairs and strategically placed as frequent rest spots throughout the building.





Enabling Technologies

West Park's new hospital will be equipped with the latest and most advanced healthcare technologies, each designed to connect and empower both patient and clinician. It will result in clinicians being able to spend more valuable time with their patients.

Key features include:

- A first in Ontario, fully-accessible integrated bedside terminals (IBTs) that can be controlled using various assistive devices will enable patients to access television, internet and room controls such as lighting and blinds, while their care team can use it to access lab reports, x-rays and other test results
- A new nurse call system and wireless handheld smart devices for frontline staff will enable fast, two-way dialogue between patients and their care team, so patient needs can be addressed promptly
- Real-Time Locating System (RTLS) technology will be ubiquitous. For staff, RTLS means easy tracking of equipment that often move around the hospital, and safety to signal for and respond to emergency situations from anywhere on campus
- Upgrades to our electronic patient record (EPR) system will enable easy and secure transfers of patient information between hospitals and moving West Park towards a paper-lite hospital

Nature is Nurture

West Park envisions a future where nature and healing intersect, inside and out.

Research shows that the use of nature improves health outcomes and supports the psychological and emotional well-being of patients and their families.

In the new hospital, patient rooms are designed to provide expansive views of the surrounding landscape and the Humber River ravine. For easy access to the outdoors, each floor will have terraces large enough to support therapeutic rehabilitation, family gatherings or silent reflection.

The new building will extend beyond the walls, seamlessly making indoor and outdoor therapeutic spaces accessible to all patients regardless of ability, mobility or condition. More than 10,000 sq. ft. of unique outdoor therapy courtyards, sensory gardens and a network of walking paths will create a sustainable ecosystem connecting nature into the building design, optimizing the patient's healing and rehab experience.



West Park Foundation: Building West Park with Community Support

West Park was built on a foundation of philanthropy.

In 1904, Sir William Gage purchased the Buttonwood Farm, bordering the Humber Valley in west Toronto, to establish the hospital that is now West Park.

Just as it was back then, the work we do to help patients recuperate, rehabilitate and get

back to their lives, is only possible through the generosity of our donors.

Even before the first shovels were in the ground for our new hospital building, generous members of our community were stepping up to support our campaigns, like the Westmount Army and Navy Club's recent gift, and help make the healthcare system better.



"We're grateful for the ongoing support of our hardworking Board of Directors, volunteers and donors who have helped make it all possible."

– Doug Earle, Foundation CEO

The Foundation's Get Your Life Back Campaign is supporting the capital costs of the new facility, ensuring it is well-equipped and able to provide the very best patient care, education, and research. The Campaign will continue through to 2025, as our expansive grounds are transformed into outdoor therapeutic environments that will better support patients in their recovery.

AN EVENTFUL YEAR

In March, our exciting Tournament of Stars celebrity basketball event made a triumphant return after the pandemic, raising more than \$770,000. Presented by Raymond James, the event paired NBA and WNBA alumni with hoop-loving West Park supporters including former Raptor Jerome Williams (aka Junkyard Dog) and Centre Board Chair Kim Marshall (seen at the Draft Party).

Our popular Golf Classic presented by EllisDon returns to the stunning Lambton Golf & Country Club on August 14. Last year's tournament raised over \$196,000 for West Park.

After seven successful years, our popular culinary event Uncork Untap Unwind is being given an exciting overhaul. On October 21, we will launch our first Culinary Showdown, featuring a MasterChef-style competition between five celebrity chefs and their teams of West Park supporters.

Last year, Doug Earle joined the Foundation as Chief Executive Officer after the retirement of Joanne Cole. Building on her success, Doug is continuing to engage the community to support building better health for everyone.



“It is such an amazing feeling to know that I have been able to make an impact on so many patients. It is so rewarding.”

Lindsey Sterling
Registered Practical Nurse
Long-Term Ventilation

Our People

Dedicated to their profession. Passionate about their work. Committed to delivering the very best in patient care – these are the qualities that define the people of West Park.

Our diverse staff reflects the patients and communities that we serve. From the nurses to the physicians, physiotherapists to social workers, pharmacists to researchers and all the enabling administrative and support teams including housekeeping and food services – the ability to make a transformative difference in the lives of our patients is built on our distinct culture.

CHARACTER BUILDS CULTURE

We all know how difficult our lives became when the pandemic struck. But it was especially challenging for our healthcare workers. Faced with unprecedented and unrelenting pressure, many frontline workers experienced emotional distress and burnout that led to a nationwide labour shortage.

Despite the easing of COVID-19 restrictions, the healthcare system continues to struggle and deal with the fall-out from the pandemic.

Our staff responded to an incredibly difficult environment and managed to maintain the same levels of excellence in patient care. It is a testimony to the character and culture of West Park.

It is a culture of collaboration: one that enabled West Park to leverage its expertise during

the pandemic by acting swiftly to relieve the pressures in the health system.

It is a culture of learning: one that values open communication, the importance of innovation and research, training and upskilling, coaching and overall career development.

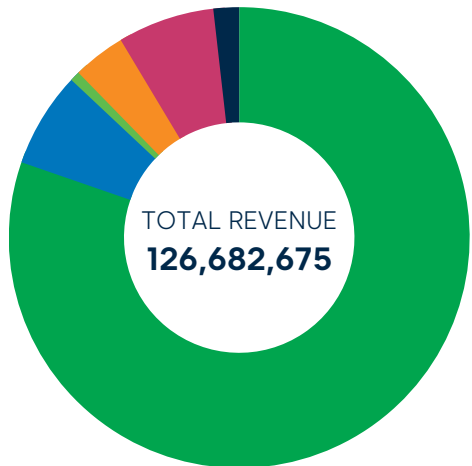
It is a culture rooted in the community: one that attracts diverse individuals, a vibrant and highly engaged team of volunteers, including our Patient and Family Advisors, all of whom play a vital support role in the delivery of patient care.

As we look forward to the opening of the new hospital later this year, our goal is to continue to attract and invest in people to ensure West Park remains an attractive career choice and a great place to be.

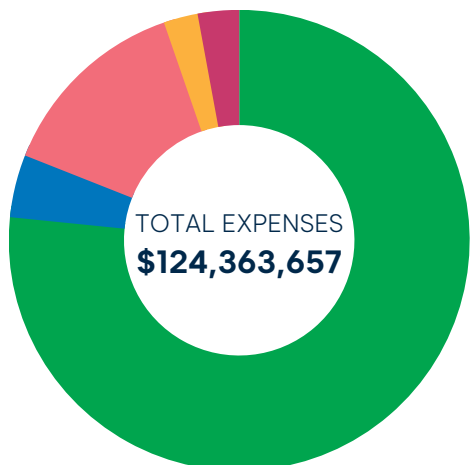
- 1,038 EMPLOYEES
- 51 ACTIVE PHYSICIANS
- 119 VOLUNTEERS



Our Financials



- 80.3% Ministry of Health and Ministry of Long-Term Care
- 6.7% Patient Care
- 0.7% Investment Income
- 3.7% Business Operations
- 6.8% Ancillary Operations
- 1.8% Amortization of Deferred Capital Grants



- 76.6% Salaries and Employee Benefits
- 4.4% Patient Care Supplies and Services
- 13.7% General
- 2.4% Cost of Goods Sold – Business Operations
- 2.9% Amortization Expense – Equipment and Building



Building
Better
Health.
Now.



www.WestPark.org