

2015-2016
Annual Report



**get
your
life
back**

**West Park**
HEALTHCARE CENTRE

FAST FACTS (2015-2016)



470

Healthcare Centre
Beds (Total)

130

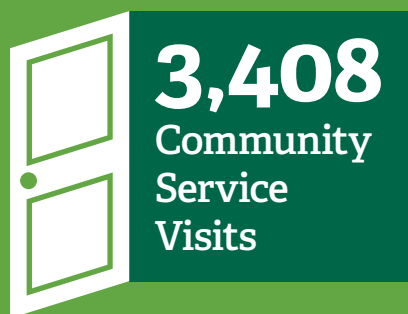
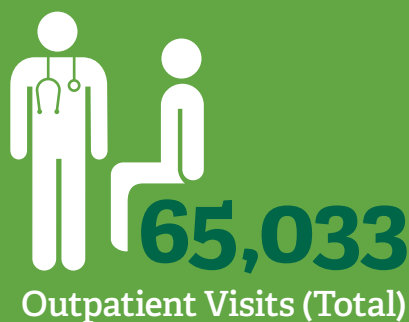
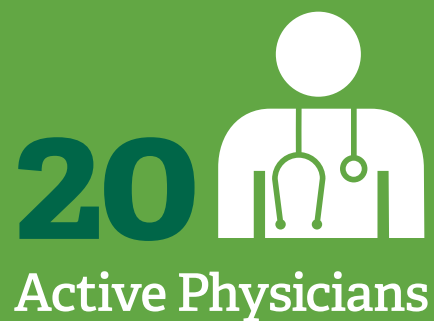
Rehabilitation
and Community
Living Beds

140

Complex Continuing
Care Beds

200

Long-Term Care
Centre Beds



Located in a park-like corner of Toronto's cityscape, West Park Healthcare Centre has been helping patients facing life-changing health challenges to reclaim their lives and realize their potential since 1904.

West Park has created a nurturing campus of care where patients and their families are supported in responding to adversity and adapting to new circumstances. With deep expertise in rehabilitative medicine, we provide specialized care for patients recovering from life-altering accidents and health challenges such as lung disease, diabetes, stroke, amputation, spasticity and musculoskeletal issues. The nurturing care the Centre provides addresses all aspects of person and possibility in helping patients in their journey from crisis, to hope, to realizing their potential.

The collaborative, restorative care at West Park is empowered by advanced technology and research and gives patients and their families the skills, knowledge and confidence to lead productive, independent lives. West Park Healthcare Centre. Get your life back.

VISION

Exemplary care inspired by innovation and exceptional performance.

MISSION

We enhance lives, inspire hope and encourage independence through caring relationships, leading practices, specialized services and partnership.

VALUES

- Excellence
- Respect
- Trust
- Collaboration
- Accountability

STRATEGIC PRIORITIES

WEST PARK WILL

- Lead in caring for patients with the greatest needs
- Create an integrated health campus of the future
- Enhance our financial capacity to thrive

KEY ENABLERS

- Commitment to quality and safety
- Advanced informatics and technology
- An engaged, healthy and motivated workforce
- Integrated clinical service, research and education
- Partnerships and integration

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ON THE COVER:

West Park physical rehabilitation program patient Patrick Doyle. Read more about Patrick's story on page 3.



DELIVERING ON WEST PARK'S PROMISE

A joint message from the
Centre Board Chair and
President & CEO

We are passionate about helping patients faced with life-changing health challenges reclaim their lives and realize their potential. Our brand promise “get your life back” is fundamental to creating an exceptional experience for patients and highlights the life-changing impact that person-centred care can deliver. Our staff, medical staff and volunteers play a vital role in ensuring that we continue to live up to the brand promise.

get your life back

Patrick Doyle's story exemplifies the core of our mission. Patrick lost his right leg in an industrial accident three years ago, yet on March 17, 2016 he ran the Achilles 5K St. Patrick's Day race on a prosthetic running blade. He participated on behalf of West Park, in celebration of his journey from life-threatening injury to rehabilitation to reclaiming his life. Twenty others from West Park, including healthcare workers who helped him recover, joined in the race.

It's a miracle that Patrick survived after being crushed under a large piece of equipment in a workplace accident. He was in a coma for three weeks, suffered broken bones in his left arm and face, and had his right leg amputated as a

result of his injuries. It's remarkable that he progressed to a wheelchair and then learned how to walk and run with a prosthetic leg through the physical rehabilitation program at West Park.

We have made significant progress toward the redevelopment of our campus which will transform West Park into an integrated campus of care that models the way of the future. Broad engagement of internal and external stakeholders, including patients and their families, have informed the planning process and will guide the design of our new hospital. We have continued to progress through the capital planning process required by the Ontario Ministry of Health and Long-Term Care. From the largest detail to the smallest, we are pursuing the Centre's vision to deliver a world-class specialized rehabilitation and complex continuing care facility offering exemplary care to more patients.

As the Ontario healthcare system continues to undergo significant transformation, our vision for West Park is not only well aligned but will advance the transformation of the healthcare system. We continue to focus on the development of enhanced services, integrated care and ensuring meaningful engagement of patients and families.

We achieved our 14th consecutive balanced or surplus financial position and will build on this track record of success, using advanced analytics to steer the efficiency and effectiveness of

operations while at the same time moving towards the achievement of our strategic priorities. Our talented staff, medical staff and volunteers are key in this regard bringing a level of energy and commitment that has enabled success.

We are proud to have achieved many milestones this year and look toward to a bright future. We can't promise that every patient receiving rehabilitation services will be able to run a 5K race, but we can guarantee that we will deliver on our brand and help patients reclaim their lives and realize their potential. It is our patients and their amazing accomplishments who inspire us and drive our passionate commitment.



Chris Henley
Chair, Board of Directors



Anne-Marie Malek
President and CEO



CONTINUOUS IMPROVEMENT THROUGH INTERPROFESSIONAL COLLABORATION

A joint message from the
Chief of Staff and the
Chief Nursing Executive

Last year we helped more patients facing life-changing health challenges reclaim their lives and realize their potential with many impressive achievements across various programs.

get your life back

Our geriatric service grew as we hired a geriatrician, Dr. Mihaela Nicula and we opened the new Assess and Restore Geriatric Clinic. This interprofessional outpatient clinic accepts referrals a half-day per week for patients who have the potential for the reversal or stabilization of decline. We have also implemented a new initiative to help patients, family members and caregivers understand best practices for managing patients with delirium.

Infectious disease specialist Dr. Howard Song and the pharmacists and advance practice nurse/nurse practitioners continued the Antimicrobial Stewardship Program to track how the hospital uses antibiotics and to identify which specific resistances are evident in our facility. Through this rigorous

management program, we can ensure judicious use of antibiotics, minimize resistances and reduce the number of infections that might otherwise be passed to patients and staff.

Dr. Chris Boulias and Dr. Farooq Ismail continue to grow our interprofessional Spasticity Management Program, the largest adult spasticity program in Canada. Along with Dr. Chetan Phadke, they are producing a significant amount of research that is changing practice globally. Drs. Boulias and Ismail recently became Assistant Professors at the University of Toronto. Spasticity is an issue that touches many patients at West Park, from geriatric patients after suffering strokes, to younger adults with brain injuries as a result of motor vehicle collisions.

In Supportive and Palliative care, we continue to provide interprofessional care to patients near the end of life with a focus on offering comfort on a person-centred basis. An advanced practice nurse conducts interviews with patients and family members and coordinates care with the Supportive and Palliative care team as required to meet patients' and family's needs.

We completed our fifth Quality Improvement Plan (QIP), which measures the hospital against its own targets. We met all nine targets and exceeded in some notable areas. The average length of stay for hip fracture patients at 54 days compared to the target/corridor of 80 (+2) days, and we achieved a best possible medication plan for 85 per cent of discharged patients

compared to the target/corridor of 70 (-5) per cent. We met our target to provide 62 per cent of discharge summaries to primary care practitioners within 72 hours. Results of a patient satisfaction survey showed 87 per cent of patients rated the quality of care and services they received as excellent or good, right on target. Finally, we were thrilled to achieve 2.7 hours per day of active therapy for rehabilitation patients with stroke meeting the target/corridor of 3 (-1.0) hours per day.

We are passionate about helping patients faced with life-changing health challenges reclaim their lives and will keep finding ways to improve care.

On a final note, we are pursuing accreditation in Stroke Distinction by Accreditation Canada. This distinction recognizes clinical excellence and commitment to leadership in stroke care. We know our interprofessional team at West Park is up for the challenge.



Dr. Nora Cullen
Chief of Staff



Barbara Bell
Chief Nursing Executive

CAMPUS DEVELOPMENT:

Planning a new West Park from the ground up



The West Park of the future will bring the best in rehabilitative care to Ontario with an eye to meeting the needs of patients for decades to come.

There was an exciting change in West Park's campus development project this year. As healthcare standards and building codes have changed significantly since the original redevelopment plan was drafted nearly a decade ago, it was determined that renovating the existing Main Building and connecting it to a new building was less viable than an all-new build from an operational and financial perspective. "Our plan going forward is to build one brand new building to house all programs and services to serve our patients better," says Shelley Ditty, Vice President of Planning and Development. The plan is to move all patients and services to the new building and then demolish the existing Main, Ruddy and Gage Buildings.

In August 2015, West Park submitted the Functional Program to the Ontario Ministry of Health and Long-Term Care, Stage 2 of the five required in the capital planning process. The document described projected patient and service volumes, staffing and space requirements, and involved extensive consultation with patients, family members, medical staff and employees. West Park then launched Stage 3 in October 2015, the Project Specific Output Specifications phase, which examines the specific criteria required for the design of the new facility to meet patient, family and staff needs for clinical and support services, while being flexible to changing healthcare standards, emerging service needs and future technology and innovations.

The involvement of user groups continues to inform planning and design for the new hospital. "A successful design depends on the engagement of everyone at West Park. So far, for Stages 2 and 3, we have racked up over 600 hours of user group meetings and have engaged over 250 patients, staff, physicians and volunteers – many of who sit in multiple planning meetings. They all bring a valuable perspective to what we are trying to achieve in a world-class rehabilitation and complex care facility," says Ditty.

At a four-day Design Innovation Workshop off-site, 60 patients, physicians,

employees and volunteers brainstormed designs and created small-scale models of clinical areas and patient rooms. The modeling work continues in the Design Lab located in the basement of the Long-Term Care Centre where patients, staff and volunteers have built to-scale models of a single room, double room and communications station. The mock-ups will be open for review and feedback by hospital-wide user groups.

As there is an evidenced-based link between the natural environment, health and recovery, the campus development team is ensuring that the new campus design will take advantage of West Park's lush green spaces. "We are spending a lot of time to incorporate therapeutic gardens, green spaces and walking paths including terraces on every patient floor for those who are unable to access the grounds," says Ditty.

Campus development also includes looking for ways to extend the spectrum of care. West Park signed an Offer to Lease in 2015 with Amico Properties Inc. to convert five acres of its property into a vibrant community with housing and related services for seniors and people with disabilities. The lease will contribute to the funding of the new hospital development.

The campus development team is excited to be working full steam ahead to bring the new hospital vision to reality.





**WEST PARK'S
NEW BRAND
PROMISE:
GET YOUR
LIFE BACK**

With a rich history that stretches back to 1904, West Park has been helping patients dealing with life-changing injuries and complex illnesses for more than a century.

West Park engaged LEVEL5 Strategy Group to help develop an exciting new brand strategy to focus efforts around a central brand promise. After reviewing previous brand strategies and media awareness campaigns, the project team identified the need to create a bold new idea. “Supporting and living the brand promise needs to be embedded across all areas and levels of the organization,” says Jan Walker, Vice President, Strategy and Chief Information Officer at West Park.

The new brand strategy project took place over 18 months and involved extensive consultations, numerous workshops and interactive presentations with staff, physicians, executives, board members, patients and other stakeholders. “We looked at what other healthcare organizations were doing and reviewed best practices. Most importantly, we talked and listened to our patients, families and our staff about what we need to keep doing, what we need to stop doing and what we need to start doing to live the brand promise. Our brand promise, ‘get your life back,’ came directly from our patients,” says Walker.

Answers to key questions on what, why and how West Park delivers on the core brand promise formed the essential elements of the new brand strategy. Nurturing care is at the heart of every service and program, from advanced rehabilitation to complex continuing and long-term care. Donors value what West Park delivers: highly effective, personalized and holistic approach to care; an interprofessional, collaborative and compassionate culture; internationally recognized programs and exemplary, evidence-based research that influences global practices; and a bold plan to create a new, world-class facility to meet the needs of more patients in the future.

“No rehabilitation and long-term care facility in North America is positioning themselves with this central brand message. Framing our message as providing a life-changing experience is at once provocative and will help people remember what West Park stands for,” says Walker.

In addition to living the brand internally, the new brand strategy is informing all external communication strategies and tactics. West Park engaged brand image agency Projektor Brand Image to develop the new visual identity to support the new brand, as well as develop the plan to ensure programs and services align with the new brand strategy.

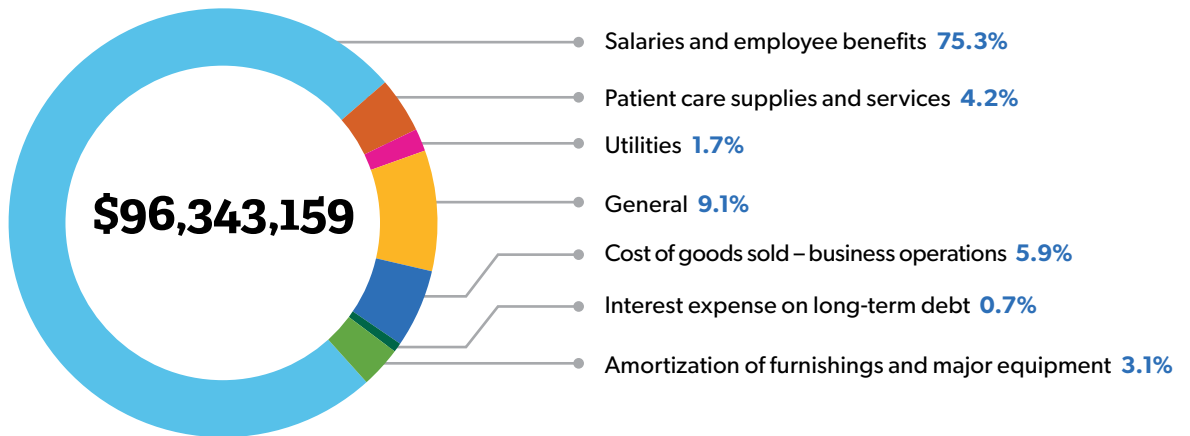
We help patients faced with life-changing health challenges reclaim their lives and realize their potential. West Park. Get your life back.

“Our new brand message will provide consistent, powerful messaging for the Campus Development and Capital Campaign, and support our referral base,” says Walker. West Park has already started implementing communications tactics to engage targeted audiences with the new brand strategy. But it will go much further than that. The brand will be embedded in our culture and help us achieve our vision of exemplary care inspired by innovation and exceptional performance.

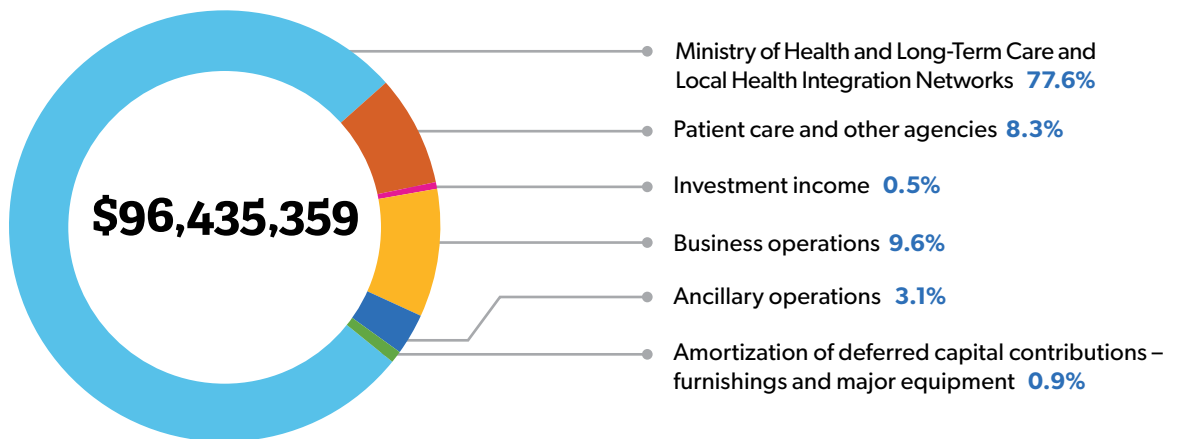
United by our passion for delivering on our brand promise across West Park, we look forward to helping more patients reclaim their lives and realize their potential.

FINANCIAL HIGHLIGHTS

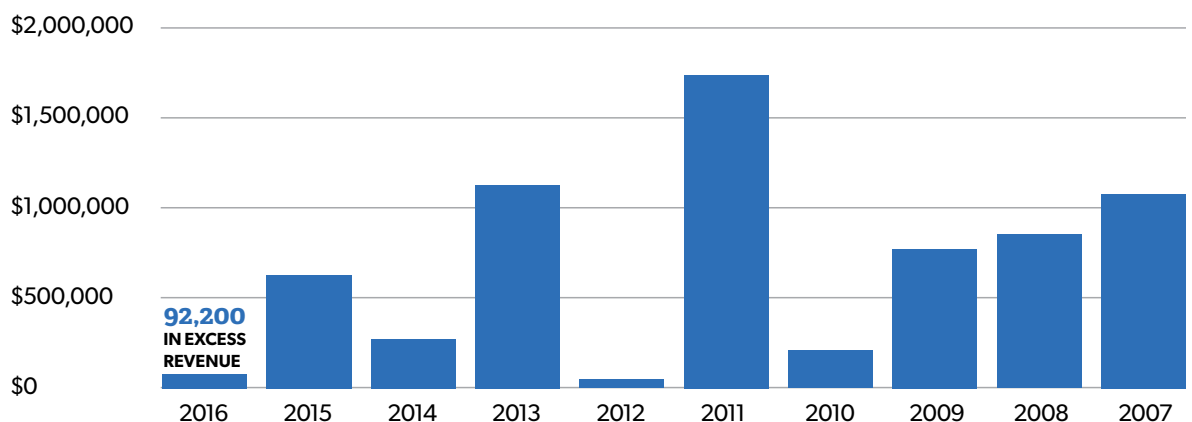
TOTAL EXPENSES



TOTAL REVENUE



EXCESS OF REVENUE OVER EXPENSES



BALANCED SCORECARD

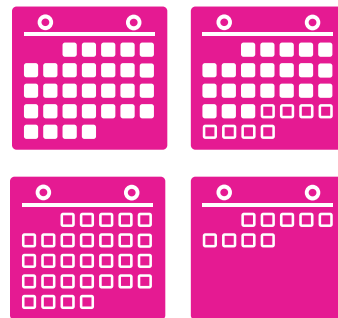
CLINICAL EXCELLENCE

PATIENTS WITH STROKE
Average hours per day spent in active rehab therapy:



AVERAGE LENGTH OF STAY FOR HIP FRACTURE PATIENTS

Reduced length of stay for geriatric patients with fractures means getting their lives back sooner.



54 Days

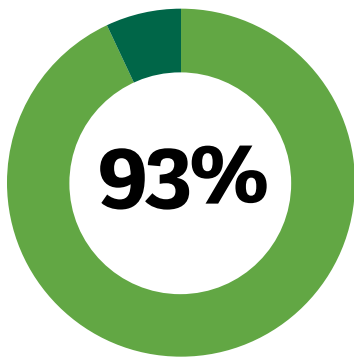
almost half as many days as last year.

OUR PEOPLE AND ORGANIZATIONAL CAPACITY

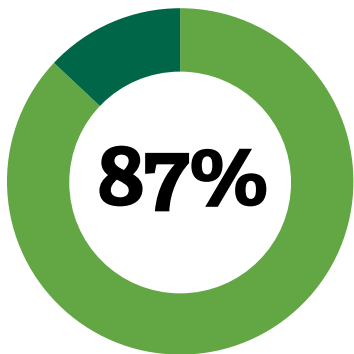
We are safety-focused, with low employee incidents.

.13 WSIB Performance Index

OUR STAKEHOLDERS AND COMMUNITY



Percent of rehab patients rating overall quality of care/services **excellent, very good, or good.**



Percent of Complex Continuing Care patients rating overall quality of care/services **excellent or good.**

PERCENT OF ALTERNATE LEVEL OF CARE DAYS

2.7%
REHAB PATIENTS

0.6%
COMPLEX CONTINUING CARE PATIENTS

Low alternate level of care days indicates patients are in the right place at West Park.

FINANCIAL CAPACITY

13% ↑
IMPROVEMENT IN OUTPATIENT HIP REPLACEMENT VOLUMES

80
hip replacement outpatients

17% ↑
IMPROVEMENT IN OUTPATIENT KNEE REPLACEMENT VOLUMES

167
knee replacement outpatients



DETERMINED TO SUCCEED WITH OUR GET YOUR LIFE BACK CAMPAIGN

A joint message from the CEO and Foundation Board Chair

For this year's joint message, I am honoured to begin by introducing John Freeman, who was appointed Foundation Board Chair in June 2015. John brings a wealth of experience from his nine years on the West Park Healthcare Centre Board, which included serving as chair during the early discussions of campus development.

The West Park Foundation is pleased to partner with the Centre to deliver on West Park's new brand promise to help more people get their lives back. In addition to the Centre's contribution to West Park's exciting capital development project, the Foundation has created the \$80 million Get Your Life Back Campaign. Ian Troop, President of Demickmore Limited, joined the Foundation Board in June 2015 and is serving as Campaign Chair. We are benefitting greatly from his extensive management and project experience.

Over the last year, the Campaign took shape and met significant milestones. We structured the Campaign in two phases to ensure we achieve our fundraising goals while meeting the needs of the Centre. To date, we have raised \$18.6 million in new cash and pledges, almost 40 percent of our Phase 1 \$50 million commitment, including \$2.4 million raised last year.

John and I are sincerely grateful to donors who have made a philanthropic gift to West Park.

There were many notable Foundation events last year where donors, volunteers and community members came together to raise funds in support of West Park patients. Hats off to Steve Muzzo, CEO of OZZ Electric, who hosted our 11th Annual Links for Life Golf Tournament again this year in August, and was the driving force behind the event's success.

In September, Centre Chair, Christopher Henley, and Foundation Chair John Freeman hosted our second annual Chairs' Invitational Golf Tournament. Also in September, Foundation Board member Mike LeClair hopped back on his bike for the second year in a row to raise money by completing the HotChillee Alpine Challenge, a 330-km trek in Annecy, France, which involved climbing almost 7,000 metres.

At the Panache Gala in February, our signature event of the year, more than 300 guests enjoyed a gourmet dinner and danced to hits played by Montréal's Alter Ego band at The Ritz-Carlton Hotel in Toronto. In addition to net proceeds from the event, attendees generously donated more than \$16,200 to cover the purchase of an eye gaze system and a speech-generating device after hearing patient Robert Webster speak about how West Park's Augmentative &

Alternative Communication Clinic helped him reclaim his life.

In March, we were proud to support patient Patrick Doyle, who lost his leg in an industrial accident three years ago and ran the Achilles 5K St. Patrick's Day race on a prosthetic running blade to celebrate getting his life back after personalized physical rehabilitation at West Park. Finally, we completed our second lottery in May, this time with a Fiat 500C as the prize, generously donated by Peel Chrysler Fiat.

In total, cash and revenue from all sources in 2015-16 was robust at almost \$3 million. John and I thank all of the Foundation staff and volunteers for their hard work over the last year to contribute to these accomplishments. We look forward to continuing working together with the Centre, donors and volunteers to ensure West Park's redevelopment plan becomes a reality.



Joanne Cole
CEO, West Park Foundation



John Freeman
Foundation Board Chair

FOUNDATION YEAR IN REVIEW

PANACHE GUESTS STEP UP TO HELP WEST PARK PATIENTS

This year's Panache Gala was a great success with more than 300 guests dancing to hits from the '80s at The Ritz Carlton while raising much-needed funds for West Park. In particular, following a moving testimonial from patient, Robert Webster, the crowd of community leaders and corporate philanthropists responded generously by raising enough to fund a state-of-the-art eye gaze system and speech-generating device for the hospital.

Robert Webster explained that after a spinal cord injury ended his military career and left him unable to complete even the most basic daily activities, West Park prescribed him with an eye gaze system and worked with him to connect again with the outside world. With the assistance of this high-tech equipment Robert is now realizing his potential by pursuing a degree in economics.

Thanks to Panache guests, other West Park patients will now be able to benefit from having access to this life-changing communication device.



WEST PARK LOTTERY

The Foundation completed a second lottery with the grand prize of a Fiat 500C from Peel Chrysler Fiat, raising \$58,900 in gross proceeds. The winning ticket was drawn on May 11 and the crowd cheered when the winners were announced – Susan Pham and Hanh Tran, Managers of Presse Café at West Park.



PATRICK DOYLE

As featured on the cover, Patrick Doyle became the 'blade runner' of West Park and was an inspiration to many, completing a 5K run in support of West Park.



GOLF TOURNAMENTS

Through the second annual Chairs' Invitational and the 11th annual Links for Life Golf Tournament, significant funds were raised to benefit West Park patients. Steve Muzzo, CEO of Ozz Electric, once again hosted the Links for Life Tournament and was the driving force behind the event's fundraising success.



MIKE'S RIDE

Foundation Board Member, Mike LeClair, hopped back on his bike for a second year in a row in support of West Park. This time he completed a 330-km trek in Annecy, France that climbed 8,000 metres in elevation called the HotChillee Alpine Challenge, raising over \$40,000 for West Park.



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