



CHAIR'S REPORT TO THE COMMUNITY JUNE 2023

As Chair of the Mackenzie Health Board of Directors, I am honoured to share reflections on the outstanding progress Mackenzie Health has made throughout 2022.

We had challenges that tested our organization's resilience and adaptability but also many accomplishments and remarkable firsts.

In a few short years, we experienced the largest growth of any hospital in Ontario – moving from the 22nd largest operating budget to the 10th in the province. Along with this tremendous growth, there has been increase in demand for our services, especially in our emergency department. We are now the third busiest emergency department in the province. We appreciate our community's patience and cooperation as we continually adjust to meet your needs.

Our dedicated teams have persevered, demonstrating resilience and a commitment to meeting the needs of our community. For this, we are immensely grateful, and I can't emphasize enough that people truly are our strength. Our staff, physicians and volunteers make everything we do possible.

We are making great progress in reducing our surgical waitlist. At the peak in January 2022, we had nearly 4,000 procedures on our waitlist and as of April 2023, this has reduced to 2,700. We are currently performing on average 19 operating room procedures per day at Cortellucci Vaughan Hospital and 17 operating procedures daily at Mackenzie Richmond Hill Hospital. The Orlando Corporation Ambulatory Surgical and Procedures Centre at Mackenzie Richmond Hill Hospital, established in Fall 2021, conducts a daily average of 130 minor procedures.

In June 2022, shortly after we celebrated the one-year anniversary of the opening of the Cortellucci Vaughan Hospital, we launched our new three-year strategic plan – **Trusted team. Compassionate care.** — our first strategic plan as a two-hospital organization.

Our plan serves as a clear direction and framework for Mackenzie Health's actions and decisions for the next three years. Our four strategic priority areas comprise of **Patient Care Excellence, People are our Strength, Growing with our Communities** and **Integrated Care.**

A key effort under the **Patient Care Excellence** priority focuses on accelerating our zero harm journey by transforming quality and safety through the pursuit of highly reliable care. Adopting High Reliability Organizing (HRO) principles includes actively promoting a culture of transparency, accountability and continuous improvement to prevent harm and ensure the



best possible outcomes for our patients and workforce. To date, 65 leaders, staff and physicians have become certified HRO trainers. Later this month, these individuals will begin training all staff and physicians on HRO principles so that our entire workforce is equally committed to patient quality and safety.

Undoubtedly, health human resource has been an area of highest priority and we continue to make strides in our staffing and recruitment efforts aligned with our ***People are our Strength*** strategic priority. While it remains challenging, our staffing is stable, ensuring that Mackenzie Health meets the current needs of our community. The vacancy count as of the end of March 2023 was 531 – the lowest since September 2021. In the past 17 months alone, we achieved a 16 per cent increase in our headcount, representing more than 700 people.

Our Recruitment and Retention Council, which includes representatives from across our organization, have done remarkable work to develop and implement strategies to attract and retain top talent. We have also organized career fairs, allowing managers to engage with a large number of candidates, and launched our Employee Referral Program. We continue to participate in ministry-sponsored initiatives like the Clinical Extern Program and the Nursing Graduate Guarantee Program.

As part of our strategic plan, we are prioritizing ***Growing with our Communities*** and in April 2022, Mackenzie Health leadership joined representatives from the provincial and municipal governments to announce an allocation of 256 beds for a Mackenzie Health long-term care home as part of the Vaughan Healthcare Centre Precinct. For more than 20 years, we have had oversight of the long-term care home at Mackenzie Richmond Hill Hospital. And through this experience have seen how well an integrated model can work in Richmond Hill and we are excited to be able to develop an integrated model in Vaughan.

Work also began in July 2022 to refresh Mackenzie Richmond Hill Hospital to make the space brighter and more welcoming for staff, patients and their families. Upgrades in A-wing are well underway for our Palliative Care and Complex Continuing Care programs, part of the Centre of Excellence for Continuing Supportive Care. This includes installing new floors, furniture, a new nursing station, updated washrooms and family lounge areas as well as paint and updated signage. Additionally, in December 2022 we hosted our local Members of Provincial Parliament at Mackenzie Richmond Hill Hospital to announce more than \$600,000 towards the cost of a new emergency generator as part of the government's Health Infrastructure Renewal Fund.

In the fall of 2022, we launched a new regional pilot program, opening a long-stay critical care patient unit at Cortellucci Vaughan Hospital, making us one of only two hospitals in the GTA to receive patient referrals from across the region. The program supports patients who are expected to recover once they have passed the most critical phase of their care, but still need help breathing on their own.



We continue to advance our work to provide more ***Integrated Care*** for our community, including as a member of the Western York Region Ontario Health Team (WYROHT). We've made progress in reducing the rate of Alternate Level of Care (ALC) patients in our hospitals by working collaboratively with partners to connect patients to appropriate supports in the community. As of April 2023, more than 300 patients have transitioned from hospital to home with support from the MackenzieHelps and MackenzieHelps Plus programs. We are also using more innovative models of care in our new Behavioural Acute Care for the Elderly (BACE) unit and transitional care unit to support frail or elderly patients as they transition back to the community with supports from home and community care programs.

Significant investments have been made to integrate our two hospitals and network of community-based locations in a way that not many other multi-site hospital organizations do. This includes having a shared electronic medical record system and smart technology deployed across both sites. This year, at Mackenzie Richmond Hill Hospital, we made additional investments in smart technology by upgrading the bedside tablets for a more personalized experience. Our staff and physicians at both sites are equipped with handheld devices that are integrated with our electronic medical record, equipment and systems, to deliver more responsive care.

Our accomplishments have been recognized through numerous accolades. Mackenzie Health received Accreditation with Exemplary Standing consecutively in 2013, 2017 and most recently in November 2022, the highest rating a health care provider can achieve.

We received the 2023 Excellence in Patient Safety Award from the Canadian College of Health Leaders – which recognizes organizations and teams that are committed to improving patient safety practices within the health care environment through leadership, culture, best practices, innovation and change management.

We also earned the 2022 CHIME Digital Most Wired recognition from the College of Healthcare Information Management Executives for our adoption and integration of smart technology – for a second time. Mackenzie Health is the only Canadian acute care hospital to receive this recognition for its adoption and integration of smart technology and the positive impact it has on patient care.

In addition to our incredible staff, physicians and volunteers, we know that our work would not be possible without the support of our community. We sincerely appreciate their generosity and the work of Mackenzie Health Foundation to help ensure we continue to have a steady flow of resources to invest in our highest priority needs. In addition to grants to support the local share of Cortellucci Vaughan Hospital and enhanced care at Mackenzie Richmond Hill Hospital as part of the Ultimate campaign, in fiscal 22/23 we were grateful for close to \$5.6 million in capital grants to support our capital needs.



The Board is also grateful for the support of our partners in government who continue to recognize and fund the health care needs of our growing community. We look forward to continuing our work together to provide improved and more connected health care for residents in western York Region and beyond.

Together with the support of our staff, physicians, volunteers, donors, government and community partners, we have achieved remarkable progress this past year and I couldn't be more excited about what lies ahead. I am confident we will continue to advance clinical excellence, expand services and deliver exceptional health care to the thousands of patients who come through our doors each day.