



# SHAPING CARE TODAY AND INTO THE FUTURE

## A REPORT TO OUR COMMUNITY (2022/2023)

The 2022/2023 fiscal year was one with many challenges that tested our organization's resilience and adaptability, but also many accomplishments and remarkable firsts.

With high volumes in our emergency departments and the challenge of a triple threat of RSV, the flu and COVID-19 impacting our youngest and most vulnerable patients, we appreciated our community's support as our dedicated Mackenzie Health team did their best to provide safe, quality care every day.

In June 2022, we launched our new three-year strategic plan — [Trusted team. Compassionate care.](#) — our first strategic plan as a two-hospital organization to guide our priorities over the next three years to best serve the western York Region community.

We were able to stabilize our staffing levels through targeted recruitment and retention strategies. While we'll be in a period of constant recruitment as we continue to grow and expand the services we provide to the communities we serve, in late 2022, we began to see some of the lowest vacancy counts our organization has experienced since September 2021 — welcome progress to help support the staff and physicians in our units.

Our health care workers supported our community through hundreds of thousands of emergency department and diagnostic imaging visits, conducted more than 10,000 surgical procedures and delivered close to 4,000 babies.

We continue to make progress in **easing the surgical backlog**, reducing the number of surgical procedures on our wait list from 4,000 at our peak in January 2022 to 2,700 in April 2023. While we still have a long way to go, we're doing our best to work through the backlog and ensure that the most urgent surgeries, like cancer surgeries, are prioritized. We perform an average of 40 surgical procedures each day in the operating rooms at Mackenzie Richmond Hill Hospital and Cortellucci

Vaughan Hospital. The Orlando Corporation Ambulatory Surgical and Procedures Centre at Mackenzie Richmond Hill Hospital has also been a gamechanger, allowing us to complete a daily average of 130 minor procedures. Waiting for surgery can be stressful, and we appreciate our community's patience as we do our best to ensure those waiting for surgeries have their procedures scheduled as quickly as possible.

This past year, we also focused on a **journey to zero harm** by transforming quality and safety by adopting High Reliability Organizing (HRO) principles. These principles actively promote a culture of transparency, accountability and continuous improvement to prevent harm and ensure the best possible outcomes for our patients and staff.

The work we've done to improve how we care for patients is already being recognized by our peers. We recently received the [2023 Excellence in Patient Safety Award](#) from the Canadian College of Health Leaders, and in November 2022, Mackenzie Health received [Accreditation with Exemplary Standing](#) for the third consecutive time in a decade, the highest rating a health care provider can achieve. When patients come to Mackenzie Health, they can be confident they will receive safe, quality care.

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 its positive impact on patient care.

Operating in one of the fastest-growing regions in the country, we are always looking to the future to ensure our hospitals continue to meet the needs of our growing community. In April 2022, we joined the

provincial and municipal governments to announce a new [256-bed long-term care home](#) as part of the Vaughan Healthcare Centre Precinct adjacent to Cortellucci Vaughan Hospital. This long-term care home is the first step towards achieving a more integrated approach to seniors care and creating a centre of health care excellence for seniors in Vaughan. The seniors population in western York Region is growing, and we're looking forward to being able to expand health care for seniors in our community.

In the summer of 2022, we began work to **refresh and renew parts of Mackenzie Richmond Hill Hospital** to ensure we continue to provide care in a safe, bright and welcoming environment. Generous support from our donor community helped make this possible. In April, the first patients moved into their refreshed space in the A-wing, home to the Centre of Excellence for Continuing Supportive Care. This work is part of our short-term plans to revitalize our hospital as we plan for the future to ensure we meet the health care needs of our growing community.

In the fall of 2022, we also opened a **Long Stay Program** to support patients from across the region who have passed the most critical phase of their care but still need help breathing on their own. We're one of two hospitals in the GTA to receive patient referrals as part of this regional pilot program.

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](#). We've made progress in reducing the rate of Alternate Level of Care patients in our hospitals by working collaboratively with partners to connect patients to appropriate supports in the community. As of April 2023, more than 500 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 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.

**Mackenzie Health Foundation** continues to work with our community to ensure a steady flow of resources to invest in our highest priority needs. This year, thanks to the incredible generosity of our donors, we were able to close out our \$250 million Ultimate Campaign, which included eight transformational gifts — \$10 million towards our surgery program from [Mitchell Goldhar](#), \$1 million for the Domestic Abuse and Sexual Assault (DASA) unit from [QuadReal and Menkes](#), \$1 million towards the minor treatment zone in Magna Emergency from [Beaver Valley Stone](#) and more.

In fiscal 2022/2023, we were grateful for close to \$5.6 million in funds to support our capital needs, thanks to our generous donors. The community also came together to show their support at our signature events, including Strides for Mackenzie Health, presented by the newly-opened Lexus of Vaughan and held at Canada's Wonderland, Ride for Mackenzie Health presented by CIBC, Tee Off for Mackenzie Health presented by Sodexo and the [Ultimate Gala](#) presented by LiUNA! Ontario Provincial District Council & LiUNA Local 183. These events raised a combined total of close to \$2 million. The incredible generosity and community spirit demonstrated through events organized by our community throughout York Region, including McHappy Day, the Vaughan Mills Lunar New Year Celebration, UniversalCares Strides for Stroke and Run for Vaughan, also made a tremendous impact.

Through a series of events supported by Mackenzie Health physicians, the Emerging Leaders achieved their incredible \$1 million pledge in the fall, allowing us to equip a state-of-the-art operating suite at Cortellucci Vaughan Hospital.

As we look ahead, we will focus on growing with our community as we continue to provide safe, quality care to residents across western York Region and beyond.

Thank you to our dedicated staff, physicians and volunteers for going above and beyond to support our patients and their families each and every day.



Fay Lim-Lambie  
Chair, Mackenzie Health  
Board of Directors



Altaf Stationwala  
President and CEO,  
Mackenzie Health



Moris Pilla  
Chair, Mackenzie Health Foundation  
Board of Directors

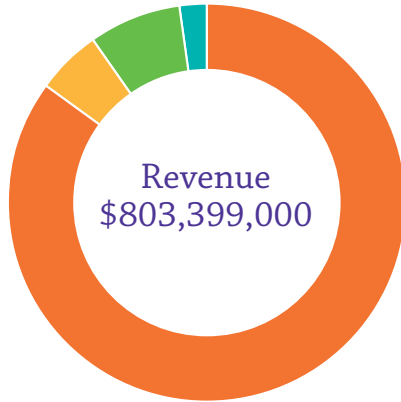


Nicole McCahon  
President and CEO,  
Mackenzie Health Foundation

# FINANCIAL HIGHLIGHTS 2022/2023

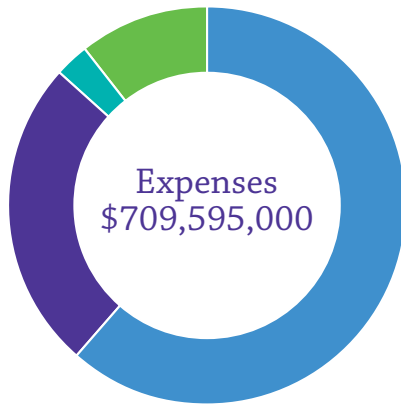
Complete audited statements for Mackenzie Health and Mackenzie Health Foundation for 2022/2023\* are available on our website at [mackenziehealth.ca/mhfinancials](https://mackenziehealth.ca/mhfinancials) and [mackenziehealth.ca/mhffinancials](https://mackenziehealth.ca/mhffinancials) respectively.

## Mackenzie Health



### Sources of Revenue (\$000)

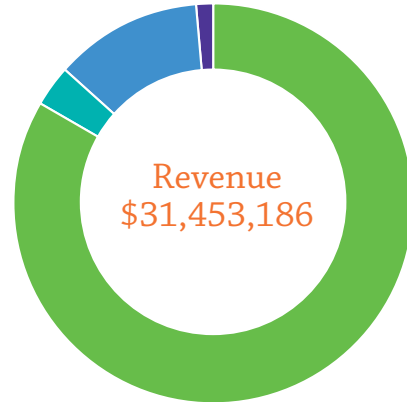
Province of Ontario funding	\$ 682,991
Patient services	\$ 44,364
Amortization of capital contributions	\$ 59,712
Other miscellaneous revenues	\$ 16,332
<b>Total revenue*</b>	<b>\$ 803,399</b>



### Expenses by Type (\$000)

Salaries and benefits	\$ 435,969
Supplies and other expenses	\$ 179,168
Interest expense	\$ 20,141
Amortization of equipment	\$ 74,317
<b>Total expenses</b>	<b>\$ 709,595</b>
<b>Net surplus</b>	<b>\$ 93,804</b>

## Mackenzie Health Foundation



### Sources of Revenue

Campaigns	\$ 26,233,764
Major gifts and planned giving	\$ 1,037,764
Annual giving and special events	\$ 3,766,882
Investment income	\$ 414,776
<b>Total revenue</b>	<b>\$ 31,453,186</b>



### Grants to our Hospitals by Program

Cortellucci Vaughan Hospital	\$ 28,279,975
Patient care equipment and supplies	\$ 5,569,505
Educational activities and bursaries	\$ 17,470
<b>Total grants to our hospitals</b>	<b>\$ 33,866,950</b>

\*For the fiscal year ending March 31, 2023, Mackenzie Health ended with a surplus, largely driven by one-time funding to recognize historical years of unfunded patient care activity, which resulted in running multiple years of deficits.