

# 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 specialized rehabilitation, complex continuing and long-term care, driven by quality, safety and innovation
- Advance teaching, learning, research and the application of new knowledge
- Be a great place to work for staff, physicians and volunteers
- Meet evolving healthcare needs through innovative programs, expertise, facilities and technologies that promote integrated health service delivery
- Build the financial capacity to thrive.



Located on a picturesque piece of land on the banks of the Humber River in West Toronto, West Park Healthcare Centre has been helping patients live the fullest lives possible since 1904.

Founded as a sanitarium for tuberculosis patients, West Park has expanded on its role as a leader in tuberculosis care to develop services for other respiratory illnesses and complex conditions. West Park provides specialized rehabilitation, complex continuing and long-term care services, helping individuals manage difficult health challenges like lung

disease, diabetes, stroke, amputation and musculoskeletal issues arising from a life-changing event or illness.

Through the many talents of our professional staff, dedication to best practices and research, and an unwavering commitment to quality care and patient safety, West Park gets patients on the road to recovery and an improved quality of life.

### Fast Facts (2011-2012)

<b>Healthcare Centre Beds (Total)</b> .....	<b>491</b>
Rehabilitation and Community Living Beds .....	133
Complex Continuing Care Beds .....	158
Long-Term Care Centre Beds .....	200
<b>Inpatient Admissions (Total)</b> .....	<b>1,414</b>
<b>Ambulatory Visits (Total)</b> .....	<b>48,110</b>
Community Service Visits .....	2,263
Clinic Visits .....	10,560
Outpatient Visits .....	17,012
Other (including Rehab Plus private visits) .....	18,275
<b>Active Physicians</b> .....	<b>16</b>
<b>Employees</b> .....	<b>920</b>
<b>Volunteers</b> .....	<b>211</b>

# table of contents

- 1   Setting the Stage:  
    A Joint Message from the Centre Board Chair and President & CEO
- 3   Ready to Respond:  
    A Message from the Chief of Staff
- 5   Excellence
- 7   Respect
- 9   Trust
- 11  Collaboration
- 13  Accountability  
    Financial Highlights
- 15  Seizing Opportunities:  
    A Joint Message from the Foundation Board Chair and President & CEO
- 16  Board of Directors

**Cover:** With support and treatment at West Park, quadruple amputee Cyndi Desjardins is back home with her family.

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

# Setting the Stage

While an annual report traditionally looks back on the year that has passed, this year we cannot help but look forward. Our accomplishments in 2011-2012 have set the stage for decades to come.

## A new vision endorsed

In August, the Government of Ontario approved West Park's plan to move forward with a major expansion and redevelopment. It is an enormous achievement, capping years of thorough research, planning and visioning. The provincial timelines have West Park's project going to tender in 2015-16.

Although it is a culmination of one phase, the provincial endorsement marks a new beginning. It opens the door to begin functional programming, a process that maps out what space is required for what purpose in our new facility. Factored into that will be the substantial work we undertook to develop Future Models of Care in Respiratory Rehabilitation, Neurological Rehabilitation, Musculoskeletal Rehabilitation and Complex Continuing Care. They represent transformative changes that will help shape a new campus, position West Park to care

for more patients facing complex healthcare challenges and ensure vital services are sustainable into the future.

Throughout our planning process, we have talked a lot about "the future." West Park's Board of Directors gave its approval this year to proceed with our innovative new models. Now in the transitional process, the nomenclature has changed. The future is here.

## Leadership in new models of care

Among the innovations is an enhanced living program for our chronic assisted ventilatory patients. West Park is a provincially designated Centre of Excellence for Long Term Ventilation. In recognition of our work and expertise in this area, the Toronto Central LHIN turned to West Park to lead the development of a long-term ventilation strategy. The Centre embraced the opportunity to provide system leadership. In collaboration with stakeholders from across the healthcare



David MacKinnon  
*Chair, Board of Directors*

Anne-Marie Malek  
*President and CEO*

system, we developed the strategy and West Park continues to provide leadership related to its implementation.

This recognition of the leadership role we play in the wider community speaks volumes about the expertise that has been developed and continues to live here.

### **A record of accountability**

Sharing our vision, laying out our plans and consulting our stakeholders is part of West Park's commitment to accountability. Indeed accountability is among the Centre's key values. You will see it in action in the pages of this report.

The Centre has long committed to transparency and openness which is reflected in everything from our communication with patients to the management of our operations.

In the public sector today, there is a renewed emphasis on demonstrating accountability to stakeholders and, in particular, to taxpayers. In 2011-2012 all hospitals in Ontario were required, for the first time, to develop and publicly post a Quality Improvement Plan (QIP).

In that inaugural year, we identified priority areas for improvement pertaining to safety, effectiveness, access and patient-centred dimensions. We set year-over-year targets for improvement. In those first 12 months, we met or surpassed all of them. In fact, our performance is consistently better than the provincial

average in several areas including hand hygiene, reducing clostridium difficile-associated diseases (C. difficile) and satisfaction among our rehabilitation patients.

The QIP success is yet another example of West Park's continued commitment towards public accountability and, more importantly, towards improvement in every aspect of our performance.

### **A decade of balanced budgets**

Important to these achievements is a sound financial base. We have ended this year in a balanced position, making this a full decade of managing the Centre into a balanced or surplus position. This is no small feat. There are few sectors untouched by the changing economic fallout of events around the world. As the Ontario government focuses on the provincial deficit, West Park will continue to provide sound financial stewardship of its resources through a strategy that will allow us to continue to balance our budget. The strategy is three pronged: maintaining efforts to seek operational efficiencies; transforming operations; and seeking opportunities to integrate services.

The consolidation of West Park's Ambulatory Rehabilitation Services has enabled operational efficiencies, improved the use of resources and allows the Centre

to maximize revenues.

On another front, we are seeing increased revenues from the arrival of Presse Café as our retail cafeteria service provider. Again, more detail is provided on these and other innovations in the sections that follow.

### **Building primary care capacity**

West Park's newest venture, and a welcome addition to our campus, is the Family Health Team. The team provides primary care to our local community and has targeted individuals without a family physician. The Family Health Team integrates primary care services on the campus and will be pivotal to the development of West Park's ancillary lands where we hope to focus on seniors and individuals with disabilities. We anticipate that the Family Health Team will be integral to that community.



David MacKinnon  
Chair, Board of Directors

### **Pulling together**

There is a culture of innovation at West Park, fostered over many years by looking for new ways to solve problems, get people on the road to recovery and reach their full potential. We have harnessed that spirit of innovation in many other ways as we have looked forward, confronted challenges and developed new plans.

West Park's staff, physicians and volunteers are crucial to our success. Their talent is extraordinary and their commitment is tremendous. Together, we are enhancing lives, inspiring hope and encouraging independence as we move forward into the future.

We thank you all.



Anne-Marie Malek  
President and CEO

# Ready to Respond

Our patients' appreciation for the care they receive at West Park is unfailing. Year over year they have lauded our clinical staff for their exceptional performance and commitment. They know they can count on us.

Our continuity in providing exemplary care comes not from doing the same thing each year, but from being open to re-examination and rethinking our targets. As the population ages and new healthcare needs emerge, we look at how we can be ready to respond. As new technology develops, we consider its applications.

The Future Models of Care exercise we completed in 2011-2012, provided another catalyst for forward thinking. Among the outcomes is a shift in focus to caring for people with complicated ailments who are in greatest need of the highly-skilled support found at West Park. In Neurological Rehabilitation, for instance, we are gearing up to take patients with a greater severity of stroke. In Musculoskeletal Rehabilitation, we're preparing for patients with much more complex issues, including a growing population of bariatric patients who often suffer from severe bone and joint problems.

We've recalibrated on a smaller scale too. Over the last year we've turned our attention to quality initiatives, engaging physicians on antimicrobial stewardship, for example, looking at how and when we use antibiotics. Among the goals is

to reduce the risk of resistance and the development of mutant strains of infection. Similarly, we've taken a fresh look at how we use laboratory services, considering when and what tests should be ordered. That includes a more disciplined approach to identifying triggers for using lab tools. We're asking ourselves, as a medical community, what is best practice and what should we be doing in 2012.

Always open to new information, we also began an educational series, bringing in experts to discuss issues where knowledge gaps have been identified by clinicians. One of the first sessions related to the importance of a focus on quality care and patient safety from a physician perspective.

Sharing knowledge is part of West Park's academic mission. Our clinicians have been very giving of their time and expertise, mentoring students as they enter the healthcare profession. The experience has been so appreciated, participants in the last year nominated an impressive 44 clinicians for Excellence in Clinical Education Awards.

Everyone who walks through our doors shares responsibility for the delivery and

receipt of healthcare at West Park. Reflecting that, we recently posted our newly-developed Partnership Pledge. The Pledge is a collaborative effort, capturing the most important values held by staff, physicians, patients and others touched by our services.

We've had an opportunity to see the outcome of new innovations in 2011-2012. Services we introduced in the past year have been resoundingly successful. The new Brain Injury Day Service sees patients come into the Centre twice a week for life-skills training. The first group completed the six-month sessions with very positive results. Almost without exception, each participant asked if they could stay longer.

Another great addition has come through the new Family Health Team. The synergy between the existing West Park and the Family Health Team is enormous. Hospital staff members now have a readily accessible referral option for patients who arrive without a family doctor, and the



Dr. Nora Cullen  
Chief of Staff

Family Health Team staff can make seamless referrals to West Park's specialists in respiratory, neurological and musculoskeletal services. We're all better for it. It has been a huge benefit for West Park to have a presence and a stronger link with our neighbourhood community.

They are the links that motivate us. From individual patients to their families to the neighbourhood and beyond, we are inspired to improve the quality of life of people touched by illness and disabilities.

Dr. Nora Cullen  
Chief of Staff



# values

excellence  
respect  
trust  
collaboration  
accountability



# excellence

Grasping beyond our reach, achieving more than our goals engenders excellence. It comes from constant reflection and looking forward, mastering the details and seeing the big picture. Its benefits are vast.

There is no denying the visceral satisfaction of excellence judged on a personal level. In 2011 West Park was further buoyed by substantial external recognition for its ongoing excellence in rehabilitation and complex continuing care.

## Moving forward on redevelopment

The Ontario government endorsed West Park's vision for the future in an August announcement approving the hospital's expansion and redevelopment plans. It was a significant milestone. West Park Board Chair David MacKinnon said, "It transforms West Park for the future. It helps us deliver 21<sup>st</sup> century healthcare that is going to be modern, contemporary, efficient and overall helpful to the patient."

The government announcement set the stage for functional programming – addressing operational design, space requirements and staffing for each area of the organization.

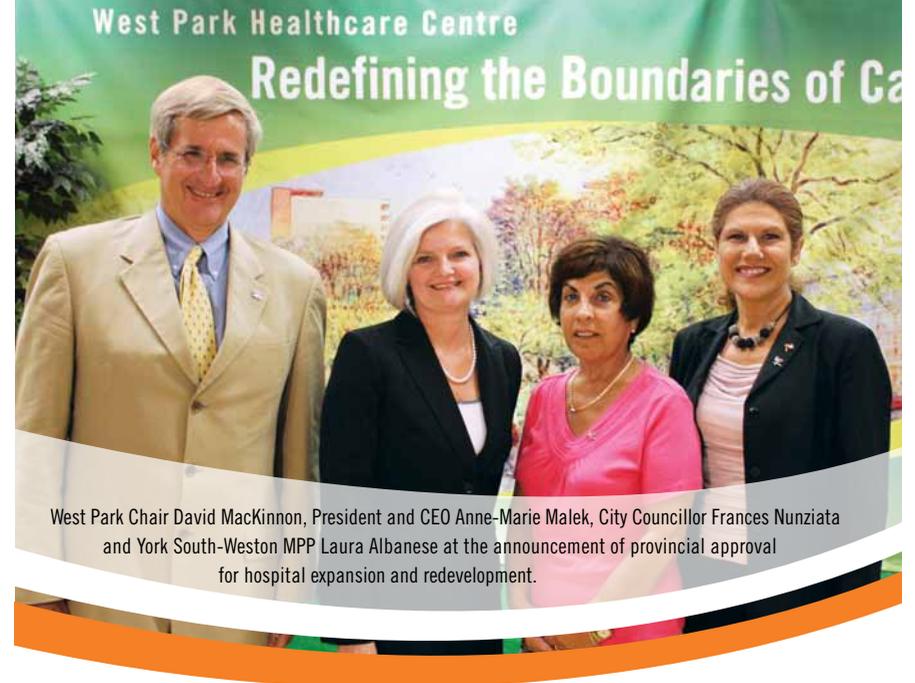
## Future Models of Care sets the path

After extensive consultations, discussion and review, a new vision for West Park, called Future Models of Care (FMOC) was completed and has begun to be implemented. Transformative changes will help shape a new campus, position West Park to care for more patients facing complex healthcare challenges and ensure vital services are sustainable into the future.

FMOC strengthens West Park's alignment with provincial and LHIN health priorities, reflects best practices and research, and positions the organization as a leader in addressing emerging system needs.

Future Models of Care have been developed in four areas:

- Respiratory – Chronic Assisted Ventilatory Care (CAVC) – expanding the continuum of care, providing an enhanced living setting for patients able to direct their



own care but still in need of regular clinical interventions and monitoring;

- Neurological Rehabilitation – increasing the intensity of stroke therapy and supporting early access to rehabilitation from acute care;
- Musculoskeletal Rehabilitation – focussing on complicated joint replacements, traumas, hip fractures and bariatric MSK, while expanding outpatient capacity;
- Complex Continuing Care – further aligning services with areas of clinical strength by focussing on complex cases such as patients with tracheotomies.

## Leading in Practice Development

West Park's role as a leader emerged recently in a new field when the hospital joined the International Practice Development Collaborative (IPDC) as the only North

American member. West Park's Manager, Professional Practice Dr. Nadine Janes has been made a member of the Editorial Board of the Collaborative's new journal. In an acknowledgement of the work underway here, the inaugural edition in 2011 included two submissions from West Park.

West Park has also signed a memorandum of understanding with the University of Ulster in Northern Ireland and others to develop a Person-centred Practice Research International Community of Practice.

Practice Development is an approach to promoting evidence-informed, person-centred healthcare practices. Those practices will further improve patient care, not only at West Park, but around the world.

"We are the first and only Canadian healthcare facility to implement this approach," Janes says. "It is a true example of how innovative we are at West Park."



Artist's concept of the potential new patient services building as part of West Park development.

# respect

We give it freely but must earn it for ourselves. Respect is among West Park's core values – treating people with dignity, and valuing their opinions and thoughts.

## Cross-inspiration

You don't have to know Cyndi Desjardins for long to feel tremendous respect for the journey she has taken. Soon after the birth of her second child, the Holland Marsh woman developed necrotizing fasciitis, known as "flesh-eating disease," and lost both hands and feet.

Desjardins came to West Park's Amputee Rehabilitation Program in 2011 to be fitted with prosthetics and begin her recovery. She was unstoppable. Psychiatrist Dr. Michael Devlin remembers, "She was ahead of us in a lot of ways." She was quick to get back behind the wheel and tried out her prosthetics in an unusual way by painting her daughter's nails. Dr. Devlin and his team listened, watched and followed Desjardins' lead, supporting her as she drove to reach her goals.

Always positive, Desjardins appreciates the treatment she continues to receive at West Park. "Not only are you supported as an amputee, but you are surrounded by other amputees who are going through the same concerns and issues that you are. Interacting with peers helps you answer some of your

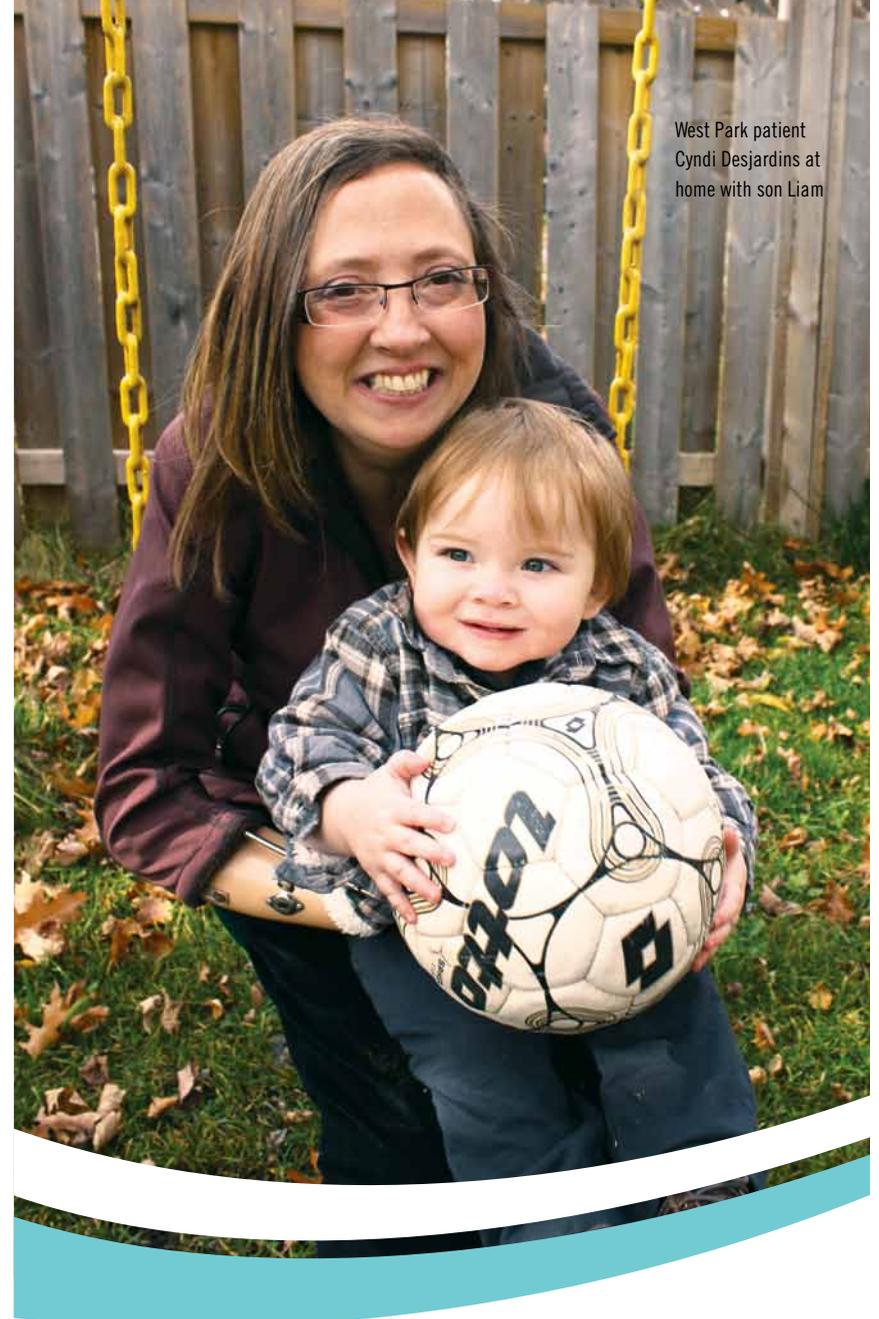
own questions and gives you guidance and inspiration for moving forward."

She, in turn, has inspired many more, sharing her story openly in many media interviews and through a personal blog.

## Natural stewardship

Valuing what we have is part of the motivation for West Park's environmental efforts. The Centre was honoured in 2011 with the inaugural Greening Health Care Leadership Award. The accolade recognizes the hospital's long history of energy and water conservation, governance and vision, engagement of stakeholders, and innovation in environmental protection.

With a forest of trees, a river, gardens and an expanse of grasses right outside our doors, the connection to the environment at West Park is palpable. Reducing energy and water use; improving heating, ventilation and air-conditioning systems; and upgrading plumbing and lighting fixtures have put the Centre's commitment to the environment into action. At the same time, the changes have resulted in substantial financial savings.



West Park patient  
Cyndi Desjardins at  
home with son Liam

The Centre was honoured in 2011 with the inaugural Greening Health Care Leadership Award. The accolade recognizes the hospital's long history of energy and water conservation, governance and vision, engagement of stakeholders, and innovation in environmental protection.

### Collegial respect

West Park is also committed to being a great place to work. As a signal of success, a host of external awards has recognized the strength of the organization. Equally important is the opinion of the people who devote their skills to the hospital every day. The June 2011 Employee Experience Survey and Physician Experience Survey offered high praise for West Park as a place of employment. Indeed, 90 per cent of employees rated the hospital as a "good", "very good" or "excellent" place to work. Furthermore, 81 per cent said they were "very satisfied" or "satisfied" with their current job.

Employees and physicians at West Park rated their commitment and satisfaction at substantially higher levels than the benchmark scores from other Ontario Hospital Association participants.

While celebrating the successes, West Park management, physicians and staff continue to build on strengths and expand on achievements, in an effort to maximize further opportunities for improvement.



Maintenance worker John Angeles helps President and CEO Anne-Marie Malek and Operations and Logistics Director Michael Bonnah post Greening Health Care Leadership Award.

# trust



Donna Renzetti, Vice President, Programs and Deidre Samuels with certificate of appreciation for contributing to hand hygiene promotion.

Trust me – a statement that’s often an implied question. For the sick, suffering or those in pain, there is no time to scrutinize. More than a leap of faith, a patient’s trust in the system must be well-founded, secure in the knowledge that best practices are underway.

## Preventing the spread of influenza

Knowing that West Park is committed to the safety, security, health and well-being of patients fosters trust. Seeing the commitment in action secures it. West Park employees committed to patient safety through influenza immunization in record numbers in 2011. While there is still room for improvement, more than 70 per cent of employees rolled up their sleeves, protecting themselves and the patients for whom they care.

“Participation is growing,” said Bonnie-Jean Wilson, Manager of Occupational Health and Safety, Infection Prevention and Control, “but we need to reach 100 per cent to best ensure the health and safety of our patients.” In an effort to further boost participation, the hospital hosted flu expert Dr. Allison McGeer to make a presentation on the benefits of and myths surrounding the flu vaccine.

## Improving hand hygiene

With a similar goal of improving patient and staff health and safety, West Park’s hand hygiene efforts reaped very positive results in 2011. A very simple means of controlling the spread of infection, hand

washing and cleansing is routinely emphasized and encouraged at the hospital and beyond. The diligence in encouragement is paying off.

Since compliance reporting was introduced in 2009, West Park has improved every year and consistently ranks among the highest in Ontario. Compliance before patient contact was 89.94 per cent (up from 89.42 in 2010) and after patient contact 92.56 per cent (up from 90.61 per cent in 2010).

## Partnership Pledge

West Park works in partnership with patients and their families and encourages a culture of collaborative care. Our new Partnership Pledge reflects the shared responsibilities of staff, physicians and patients in the delivery of care. It is part of the trust we hold in each other. Among the pledge components are that we will listen, ask and answer questions, be respectful, treat each other with dignity and practice good hand hygiene.

As part of Ontario’s *Excellent Care for All Act*, West Park’s Partnership Pledge has been posted throughout the Centre and on our website.



West Park employees committed to patient safety through influenza immunizations in record numbers.

# collaboration

Rowers who pull together stay on track and move faster. Their collaboration, offering up their personal strengths to a common purpose, has a multiplying effect. So it is at West Park where many individual perspectives are brought together to assess problems, develop plans and improve outcomes.



Presse Café opened in 2011, adding a retail food service to campus.

## Family Health Teams work together

The introduction of a Family Health Team (FHT) to West Park's campus in 2011 brings the hospital's history of collaboration to the entry point of healthcare. The new FHT, located in the Ruddy Building, provides another primary care option for our neighbours in Mount Dennis and Weston. Rather than the traditional model of individual physicians working alone, the Family Health Team includes the services of physicians, nurse practitioners, registered nurses, social workers, dietitians, mental health professionals and others, working together on individuals' care.

Not only does the team approach provide a more convenient physical arrangement for patients, it enhances opportunities for professionals to connect, share and collaborate on healthcare solutions.

West Park's Family Health Team makes every effort to provide same-day appointments and, as an added benefit, has access to West Park's specialty services.

## A plus for Ambulatory Rehabilitation

A similar concept of joined forces resulted in the consolidation of West Park's globally-funded Ambulatory Rehabilitation Services and the fee-for-service Pro Active Healthcare. The programs had operated in separate locations of the Centre but often treated the same patients at different stages on their road to recovery. Now, under one management structure, West Park Rehab

Plus is continuing with the consistently high level of service patients have experienced to date.

"The consolidation improves our capacity, allowing us to deal with increasing demand for services while giving clinicians more time for direct patient care," says Laura Forma, Director of Program Operations.

A streamlined booking and scheduling system improves the patient experience, regardless of whether the patient is accessing globally-funded or fee-based services.

The consolidation is also enabling operational efficiencies including improved use of space and other resources, thereby maximizing revenues.

## Public-private partnership

Leveraging the best of private enterprise to meet the needs of the hospital, West Park welcomed Presse Café to campus in 2011. The retail cafeteria service opened at the end of October in renovated, contemporary space, offering a range of hot and cold fresh foods and beverages, including specialty drinks. Mindful of the need for healthy options, fried foods are not being served.

Presse Café's successful record in public and private settings will benefit West Park with a new source of revenue to be used for hospital operations.

Patients, families and staff now have an enhanced space to nourish, take a break, connect with colleagues, and continue casual discussions.



WEST PARK  
Family Health Team

Dr. Katherine Onyett-Jeffries (l-r) and social worker Karen Kennedy are part of the Family Health Team providing a new collaborative service for the community.

# accountability

Accountability puts a measure to other values. It is a promise fulfilled, an open book, a yard stick of progress. As a healthcare provider working with public funds, our accountability takes many forms.



President and CEO Anne-Marie Malek discusses new accountability initiatives with employees during a Take 5 staff forum.

## Increasing transparency

Sparking a new era of openness, the *Freedom of Information and Protection of Privacy Act* was applied to Ontario hospitals January 1, 2012. While it signals a change for the province, Chief Nurse and Health Professions Officer Barbara Bell points out, “Accountability has long been a key value of West Park.”

In preparation, the Centre developed an implementation plan to ensure stakeholder awareness, held a records organization day to make quick access to information easier, created a Quality and Accountability section on the West Park website and produced a policy for the management of Access requests.

## Financial stewardship

Always mindful of the responsibility West Park has to manage public resources, the hospital reported a small surplus for the 2011-12 fiscal year, standing out among its peers as it continues a decade-long record of success. Equally mindful of the external pressures ahead, the new budget strategy included a series of initiatives to ensure financial sustainability into the future while preserving patient care.

The initiatives include efficiency measures, innovation strategies and transformative change. They also aim to reduce reliance on Healthcare Enterprises and the Long-Term Care Centre, freeing up profits in those areas for other strategic investments.

## Reviewing expenses

As another part of our commitment to good financial stewardship and accountability, a review of West Park’s expenses was undertaken in 2011.

The Broader Public Sector Expenses directive requires designated organizations such as hospitals to establish rules where expenses are reimbursed from public funds.

In the spirit of the directive, West Park has discontinued funding for several holiday and staff events, and has amended the retirement recognition policy.

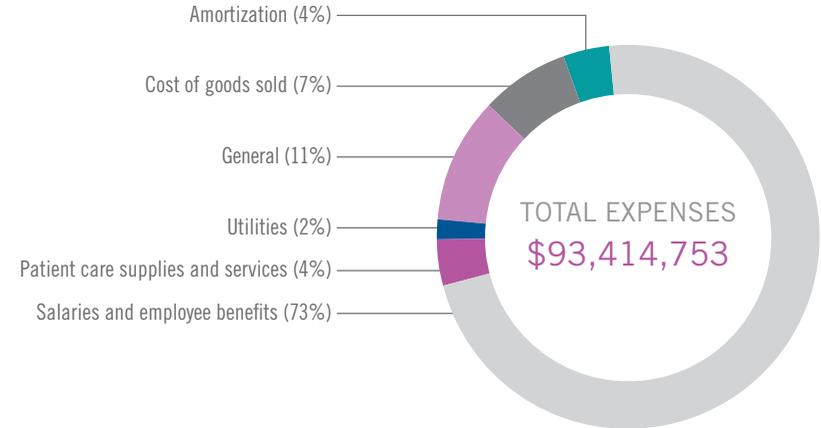
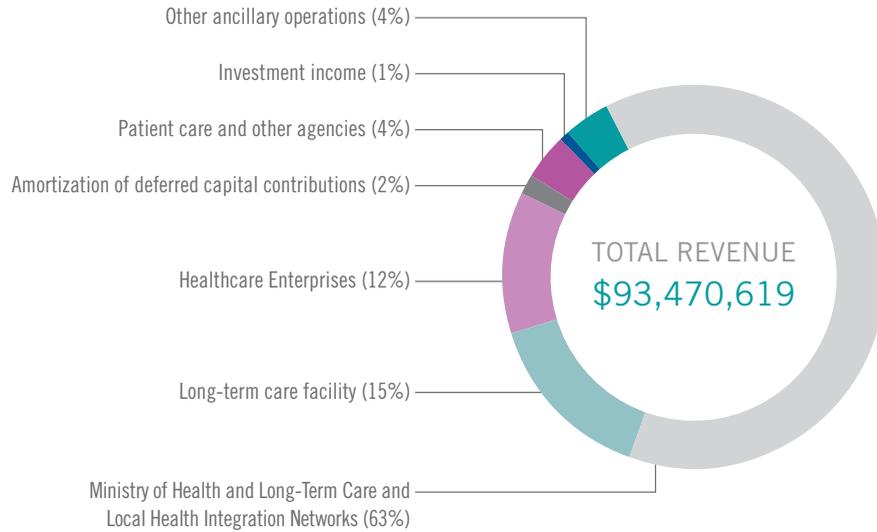
## Measuring safety

The strong foundation of a healthy work environment is one in which everyone is responsible for health and safety. On a daily basis the West Park staff looked out for and made decisions to work in a healthy and safe manner for themselves and the health and safety of others. Between September 2010 and September 2011, West Park had zero work-related Lost Time Days, giving the hospital nothing but positive outcomes to report to the Workplace Safety and Insurance Board.

The success meets one of West Park’s strategic priorities – to be a great place to work, which includes being a safe place to work.

West Park’s corporate Health and Safety Policy is reviewed annually and all parties are held accountable to adhere to the requirements.

## West Park Healthcare Centre Financial Highlights – Year Ended March 31, 2012



### WEST PARK HEALTHCARE CENTRE EXCESS OF REVENUE OVER EXPENSES



Total Revenue  
\$93,470,619

Total Expenses  
\$93,414,753

Excess of Revenue over expenses for the year  
\$55,866

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

# Seizing opportunities

With government approval for West Park's redevelopment plans in place, it's all eyes on the Foundation. We are at the plate and ready.

The Foundation completed staffing changes in 2011-2012, and continues to recruit an impressive roster for the Campaign Leadership Council. We're ready to seize the opportunities ahead.

Ensuring the hospital has all the resources it needs to realize its vision, is our vision. Our team completed a concentrated planning process developing the "I CAN" Capital Campaign Strategy with a theme that very much matches the spirit of West Park: "We turn I can't into I can." The Foundation Board endorsed the campaign and its three overriding elements: a focus on transformational gifts (the top tier of financial giving); building the base of support; and developing new constituencies and revenue sources. On these pillars the New Patient Care Centre and the associated equipment, research initiatives, and community integration programs will be realized.

With a goal of \$100-million, the I CAN Campaign is the largest campaign for an adult rehabilitation hospital that Ontario has ever seen. Our reach is province-wide, but our "ask" begins at home. We've launched a Board Campaign, starting efforts at our own table, solidifying support among the Foundation's leaders. We've also raised the bar on our Family Campaign, buoyed by the tremendous response we've had from West Park's employees. In the past year, that campaign exceeded its goals both in dollars donated and numbers of employees participating. These significant contributions come from the men and women who already give their heart and soul to making West Park all that it is. We can't thank them enough.

We've launched a new set of community outreach programs, developing plans for an epic festival of football that will

take participatory fundraising onto the soccer pitch. We continued with the always successful Links for Life golf tournament. And we held a spectacular farewell Scarlett Ball gala as a springboard to a new high-end event called Panache, to be held this fall, which will become one of Toronto's premier fundraising events.

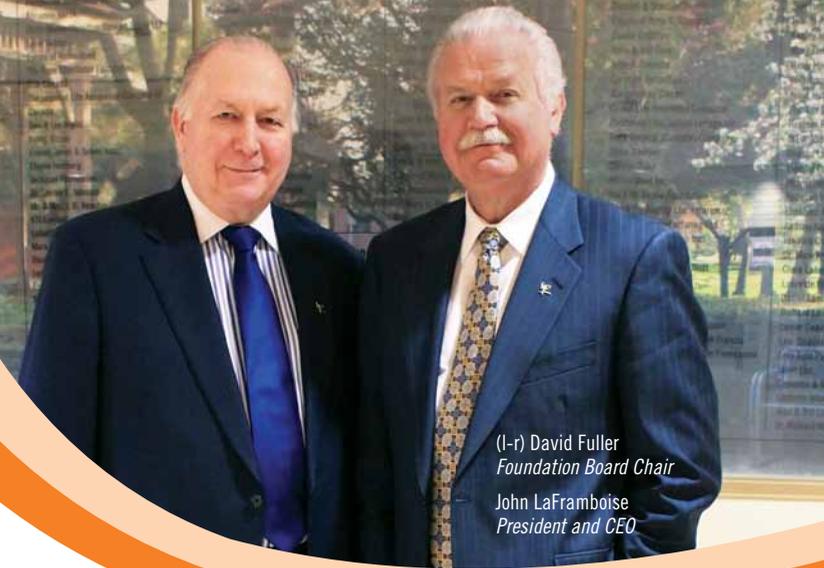
None of these efforts work without the support of leaders, donors, participants, volunteers and sponsors. They are with us on the journey, recognizing, as we do, the importance of investing in the future of rehabilitative care.



David Fuller  
Foundation Board Chair



John LaFramboise  
President and CEO



(l-r) David Fuller  
Foundation Board Chair  
John LaFramboise  
President and CEO

**2011-2012  
Board of Directors  
West Park Healthcare Centre**

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Joseph Cordiano  
Mark Cummings  
Dr. Luc De Nil  
Lib Gibson  
John Guest  
Christopher Henley  
Baha Ohcebol  
Daniel Simunac  
Carolyn Shushelski  
James Tucker  
Anne-Marie Malek\*  
Dr. Nora Cullen\*  
David Fuller\*  
Dr. Iain Blair\*

\* Ex-officio

**2011-2012  
Board of Directors  
West Park Healthcare Centre Foundation**

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Anthony Ennis – Vice Chair  
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Conrad Schickedanz  
Linda Seymour  
Reid Stephens

\* Ex-officio

**2011-2012  
Foundation Honourary Directors**

Anne-Marie Canning  
Heather Fuller  
Colin Graham  
Stephen Letwin  
Steven Muzzo  
Thomas Savage  
Tony Viner

**At West Park, we imagine a world where our patients achieve their highest potential. A world where many small miracles take place within our unique park-like setting of rehabilitative care.**

We imagine better ways to deliver the best patient outcomes. Never satisfied by the status quo, we're driven to find new and better ways to restore patients' lives. From our culture of collaborative care, our commitment to financial stewardship and an enterprising environment that fosters new ideas and innovation, West Park is defining Ontario's new healthcare continuum.



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[westpark.org](http://westpark.org)