World-Class Care Happens Here

Every Patient, Every Time

2016-2017 Community Report
Mackenzie Health by the Numbers

Ambulatory Visits (incl. dialysis visits)
232,407

Volunteer Hours/Year
91,203

Emergency Visits (incl. Urgent Care Centre)
117,522

Total Admissions
20,682

Number of Staff
2,852

Total Beds
521

Acute Beds (incl. medical, ICU, Surgical, mental health, pediatric, obstetrics)
256

Number of Births
2,613

Complex Care and Rehabilitation Beds
97

Number of Physicians
506

Long-Term Care Beds
168

Surgical Cases
9,186

Diagnostic Imaging Exams
202,458

Contents
World-Class Care Happens Here – Every Patient, Every Time

Emergency Department Overcapacity

It Takes Two – Me and You – To Identify You

Finding Your Way When Moments Matter

Celebrating Our Patients

Mackenzie Health Launched First in Canada Epic End-to-End Electronic Medical Record

Building Canada’s First Smart Hospital

Pharmacy Transformation Journey

A Healthy Work Environment for a Positive Healing Environment

Wellness Program

Recognizing Our People

Together, We Are Achieving the Exceptional

Volunteers Give Valuable Time for Our Community
World-Class Care Happens Here – Every Patient, Every Time

Every day at Mackenzie Health, our dedicated care providers, support staff and volunteers work hard to provide excellent quality care to every patient, every time. Through a focused approach and guided by our 2016-2020 roadmap to success, we recognize and value what matters most to our patients and families, while growing efficiently with our communities.

From safety initiatives that ensure patients receive the right procedure, to state-of-the-art systems that transform the way care is delivered and building a second hospital site, Mackenzie Health is relentlessly improving care to create healthier communities.

During the past two years, our team worked extensively to refine and document our clinical workflows and to integrate our electronic applications and records into one system. Through a partnership with Epic Systems Corporation (Epic) – a world leader in medical records and information technology, we launched a new electronic medical record (EMR) that makes it possible to exchange information at the point of care, empowers patients by providing them with easy access to their health records and provides physicians with exactly what they need to make important health care decisions more efficiently. The implementation of the new EMR was one of the largest transformational projects in Mackenzie Health’s history and transforms how information is collected and accessed by those who need it most.

The past year also marked the most significant milestone to date on the Mackenzie Vaughan Hospital project – the start of construction. This momentous occasion was the result of many years of hard work, determination and commitment by our staff, physicians and volunteers, and we are very proud of this accomplishment. Since the groundbreaking, the project has been moving forward at full speed to help bring Canada’s first smart hospital to our community.

Our achievements over the past year are a testament to our team’s commitment to continuously improve care, and we are proud that our record of quality, safety and innovation is reflected in numerous awards and the recognition of our programs and people.

Early in 2017, Mackenzie Health was proud to receive Accreditation with Exemplary Standing from Accreditation Canada for a second consecutive survey. The highest level of accreditation, this designation confirms our commitment to providing care that meets internationally recognized standards of quality and safety, and to improving practices through ongoing quality improvement. Our laboratory and pharmacy teams were also again accredited by the Institute for Quality Management in Healthcare and the Ontario College of Pharmacy, respectively.

Mackenzie Health was also pleased to receive the Innovation Award from the Richmond Hill Board of Trade. This honour recognizes the organization’s development of the Mackenzie Innovation Institute (MII) to foster new partnerships and health care innovations that could be adopted across the organization. And following the implementation of the EMR, Mackenzie Health became one of only one per cent of hospitals in Canada that achieved Stage 6 designation for its adoption model from HIMSS Analytics, the second highest level on the EMRAM international benchmark.

Everything that we do at Mackenzie Health is for our patients and their families, our staff, physicians and volunteers. We continue to be inspired by our team’s enthusiasm and commitment, and are proud to be delivering excellent quality care to every patient, every time. Together, we are creating a world-class health experience.

Anthony Ianni
Chair, Board of Directors

Altaf Stationwala
President and CEO

We remain committed to progress on our strategic priorities:

We value what matters to you
We deliver excellent quality care - every patient, every time
We are growing efficiently with our communities
Emergency Department Overcapacity

When you or a loved one need emergency care, Mackenzie Health is here for you 24 hours a day, seven days a week. Serving the growing communities of Richmond Hill, Vaughan and King, Mackenzie Richmond Hill Hospital continues to experience high volumes of visits in the Emergency Department (ED).

- Over the past year, close to 118,000 patients were seen in the Emergency Department and at Mackenzie Health’s Urgent Care Centre (UCC) in Vaughan.
- This means that, on average, 278 patients were cared for in the ED and 43 at the UCC on any given day.
- During the holiday season, the numbers increased to 392 patients seen in the ED and 90 patients at the UCC on one day alone.
- Over 21,000 patients were brought to Mackenzie Hospital. The ED team has done an exceptional amount of Richmond Hill Hospital’s ED by ambulance work to improve wait times to see a physician, including last year. Developing an internal escalation system that identifies spikes in patient volumes for doctors and nurses so that patients can relocate to treat patients who are waiting to be seen.

Hospital overcrowding is a province-wide issue, but with less acute care bed capacity compared to peer hospitals and with our communities becoming urban areas, Mackenzie Richmond Hill Hospital has been under even more pressure.

While we will have the benefit of more beds and increased access to emergency services when the new Mackenzie Vaughan Hospital opens, work has been underway to address the wide-spread surge felt across the hospital and in the surrounding communities.

The ED team has done an exceptional amount of work to improve wait times to see a physician, including developing an internal escalation system that identifies spikes in patient volumes for doctors and nurses so that they can relocate to treat patients who are waiting to be seen.

The Ambulatory Zone, which sees three quarters of daily emergency patients, was also redeveloped to increase physical space and patient care routines were standardized for doctors and nurses. And the Minor Treatment Zone, a fast track area for patients with less serious conditions, was relocated and expanded to increase efficiency and patient privacy with a new enclosed waiting area.

It Takes Two – Me and You – To Identify You

To ensure that we deliver excellent quality care to every patient, every time, Mackenzie Health launched the It Takes Two to Identify You campaign to increase awareness among staff, physicians, volunteers, as well patients and visitors, about the importance of verifying two independent patient identifiers at critical steps in the care journey.

Staff and physicians often care for patients with the same name at the same time. For this reason, verifying the identity of patients using two independent identifiers is essential in order to ensure that our patients receive the care or procedure intended for them and avoid harmful incidents such as allergic reactions, privacy breaches, medication errors and wrong-person procedures.

Verifying the information is completed by checking a patient’s ID band against the verbal confirmation of the two identifiers provided by the patient or a family member. Please expect to be checked. If we haven’t done it, ask us! You are a partner in your care!

Finding Your Way When Moments Matter

When visiting a patient in hospital, moments matter. Whether a patient is critically ill or about to give birth, time is often of the essence and visitors want to get to their loved ones as quickly as possible. For our health care team, moments also matter when responding to emergencies.

This year, Mackenzie Health reviewed how our inpatient units are named. The goal of this initiative was to make it easier and more intuitive for patients, visitors and staff to find their way around Mackenzie Richmond Hill Hospital.

As a result, we adopted a standardized, consistent and intuitive naming convention for all inpatient units.

Our inpatient unit names now include:
- respective wing and floor number,
- program name, and
- a colour to differentiate between units co-located on one floor.
Celebrating Our Patients

Every day, the health care team at Mackenzie Health is inspired by the strength and perseverance of patients. Each year, we recognize some of those who have come forward to share their stories with others. This year’s Celebrating Patients event was an arts-inspired evening that included a live discussion with patients to share their inspirational health stories, facilitated by Dale Curd from CBC TV’s Hello Goodbye.

Celebrating Patients 2017 – More than a Patient! featured the personal stories of:

- Angie, the daughter of a patient who spent her last weeks at Mackenzie Health
- David, a patient with diverticular disease
- May, a breast and uterine cancer survivor with a message of hope
- Sabrina, a young woman with many autoimmune illnesses who is learning to cope with the resulting challenges

Angie’s Story:
A Dignified End Made Losing Her Mother Easier

1 Remembered as the “workhorse of the family,” Angie’s mother was always doing things for others, her daughter says.

The epiphany of health before being diagnosed with stage 4 metastatic colon cancer in October of 2015. Her mother’s cancer diagnosis came as a shock to those around her. Suddenly, this once strong woman became more dependent on her family, which was a real challenge for this proud wife, mother and grandmother.

Angie’s mother battled her cancer until a tumour fractured her hip, which brought her to the emergency department, in November of 2016. She passed away six weeks later.

“Right up to the end, her needs and wants were met to make her as comfortable as possible. Knowing she was well cared for, made her passing a little more bearable for all of us.”

“Knowing she was well cared for, made her passing a little more bearable for all of us.”

David’s Story:
It Could Happen To Anyone

2 Diagnosed with Diverticular disease in April of 2016, David spent 10 days in hospital including three days in the intensive care unit. After multiple blood transfusions and other treatments, the team determined the cause of his extreme bleeding and how to treat this otherwise healthy individual.

Today, David and his family concentrate on making positive changes to avoid recurrence. “What happened to me could happen to anyone,” David says. “I know what I need to avoid, in order for me to stay healthy. It’s different for everyone.”

Throughout his journey, he has remained committed to his faith and appreciates the support of his care team, friends and especially his family, during his care.

“What happened to me could happen to anyone.”

May’s Story:
Committed to Changing Perceptions

3 May was challenged not only by her treatment, but also to break free from cultural stigma. After an active career in IT, it took two concurrent cancer diagnoses to slow May down, just a little.

She didn’t smoke and didn’t drink, and following a routine mammogram she learned she had breast cancer. Shortly thereafter, she learned she also had uterine cancer.

“In my culture, cancer isn’t spoken about, especially not by elders. It is wrongly seen as shameful and the result of something a person did in their lifetime. I want others to know, you don’t need to be afraid of what other people think. Sometimes cancer just happens.”

Now in remission for more than four years, in 2016 May was presented with the Rookie of the Year award for her commitment to volunteering at Mackenzie Richmond Hill Hospital’s Information Desk and with the Gift Shop.

“I want others to know, you don’t need to be afraid of what other people think.”

Sabrina’s Story:
Accepting that Change is Constant

4 In her mid-teens, Sabrina began having symptoms that were difficult to diagnose, including mysterious pains and injuries resulting in her having to give up her greatest passion – dance.

“My experiences have led me to pursue a career in nursing,” she says. “I remember how I felt as a pediatric patient and want to be able to pay it forward to another patient someday.”

Diagnosed with multiple rare conditions, she faces the unknown every day and has come to accept that she needs to be more cautious than others.

“What affects me today, may not affect me tomorrow and I have had to learn to accept that my symptoms, especially pain, can appear unexpectedly, at any time. I am never just a patient, I am learning about myself and my body every day.”

“I am never just a patient, I am learning about myself and my body every day.”
Mackenzie Health Launched First in Canada Epic End-to-End Electronic Medical Record

Our vision at Mackenzie Health is to create a world-class health experience for our patients and families and ensure they receive the highest quality care possible. Over the past two years, our staff, physicians and volunteers have been working together as a team to build and implement a new electronic medical record (EMR) that transforms the way care is delivered in this community.

Launched on July 8, 2017, the EMR makes it possible for the care team to spend more time with patients and provides physicians with exactly what they need to make important health care decisions quicker.

With computers available by the patients’ bedside, nurses and physicians have access to real-time, integrated clinical information about patients, meaning that the entire care team has access to the same information and patients spend less time repeating questions or duplicating tests.

Clinical staff can also document the care in real-time, as well as send orders directly to lab and pharmacy. The new EMR also helps increase medication safety and reduce the chance for errors with closed-loop medication administration and bar code validation at patient’s bedside.

For patients, the new EMR means faster and more efficient registration, similar to the airport check-in process.

And through MyChart, a free online tool, patients can see their Mackenzie Health records and patient information, as well as view and cancel appointments.

For more details, please visit mackenziehealth.ca/registration and mackenziehealth.ca/mychart.

The software is the first full-suite Epic EMR to be installed in Canada and one of the largest transformational projects in Mackenzie Health’s history. Epic, the software developer for the system, is recognized as a world leader in medical records and information technology which has implemented its systems in thousands of hospitals worldwide and will be implementing them in several Canadian hospitals over the next few years.

Stage 6 EMRAM Designation

Following the implementation of the new Epic EMR, Mackenzie Health was recognized by HIMSS Analytics for achieving Stage 6 on the HIMSS Electronic Medical Record (EMR) Adoption ModelSM (EMRAM). This is an international benchmark for the use of advanced Information Technology (IT) to improve patient care. Mackenzie Health is one of only four Ontario community hospitals to have achieved this designation to date. Only one percent of Canadian hospitals have achieved this level of functionality in their EMR (Q2 2017 data).
Building Canada’s First Smart Hospital

During the past fiscal year, Mackenzie Health marked the largest milestone to date for the Mackenzie Vaughan Hospital project with the selection of the team to design, build, finance and maintain the new Mackenzie Vaughan Hospital in August 2016, and the official groundbreaking in October 2016. Since then, the project has been moving forward at full speed to advance the world-class design as well as construction on the site.

Designed through the eyes of the patient, Mackenzie Vaughan Hospital will be connected to nature, enabled by smart technology, and filled with daylight and warm, natural materials to optimize the patient, visitor and staff experience.

Smart Hospital Vision
Mackenzie Vaughan Hospital will be the first hospital in Canada to feature fully integrated smart technology systems and medical devices that can speak directly to one another to maximize information exchange. The smart hospital vision will be applied at Mackenzie Health’s new Mackenzie Vaughan Hospital as well as at the existing Mackenzie Richmond Hill Hospital, for a seamless care experience.

Design Development & Mock-Ups
Following the completion of 50 per cent design development in March 2017, the 100 per cent design development was completed in August 2017. During the design development process, clinical teams partnered with patient and family advisors to test the mocked-up designs of key patient areas with real patient care scenarios. The teams assessed how well the rooms support workflows, high quality and safe care, and create an exceptional patient and family experience.

Community Engagement Sessions
As part of its community engagement efforts, in the past year Mackenzie Health provided presentations to the councils and residents of City of Vaughan, Town of Richmond Hill, Township of King and the Regional Municipality of York, to keep them apprised of Mackenzie Health’s ongoing initiatives to improve the health care experience for patients and their families, provide a preview of Mackenzie Vaughan Hospital interior and exterior design, and speak about Mackenzie Health’s Smart Hospital Vision.

Smart workflows are being developed to improve the way staff work, to ultimately allow caregivers more time with patients. The illustrative design below highlights what the Code Blue (cardiac arrest) response workflow could look like.

Construction Updates
With the implementation stage well underway, bulk excavation for the main building and concrete pouring started in June 2017. During July and August 2017, the four tower cranes were installed and the foundation started being poured, which will continue in the coming months. This is an exciting time in the construction process and in making the new hospital a reality!

For more information and to access the live camera overlooking the construction site, please visit www.mackenziehealth.ca/mvh

Every ten minutes, the camera captures images of the site, and these can be seen as pictures or as a time-lapse video.
Pharmacy Transformation Journey
Through a two and a half year journey, Mackenzie Health transformed its pharmacy services to help enable health care providers to provide more hands-on care and enhance patient safety. Improvements include:

• An automated inventory management systems and barcoding technology which is integrated with the organization's new electronic medical record, to help ensure that every patient receives the right medication every time.
• Pharmacy technicians now document patients’ medication history at admission to help physicians decide the best course of action for each patient.
• Pharmacists are able to spend more time on direct patient care activities, including working collaboratively with the discharge team to inform patients about changes to their medications as they transition out of hospital.

A Healthy Work Environment for a Positive Healing Environment
Mackenzie Health launched a Workplace Engagement Advisory Council (WEAC) to help hear employee, physician and volunteer perspectives across all levels of the organization in a timely and structured way that gets results.

The WEAC builds on the existing opportunities the organization has to gain feedback – including daily rounding by nursing unit managers with patients and families, follow-up phone calls to discharged patients, Patient Relations Department, community engagement sessions, Patient and Family Advisors and the President’s Community Advisory Council – and continues to foster an engaged workplace culture.

“This with 23 active members who serve as ambassadors for their respective teams and Mackenzie Health’s values, the Council represents an excellent opportunity to obtain feedback from a diverse perspective on a variety of workplace programs and services, as well as on initiatives that are being planned,” says Stav D’Andrea, Chief Human Resources Officer.

Wellness Program
At Mackenzie Health, we recognize and believe that a happy and healthy team is a valuable asset and a critical resource to our organizational success. Happier and healthier staff members translate into better patient care at the hospital, benefiting the community at large.

With programs and events designed to enhance professional skills, manage stress, make healthier choices and create a better work-life balance, Mackenzie Health employees, physicians and volunteers are supported in their journey for a happier and healthier self. Along with established programs like the Employee and Family Assistance Program (EAP), Kudos Awards and services provided by Spiritual Care, Mackenzie Health offers a variety of unique opportunities, activities, workshops and events to help staff on their journey to wellness.

Recognizing Our People
A Passion for Nursing
1 IRENE HON, Registered Nurse, comes to work every shift with a smile on her face and caring for patients at Mackenzie Richmond Hill Hospital for over 17 years. “My favourite part about working at Mackenzie Health is that it is full of different challenges and changes,” says Irene. “You never know who you are going to meet and the impact you will have on their health care journey.”

Putting Patients First
3 SAMEENA NAJMUDIN is Mackenzie Health’s Clinical Coordinator and Professional Practice Leader for Respiratory Services. Sameena has worked at Mackenzie Health since 2009 and is responsible for the overall day-to-day coordination of Respiratory Services, overseeing staff and checking that patient care needs are met. “The hospital is always striving to improve patient care,” says Sameena. “Our priority is our patients and I am proud to be part of such a caring team and organization.”

Maintaining Mackenzie Health
2 BILL PLAYER takes pride in working at Mackenzie Health. The Director of Facility Services for over 10 years, Bill goes above and beyond to ensure that the hospital is constantly looked after and maintained to the highest standards – inside and outside the building. “If I can help someone who comes in sick and contribute to enhancing their time at Mackenzie Health in any way – even if this means making sure the temperature is right in their rooms or that hot water is available, I know I’ve done my job and I’m happy,” says Bill.

Caring for Our Community
4 DR. DAVID RAUCHWERGER, Chief of Emergency Medicine, works both in the Emergency Department at Mackenzie Richmond Hill Hospital and at the Urgent Care Centre in Vaughan. Having worked at Mackenzie Health for over eight years, he has experienced first-hand the steady growth of our region. “One of my favourite things about working at the hospital is being a part of the close-knit community that it serves,” says David Rauchwerger. “This includes the patients that I treat and the staff that I have the opportunity to enhance patient care with.”
Together, We Are Achieving the Exceptional

Extraordinary philanthropy, leadership and partnerships were the hallmarks of the inspiring past year for Mackenzie Health Foundation and the Exceptional Care Belongs Here campaign. The deep commitment of our most generous donors, volunteers and community partners continues to propel us closer to our goal, as you give back to advance a world-class health experience close to home.

On behalf of 9,373 donors, the Foundation granted $1.86 million to support a vibrant Mackenzie Richmond Hill Hospital with equipment, technology and educational bursaries, as well as set aside $21 million in new committed gifts for the future Mackenzie Vaughan Hospital. The Exceptional Care Belongs Here campaign—the largest community hospital fundraising campaign in Canada—has raised $52 million toward its goal of $250 million.

Two transformational gifts were made by families committed to both inspiring and supporting their community and its soon-to-open state-of-the-art hospital. With their gift pledge of $10 million to Mackenzie Vaughan Hospital, the De Zen family demonstrated their dedication to community and a legacy of giving back. The extraordinary generosity of entrepreneur Vic De Zen, with wife Angelina, sons Sergio and the late James, was inspired by a passionate commitment to community building in a city for which they have enduring pride.

Inspired by a family tradition of generosity and community leadership, Edward Sorbara, Marcella Tanzola and Gregory Sorbara made a gift pledge of $5 million to the York Region District Stroke Centre at Mackenzie Health and the Integrated Stroke Centre planned for Mackenzie Vaughan Hospital. They hope their leadership donation will inspire others equally as invested in the future of Vaughan to help build our hospital.

Much of our success is achieved with the support of our dedicated volunteers, including the 33 members of the campaign cabinet, our 22 board directors, and many committee members and chairs. Our signature and community events were a resounding success, with revenue totaling $3.1 million and thousands of participants from across York Region. Our 29th annual gala, chaired by Marisa Cosentino, Sandra DeMaria and Deanna Sgro-Natale, raised $1.25 million. The gala’s auction was one for the record books, raising in minutes more than $200,000 toward the appeal for a new $2-million CT scanner for Mackenzie Richmond Hill Hospital.

We are grateful to our entire community, including Mackenzie Health staff and physicians, whose support is essential to meet our challenging goal. Together, we are exceptional.

Enzo Morini
Chair, Board of Directors

Ingrid Perry
President and CEO

The deep commitment of our most generous donors, volunteers and community partners continues to propel us closer to our goal.

Financial Highlights

<table>
<thead>
<tr>
<th>REVENUE SOURCES</th>
<th>%</th>
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<tbody>
<tr>
<td>Major Gift and Campaign</td>
<td>67%</td>
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<tr>
<td>Special Events</td>
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<tr>
<td>Annual Program Giving</td>
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<tr>
<td>Investment Income</td>
<td>9%</td>
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</tbody>
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| Number of Donors | 9,347 |
| Number of Gifts | 20,877 |
| Total Donations & Revenue | $16,159,605 |

GRANT DISTRIBUTION

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<tr>
<th>Category</th>
<th>Amount</th>
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<td>Program Support</td>
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<td>Mental Health</td>
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<td>Education &amp; Bursaries, Library</td>
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<td>Patient Care Equipment and Renovations</td>
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<td>Mackenzie Vaughan Hospital</td>
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<td>Mackenzie Innovation Institute</td>
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<td><strong>Total Grants</strong></td>
<td><strong>$1,855,776</strong></td>
</tr>
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We also invite you to read the Foundation’s annual report at mackenziehealthfoundation.ca
Volunteers Give Valuable Time for Our Community

If you have visited Mackenzie Richmond Hill Hospital or one of Mackenzie Health's community locations, you will most likely have come across one or more of our dedicated volunteers.

Easily identifiable in their purple uniforms, these community-minded neighbours work in almost every area and department across the organization, including clinical areas and behind the scenes in administrative roles. Their gift to the community is helping patients and visitors find their way and lending a hand where they can to health care providers.

From greeting visitors upon arrival to helping patients to the lobby when they are ready to go home, volunteers are there.

This year, our community benefitted from more than 750 volunteers who contributed more than 92,000 hours to help visitors by providing a warm welcome, escorting them to their appointment or helping to locate a patient in hospital. Their comforting presence helps make coming to the hospital less stressful and is appreciated wherever they provide assistance.

Their fundraising efforts are also second to none. Over the years, volunteers have raised more than $4.5M and have always been eager and willing to help raise funds for key equipment needs.

Through their many events and activities, this year the Mackenzie Health Volunteer Association completed a three-year $250,000 pledge to purchase 25 fetal monitors for the Woman and Child Program, a year ahead of schedule!

To help make tracking their hours of service easier and to better stay connected to the hospital and to their volunteer role, Mackenzie Health recently launched a new volunteer website/portal called VSys Live. As the first hospital in Canada to use this specific portal, the system helps volunteers manage their personal volunteer history from the comfort of their home, which is especially useful for those who contribute significant time and energy, but don't often come to the hospital. Looking to the future, this system will connect all of Mackenzie Health's locations, including the future Mackenzie Vaughan Hospital, so volunteers can stay in the loop and track their contributions in real time, wherever they are.

Over the past year, more than 750 neighbours from across Southwest York Region volunteered their time to help make visiting the hospital or one of Mackenzie Health’s community locations a little easier for patients and visitors. 

A Chance to Give Back

LORRAINE VARGA has been a Mackenzie Health volunteer for over six years. After receiving care for a cancer diagnosis and recovering at Mackenzie Health, she was convinced this was the best way to give back to the community. “The staff, physicians and volunteers all contributed to my care and told me everything was going to be okay,” says Lorraine. “Because of them, cancer was less scary.” Lorraine is an Information Desk volunteer and her favourite part of the role is helping people find their way around the hospital.
Mackenzie Health has a new, modern-looking website, structured through the eyes of our patients and our community.

Developed in collaboration with our patient and family advisors, clinical teams and subject matter experts, the new website features:

• up-to-date and easy-to-read content
• intuitive navigation and search functions – all information is only a few clicks away!
• accessibility and responsiveness features
• seamless compatibility with mobile devices
• option to register and pay for pre- and post-natal classes online
• improved physician search functionality
• option to subscribe to pages and receive email updates when new information becomes available.

See these and all the other features at www.mackenziehealth.ca