



ANNUAL
REPORT
2017-2018

*It's What's Inside
That Counts*

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Audiology and Hearing Aid Dispensary
Augmentative and Alternative Communication
EMG Clinic
Falls Prevention Program
Hand Therapy Program
Memory Clinic
Orthopedic/Amputee Rehabilitation
Steve Ludzik Centre for Parkinson's Rehabilitation
Rankin Family Cancer Rehab Program (2018)
South Niagara Wellness Centre Ambulatory Rehab
(Satellite Clinic)
Speech Language Pathology
Stroke/Neurology Rehabilitation
WSIB Regional Evaluation Centre



Looking Within...

At Hotel Dieu Shaver Health and Rehabilitation Centre, our story starts with you. It begins the moment you come through our doors - each arriving with a unique set of needs and challenges on your path to rehabilitation and wellness. Our vision to provide a delivery system worthy of our patients' and families' trust, coupled with being the centre of excellence for rehabilitation, complex care and geriatric services, is the very foundation of all we do. Our vision is only attainable because of each and every staff member, physician, volunteer, and community partner.

We are part of a larger story as we head into a transformative year. Hotel Dieu Shaver is helping build a dynamic healthcare system in Niagara, one where we ensure those living in our community will have access to rehabilitation services that will optimize their ability to live independently at home.

"It's What's Inside That Counts" was inspired by a local leadership development group that volunteered their time in a month-long promotional campaign to educate the community on Hotel Dieu Shaver's programs and services. The campaign virtually invited the public through our facility to see beyond its four walls. For staff, physicians and volunteers, we understand the feeling of family, of togetherness, and of compassion, every day. The campaign shined a light on the authentic culture at Hotel Dieu Shaver.

The statement itself reflects that our inner qualities matter more than our external qualities. A yet deeper emotional application is that we can only give what we have within. The physical walls we stand in were built in the 1930s and 1970s; an older façade perhaps. Most of our inpatient rooms are crowded with two or four beds per room, and some rooms do not have their own bathroom. Despite the challenges we have with limited space and lack of appropriate bathroom facilities, our Patient Satisfaction Rate has maintained at 98-99% - one of the highest in Ontario. Our equipment and patient care areas are innovative and fun, our staff are the most compassionate and highly skilled in the business, and we are always looking ahead to what is next.

Of course, "What's Inside That Counts" is reflective of the patients and the families we serve. In serving those patients who have suffered an amputation, stroke, or car or motorcycle accident, we acknowledge that the staff at Hotel Dieu Shaver are only guides in their healing journey. It is the internal fortitude and a patient's desire to be the best in their new found abilities that propels patients to optimal health.

We are often asked, what makes Hotel Dieu Shaver different? The difference lies in our Catholic legacy of faith and trust, whereby we are guided by our values and inspired by our Founding Sisters. We take a holistic approach, recognizing the whole person, the fundamental link between spirituality and healing, and the diverse cultural and spiritual needs of those we serve. We invite you to come inside and share in what makes us so unique.

Thank you for another year of support and we hope you continue to follow us on our journey to ensuring Niagara residents are looked after body, mind and spirit.

Message from the *Chair and CEO*



Dr. Ron McTavish
Chair, Board of Trustees



Jane Rufrano
CEO/CFO

HIGHLIGHTS OF 2017-2018

APRIL 2017 - THE MARKETPLACE

HDS was selected as the recipient of the 20th annual Niagara College Many Hands Project. This partnership opportunity provided Niagara College carpentry and event students with the real life experience of building a Marketplace simulated environment. The idea of having an on-site Marketplace simulation for patients was to create a rehab setting where patients could continue to build the skills they need for optimal independent living after a life-impacting health change. Since opening this new simulation environment, the clinical teams have been able to assist patients with relearning daily living skills related to participating in a shopping experience and regain their independence to safely and confidently transition from hospital back to their home and community.



APRIL 2017 - HONOURING OUR VOLUNTEERS

HDS held its annual Volunteer Appreciation to honour the 108 volunteers that contributed 8,204 hours. At an hourly rate of \$25.00, that would equate to \$205,100. During the event, five volunteers were given a special acknowledgment for the amount of time committed to HDS over the past year - BettyLou Toth, Norris Eaton, Ed Meyer, Wilma Telesnicki and Paul Nestor. We thank our volunteers and Auxiliary for all the amazing work they do at HDS and in the community!



SPRING 2017 - DEDICATED STROKE POD

The Ontario Stroke Network released its Annual Stroke Report Card for the province of Ontario. HDS was identified as #1 in the province of Ontario for progression in Stroke Rehabilitation. In an effort to continue to propel stroke rehabilitation and best practices forward, an HDS Stroke POD Planning Committee was formed with the purpose of completing a program review with the goal of further aligning our POD model with the Canadian Stroke Best Practice Guidelines. Following the recommendations of this committee, the PODs were re-configured to create one Dedicated Stroke Pod. This re-organization IS intended to achieve further quality improvement and even better patient outcomes.

MAY 2017 - LAUNCH OF EMG LAB

HDS implemented a new EMG Lab operated by Physiatrist, Dr. Simran Basi. The idea for this program launch resulted from the need of many patients requiring EMG diagnostics in assisting with formulating or verifying their neurological conditions, such as various neuropathies. It was identified that those who lived in Niagara had limited access to this service and also had a significant wait time to access this service locally. Since implementing this program, HDS has provided EMG services to a total of 53 patients.

MAY 2017 - CELEBRATING DOCTORS DAY

The inaugural RHSJ Physician Excellence Award was established and presented to a physician who demonstrates dedication, exceptional clinical practice and continues the healing mission of our founding Sisters, the Religious Hospitaliers of St. Joseph. In 1636, our founders launched a healing partnership in France to care for those in need and this spirit continues today. The recipient of the award went to Dr. Richard McMillan and among the nominees were Dr. Galina Arvinte and Dr. Jack Luce.



MAY 2017 - JEANNE MANCE AWARD

The Jeanne Mance Award was presented during Nurses Week to Kathleen Browning (RPN 2 East) who was described by her colleagues as a team player, provides patient-centered care, is always calm, incorporates best practice evidence into her everyday practice, and a pleasure to work with. Kathleen is the fourth nurse presented with this prestigious award. Congratulations Kathleen!



JUNE 2017 - EXTERNAL DIAGNOSTIC IMAGING

X-rays are now being imaged using an external company known as STL Diagnostics. This service brings X-ray technology directly to the patient bedside, removing the need for multiple patient transfers within the facility or to the St. Catharines Acute Hospital Site. This service also provides Ultrasound and Doppler studies to be completed in house, which have provided a faster turnaround time on important diagnostic studies. Physicians now have access to view the X-rays on-line, as well as read the X-ray reports in a more timely fashion.

OCTOBER 2017 - SPIRIT AWARD

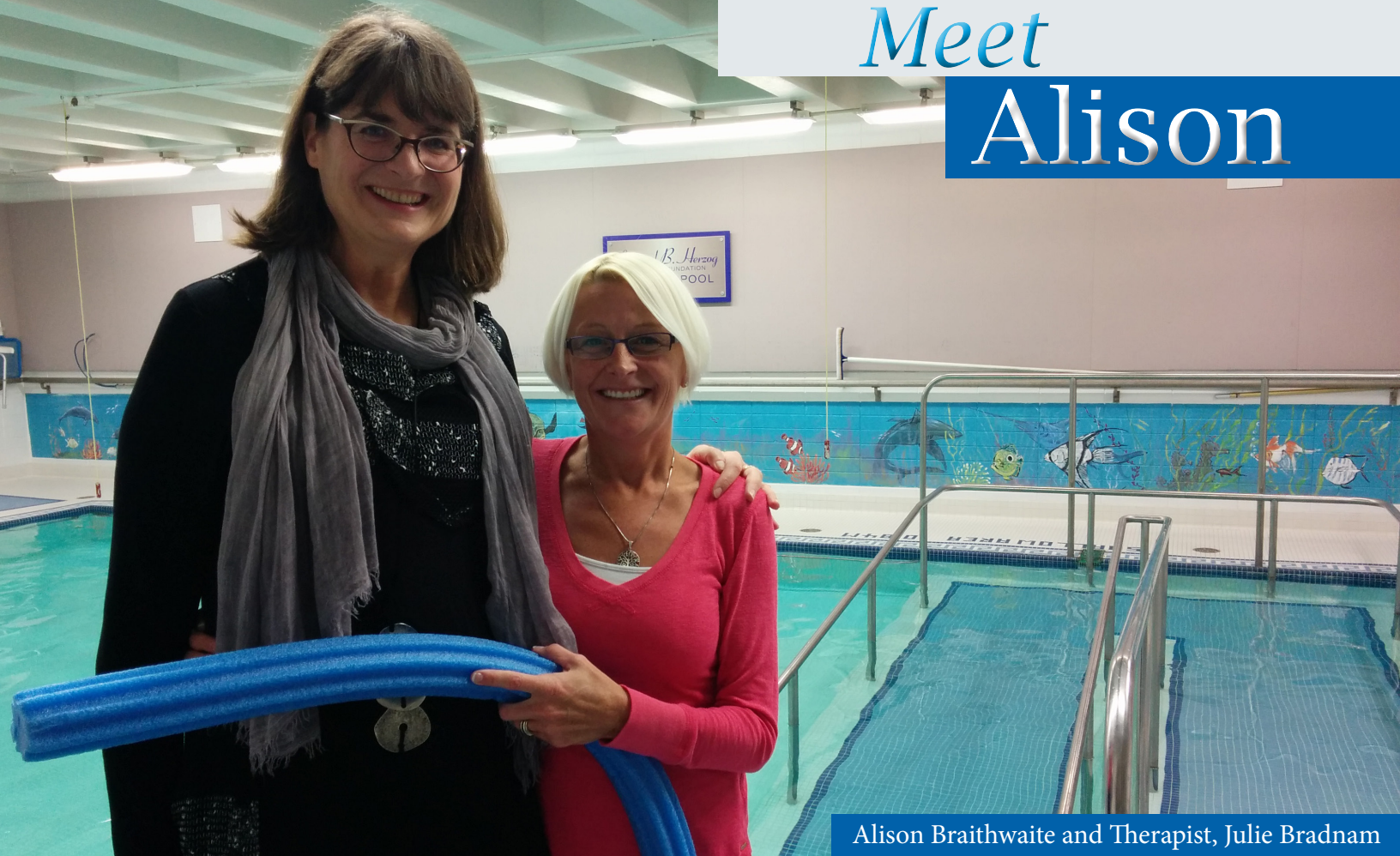
The SPIRIT Award was established in 2011 to recognize a staff member for outstanding contributions to HDS mission and values. The award is presented at the annual Employee recognition Awards night on November 14th. Congratulations to Madeleine Booth R.N. as the recipient and to all nominees!



FEBRUARY 2018 - 2ND ANNUAL UPDATE IN REHAB

HDS hosted its 2nd Annual Update in Rehabilitation Medicine, an accredited education forum. This event, held at the Parkway Holiday Inn in St. Catharines, was targeted to Family Physicians, Allied Health Providers, and Physician Specialists. Clinical updates on a variety of topics related to specialized rehabilitation were offered. The presentations were dynamic and informative with many positive comments received from those who attended. Overall, this event was very successful with over 100 people attending.

Meet Alison



Alison Braithwaite and Therapist, Julie Bradnam

With only 100 steps away from the entrance to her hotel, everything changed for Alison.

She was in California completing a professional development course where she had a day of classes, networking, then dinner.

“It’s not even a good story,” she says. “It’s actually really embarrassing. I slipped on a decorative sidewalk. I was wearing sensible shoes - no heels! But I tripped and put my arm down to stop the fall.”

Alison knew immediately that she needed surgery. An ambulance was called and she was driven to a hospital in California. With her left wrist and knee joint both broken, she had surgery the next day. It was the July long weekend, so a transfer from the United States to Canada was not possible.

Born in Vancouver, Alison moved around quite a bit before settling in St. Catharines for the past ten years. “I truly got a sense of how lucky we are to be Canadian. I received all sorts of bills as a result

of my hospital stay in California. They totaled over \$200,000," she says, grateful for her husband's insurance coverage as well.

After one week in the California hospital, she was flown to St. Catharines, accompanied by a nurse. "I realized quickly that accessibility is such an issue, even today. You can't just wheel yourself onto a plane in a wheelchair." The seats on the plane had an immovable arm rest making her transfer to the seat a challenge. The washroom on the plane was too small for her to use with her walker, so she waited for the changeover that allowed her to get off the plane and use a bathroom. Even then, the bathroom door didn't have an automatic button, and the door was too heavy to open from a seated position with only one hand.

"I'm lucky that it was only a temporary problem for me, but it's a constant problem for others." At home, moving around the house was difficult. "There was a whole process - I had to be lifted in my wheelchair over the front stairs." As an active cyclist and nature lover, she's accustomed to being independent and active. Alison couldn't put any weight on her leg for two months and felt as though she was stuck watching life from her living room. "You don't realize what you have until you lose it."

Alison's orthopaedic surgeon referred her to Hotel Dieu Shaver Health and Rehabilitation Centre. She came in hopping, refusing to use her walker. "The second day, I was crying the whole time," she says, realizing how far her journey would be. "I didn't feel out of place. The therapist said it was fine to have those feelings. Little by little, she proved to me that I could do it."

"It really was an amazing experience."

"Everyone was so lovely throughout the whole process. The therapists always explained why an exercise or movement was important. They taught me to be aware of not developing bad habits by compensating with my other leg or wrist. Everything helped to build up my muscles again."

Alison says the most important lesson she learned was perspective. Seeing how far other patients had come made her see her own progress in a different light. "What I had was nothing compared to the other patients. I became motivated by watching other patients and seeing their recoveries."

After completing three months of therapy, Alison says it was tough to leave. "I had to figure out how to build the same community around me on my own, at home. You don't realize what you're stepping into when you first arrive. I'm so thankful for the time everyone invested in me, from the therapists to the support staff. I felt so looked after by everyone." Her favourite therapy that she misses the most? The pool! "It felt like a warm hug! There was freedom - my whole body could move in the pool."

She continued her exercises at home and is once again independent. "I wouldn't wish this on anybody, but to have it in our own community is a blessing. Without Hotel Dieu Shaver, I wouldn't be where I am, wouldn't be working again, wouldn't be back contributing," she says. "It really was an amazing experience."



When a traffic accident left Sarah immobile, she didn't know what came next.

Sarah didn't dare move. "I couldn't feel my right arm at all. I knew it was broken." An X-ray confirmed her arm and shoulder had been shattered in seven places.

Sarah enjoys keeping busy. Sarah's free time was spent volunteering and helping those in need. She divided her time between being a mother of a 23 year old, working at White Oaks Resort and Spa and volunteering with several organizations in Niagara. For the past thirteen years, Sarah has opened her home to youth on school exchange programs, hosting multiple students at a time.

Since starting at White Oaks as a switchboard operator, Sarah was quickly promoted to the sales office. She's now the Executive Assistant. "The White Oaks staff have been so accommodating since the accident," she says. Due to the surgeries and therapy sessions, she's had to shift from full time to part time.

Sarah's broken arm and shoulder was put back in place with the help of a metal rod and plate, attached with twelve screws, leaving her right arm at a 45 degree angle in a sling for over two months. Everyday tasks were difficult for this right-hander to accomplish. She had to learn to use her left hand, as even her fingers became immobilized with pain.

Therapists Andrea and Jenny at Hotel Dieu Shaver's Hand Clinic assisted Sarah in getting movement back in her hand and arm. A custom-made sling helped Sarah learn to lift her fingers, and what can only be described as an "arm guard", gradually let Sarah hold her arm straight. Therapy included using weights, and using water to help move her fingers and hand. She also used the therapy pool to help with shoulder and arm movement.

The Hand and Upper Extremity Program at Hotel Dieu Shaver provides specialized, interprofessional rehabilitation services

for individuals diagnosed with dysfunction, disease, arthritis, falls or traumatic injury to the upper extremity. The program includes assessment, treatment, and education for patients and family members. The staff also specializes in custom splint fabrication to protect or mobilize joints. Patients are referred through their family doctors, surgeons or rheumatologist.

Hotel Dieu Shaver is truly amazing!

All through Sarah's surgeries and therapy, Sarah prayed to "just get through the pain" and was determined to get her arm strength back. She worked diligently on her therapy sessions, doing the exercises at home. She used a pulley to help lift her arm and practice putting her arm behind her back. Finally, she gained enough strength, lifting one-pound to five pounds weights.

"I'm so thankful," she says. "I wouldn't have been able to move my fingers or my arm without the therapy I had at Hotel Dieu Shaver."

She credits therapists Andrea and Jenny. "Whenever I had a fear or anxiety about moving my arm, I voiced it and felt comfortable telling them because they were so reassuring," she says. "It's like they could read my feelings, my fears, and my anxieties. They emotionally prepare you, and give you real goals to work with. They are truly amazing."

Sarah remains optimistic that her arm will regain its full function and is anxiously awaiting getting back to volunteering. "I would love to come back to volunteer at Hotel Dieu Shaver to help repay what I've gained from being here," she says. "There's no way I would be where I am without Hotel Dieu Shaver."

Celebrating



Our Culture



INPATIENT ADMISSIONS

1,146



PATIENT SATISFACTION

98 %



YEARLY AVERAGE

TOTAL OUTPATIENT VISITS

40,000



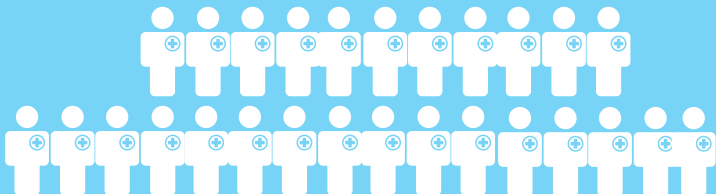
NUMBER OF BEDS

134



EMPLOYEES

420



VOLUNTEERS

108



MEDICAL STAFF

36



AVERAGE LENGTH OF STAY

COMPLEX CARE

51 Days



YEARLY AVERAGE

AVERAGE LENGTH OF STAY

REHAB

23 Days



YEARLY AVERAGE

2017 - 2018 Financial Results at March 31, 2018

Financials

Total Assets	\$20,125,133
Current Assets	\$ 4,363,297
Long Term Assets	\$ 6,866,292
Capital Assets	\$ 8,895,544
Total Liabilities and Equity	\$20,125,133
Current Liabilities	\$ 6,593,501
Employer Future Benefits	\$ 2,001,200
Deferred Contributions	\$14,836,047
Net Assets	\$(3,305,615)
Total Revenues	\$32,616,732
LHIN Total Revenues	\$28,510,976
Other Revenues	\$ 4,105,756
Total Expenses	\$33,395,837
Salaries & Wages	\$21,180,127
Employee Benefits	\$ 6,042,986
Supplies	\$ 6,172,724
Surplus (Deficit) before Building Depreciation	(\$779,105)

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www.hoteldieushaver.org

CHEESE AND CHARCUTERIE BOARDS



ART BY LOCAL ARTISTS



APPAREL



Proceeds are re-invested into the hospital to allow for continual organizational improvements to benefit our patients, programs and the community.

2017 - 2018
HDS Foundation Financial Results
at March 31, 2018 *audited financial statements

	March 31, 2018	March 31, 2017
REVENUE		
Donations	\$ 1,828,804	\$ 1,212,850
Fundraising	\$ 477,564	\$ 421,205
Investment Income	\$ 146,579	\$ 189,219
Total Revenue	\$ 2,452,947	\$ 1,823,274
EXPENSES		
Fundraising	\$ 214,357	\$ 181,698
Operating Expenses	\$ 92,299	\$ 65,258
Salaries & Benefits	\$ 182,643	\$ 172,559
Total Expenses	\$ 489,299	\$ 419,515
Donation to Hotel Dieu Shaver	\$ 552,818	\$ 514,309
Unrealized Gain on Investments	\$ 129,457	\$ 234,836
(Deficit)/Surplus	\$ 1,540,287	\$ 1,124,286

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JUNE 7, 2017

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