

ANNUAL REPORT 2019-2020



*Renewing Hope
Rebuilding Lives*

TO OUR COMMUNITY

From Our Chair and CEO

Our strategic planning vision statement summarizes our raison d'être perfectly: As the only purpose-built rehabilitation hospital in Niagara, we are striving to be a world leader in patient experience, clinical outcomes, inter-professional practice and our unique culture of spirituality, caring and respect.

Each and every day, our staff, physicians, auxiliaries, volunteers and patient advisors aim to give their best compassionate care to every patient and family member. Both individually and collectively, we touch patients' lives – and very well according to our satisfaction scores. Our patients tell us that 96.8% feel that the Hospital provides them with enough information, and an astounding 99.6% recommend our care. We're proud of the strength of these connections which produce such positive results, and we are pleased to highlight more achievements in this Annual Report.

Despite the global COVID-19 pandemic creating many service adaptations in March 2020, there has been much to celebrate in the 2019/2020 fiscal year.

We released our 2020-2022 Strategic Plan as assurance of Hotel Dieu Shaver Health and Rehabilitation's long-term sustainability as a Catholic facility and a provincial leader in the provision of rehabilitation and complex care through the work of our exemplary staff.

Also due to our exemplary staff, and our government

partners at all levels, we are several steps closer to the expansion of rehabilitation beds in Niagara. Thanks to our \$500,000 planning grant from the Ontario Government, we have submitted our "Step 1a and 1b" proposal for planned expansion to help solve the challenges we and our community face together with currently limited infrastructure and growing demands for rehabilitation across Niagara. The expansion will reduce hallway healthcare and provide a seamless continuum of care as patients are better able to transition home and back into the community.

Again this year, we continued to showcase the importance of our mission and values through the Religious Hospitallers of St. Joseph (RHSJ) Physician Excellence Award, the Jeanne Mance Nursing Award, and the annual Spirit Award, all recognizing staff who emulate our core values. Our annual Canada Health Day mass presided by his Excellency, Bishop Gerard Bergie, is a highlight of the year as staff present a symbol of their work or department to the Bishop. We enhanced care through developing and strengthening inclusive internal and external quality networks to share and implement best practices in our quest to remain the most innovative rehabilitation hospital in the province and beyond.

As part of the transformation to Ontario Health Teams, we have embraced all opportunities to collaborate with other healthcare providers to further enrich the healthcare system. As a result, we partnered with more



than 40 other organizations to create the Niagara Ontario Health Team – Equipé Santé Ontario Niagara (NOHT-ESON). This will lead to better standardization of services, system optimization, and efficiencies, innovation and improvement of the patient journey by providing patients with the right care, at the right time, in the right place.

In order to continue our leadership in the field, beyond our collaboration to create the NOHT-ESON, we have also established and strengthened other partnerships, programs and efficiencies. We now have a voice up to the Ministry level on the Ontario, Patient, Family and Public Advisors Network. We have strengthened the inter-professional practice of Nursing and Pharmacy. We have implemented a Unit Based Pharmacy Model to ensure quality care. Our Augmentative & Alternative Communication (AAC) Team has collaborated with Hospice Niagara on palliative care. Thanks to the HDS Foundation, we have expanded the Parkinson's Program, reducing the patient waitlist from 2 years to 3 months. We launched a Clinical Quality Council. We partnered with Brock University by providing Masters students with 300-hour practicums as part of their Gerontology Program, and we provided students with experience in the Inter-professional Education for Quality Improvement Program (I-EQUIP). In collaboration with Niagara Health, HDS launched the Highly Integrated Rehabilitation Outreach Service (HIROS), which is supported by the Ministry of Health, with an aim to improve the timeliness and flow of inpatients from an acute hospital bed to a rehabilitation setting. Our Nursing team redesigned the Professional Practice Council to target quality improvement and

risk avoidance, and they also developed a new tool to assist staff with better understanding of staffing levels, ratios and deficiencies. In light of the COVID-19 pandemic, we are working to integrate technology that will enable tele-rehabilitation and other virtual platforms with several of our outpatient programs, starting with our outpatient stroke and orthopedic patients.

As we enter 2020-2021, the demand for our expertise and specialized resources continues to increase – with innovative approaches built to deliver services within various constraints including the COVID-19 pandemic. An aging population, increased complexity of patients, increased public expectations, and availability of resources, are key drivers of this demand. In order to have the greatest impact and create a healthier community for the future, Hotel Dieu Shaver continues to think differently about how our programs and services are designed and delivered.

Although funding and resources remain a challenge, we continue to drive innovation. As we've all experienced, the pandemic has created a time of uncertainty as we move forward. But this remains certain: we are proud to serve the residents of Niagara and we have a culture of quality that enables us to champion the role of rehabilitation as a core system solution in provincial healthcare reform.

We're grateful for your ongoing support throughout our journey, and it is our promise that our compassion and dedication to deliver unparalleled care will remain our priority as we move into another exciting and changing tomorrow as Niagara's only regional rehabilitation hospital.

Anne Atkinson
Chair
Board of Trustees

Lynne Pay
CEO
Hotel Dieu Shaver



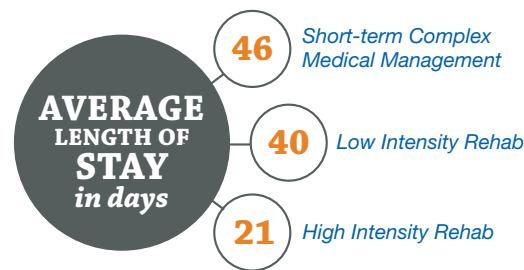
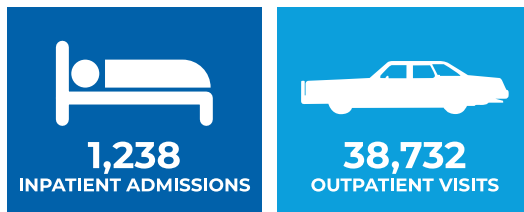



HOSPITAL STATS

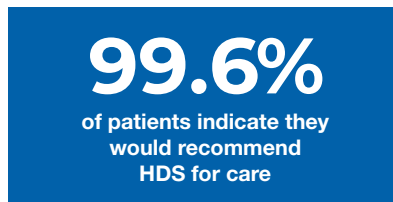
HUMAN RESOURCES



PATIENT INTAKE



SATISFACTION MEASURES



Regional Outpatient Programs

Hand Therapy
Memory Clinic
EMG Clinic

Audiology and Hearing Aid Dispensary

Augmentative and Alternative Communication

Orthopedic/Amputee Rehabilitation

Steve Ludzik Centre for Parkinson's Rehabilitation

Rankin Family Cancer Rehab Program

South Niagara Wellness Centre Ambulatory Rehab (Satellite Clinic)

Speech-Language Pathology

Stroke Rehabilitation

Neurology Rehabilitation

Rehab & Wellness Centre – WSIB Regional Evaluation

Inpatient Programs

Rehabilitation Program (Low to High Intensity)

Activation/Restorative Program

Short-term Complex Medical Management Program

End of Life / Palliative Care

OUR BOARDS

Hotel Dieu Shaver Board of Trustees

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Jean Armitage
1st Vice-Chair

Betty-Lou Souter
2nd Vice-Chair

Frank Bagatto
Secretary/Treasurer

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Gerard Bergie**

Peter Brown

Jessica Friesen

**Dr. Raymond
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President, Medical
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Sabrina Piluso

John Rollo

**Madeline
Woodhead**

David Ceglie
Executive Vice-
President of
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**Sister Louise
Dillon**
RHSJ, Director of
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Pastoral Services

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Director of Nursing

Dean Lorenz
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Communications &
Public Relations

Lynne Pay
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Officer

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Mario Prudente

Richard Sherk

Tracy Geoffroy
Executive Director

Rick Vaive
Ex-Officio

Bob Bell
Ex-Officio



ANNUAL HIGHLIGHTS

APR

- Active leadership with the Niagara Ontario Health Team – Equipé Santé Ontario Niagara (NOHT-ESON).
- Partnered with Brock University by providing Masters students with 300-hour practicums as part of their Gerontology Program, and provided students with experience in the Inter-professional Education for Quality Improvement Program (I-EQUIP).
- Held annual Volunteer Appreciation Luncheon to honour 126 volunteers who contributed more than 8,000 hours for the year.

MAY

- RHSJ Physician Excellence Award presented to Dr. Tatjana Zdravkovic.
- Celebrated Canada Health Day with Bishop Gerard Bergie presiding.
- Jeanne Mance Nursing Excellence Award presented to Jennifer Posliff.

JUN

- Implemented Unit-Based Pharmacy Model quality improvement pilot.
- Two new trustees joined our Hospital Board: Sabrina Piluso and Madeline Woodhead.
- Staff and patients participated in Heart and Stroke's Big Bike fundraiser, riding in support of stroke research, raising \$3,500 for the cause.
- Held 6th Annual Pasta Dinner, raising funds for HDS.
- Held annual Memorial Service for those patients who passed away during the last year.

JUL

- Canada Day mass held with Bishop Gerard Bergie presiding.
- \$500,000 planning grant received to develop submission for 62 new rehabilitation beds.
- Augmentative & Alternative Communication (AAC) Team collaborated with Hospice Niagara to complete a 9-week course, "The Fundamentals of Hospice Palliative Care".
- Parkinson's Program expanded to two teams to reduce waiting list from 2 years to 3 months.
- Participants golfed with various celebrity guests at Grand Niagara Golf Club, raising funds for the Steve Ludzik Centre for Parkinson's Rehab at HDS.

AUG

- On August 1st, celebrated the 14th anniversary of Hotel Dieu Shaver.
- In our rehab carpentry shop, volunteers and patients created 152 cutting boards that were gifted to golfers in the Wise Girls of Niagara's Tee Party Charity Golf Tournament.

SEP

- Celebrated our sixth annual Founders Day.
- Held Annual Card Party fundraiser with members of the Hotel Dieu Shaver Auxiliary.

OCT

- Celebrated Spiritual and Religious Care Week.



NOV

- Held annual Employee Recognition Awards night with Spirit Award presented to Nancy Gannon.
- Celebrated Mission Week, sharing various aspects of our history and mission of the Religious Hospitallers of St. Joseph.
- Management Team volunteered at Community Care of St. Catharines and Thorold to package 9,000 pounds of food and goods.
- On November 25, the Highly Integrated Rehabilitation Outreach Service (HIROS) Pilot Project was launched in partnership with Niagara Health, bringing occupational therapists, physiotherapists and acute care together.
- In partnership with the City of St. Catharines, held the annual Tree Lighting Celebration and launched the Snowflakes and Angels Campaign.

DEC

- Staff and volunteers gave 30 winter jackets, 100+ new toys and 4 barrels of food to Community Care of St. Catharines and Thorold.
- MPP Sam Oosterhoff attended HDS to announce provincial investment of \$175 million in hospital infrastructure, \$1.15 million for HDS.

JAN

- Launched Clinical Quality Council.
- Resurrected an ad hoc Marketing Committee, a subcommittee of the HDS Board of Trustees, to discuss branding and potential rebranding based on stakeholder input.
- Wearing NHL jerseys and Don't Ever Quit t-shirts along with hockey sticks & thank you signs, staff gave a welcome to the Ludzik family and The Steve Ludzik Foundation (SLF). This SLF presentation of \$120,000 was their largest gift to date, supporting The Steve Ludzik Centre for Parkinson's Rehab at HDS.

FEB

- Shared the 2020-2022 Strategic Plan with Board of Trustees and other stakeholders.
- Celebrated World Day of the Sick with a Service of Reflection and Blessing of Hands.
- Held the annual Rankin Construction Celebrity Ice Cup, an innovative fundraiser and two-day hockey experience allowing more than 200 amateur hockey players the opportunity to play with and against 14 NHL alumni.

MAR

- Senior staff members attended the Catholic Health Association of Ontario's Queen's Park Awareness Day.
- The global COVID-19 pandemic changed our service delivery, along with the rest of the world.
- Introduced Tele-rehabilitation Services in response to COVID-19.
- The Director of Mission and Pastoral Services implemented a new musical interlude program to lighten the spirits of staff and patients during COVID-19.
- The Director of Mission and Pastoral Services worked with various staff to facilitate patient and family visits in the glass tunnel between our Inpatient and Outpatient buildings, as well as organizing FaceTime visits to reconnect family to patients during the difficult time of separation.

Jim Prescott has been on the Patient and Family Advisory Council (PFAC) since the very early days of the program in 2016. He visits patients on a regular basis, including weekends, and is a PFAC representative on a number of committees to ensure that the voice of the patient is being heard through all aspects of care and service at the hospital.

We are very proud that Jim has recently been approved to join the Quality Unit of Ontario to become a provincial representative of the Patient, Family and Public Advisor's Network.

Fortunately for us, Jim will provide a strong voice for rehabilitation and complex care and inform others, right up to the Ministry level, that our hospital plays a very important role in a patient's health care experience.



REBUILDING A LIFE

Meet Bryony Hawthorn

“I will forever be grateful for Hotel Dieu Shaver.”

Bryony had seen the commercials. She knew the symptoms of stroke, and she knew the risk factors. “But nothing was typical about my stroke.”

Just over a year ago, Bryony was at the gym. “I was working out extra hard, getting in extra great shape for my wedding,” she remembers. The headache and dizziness that came on shortly afterwards was attributed to pushing herself too hard.

She went home, had a shower, but the dizziness didn’t go away and suddenly she felt hot. “Here I was, in bed, dripping with sweat,” she says. “The light was bothering me so much, I wore sunglasses around the house.” She powered through, even as her left hand started going numb.

An ambulance was called, and diagnosed her with a pinched nerve in her arm.

“I knew it wasn’t that, but I had no other explanation,” she says. Stroke didn’t cross her mind. “My speech wasn’t slurred, I could still walk.”

In the driveway, her left leg started dragging. In the ambulance, her speech started to slur. “I had no feeling in my face, and it started drooping.”

Bryony spent three days in intensive care. The stroke left her with no feeling on the left side of her body. Her top priority was getting home to her seven-year-old son. “They told me that in order to go home, I had to be able to walk,” she says. “So I told my brain to move my toe, over and over again, until I could do it.”

Bryony was discharged, then referred to Hotel Dieu Shaver Health and Rehabilitation Centre’s Outpatient program, attending twice a week.

“Hotel Dieu Shaver was my saving grace. My arm was hanging awkwardly at my side. I had lost my memory, and I needed to re-train my brain.” Her therapists - Mike, Stephanie, Katie – prepped her to get back to the real world and allowed her to rebuild her life. “They saved me,” she says.

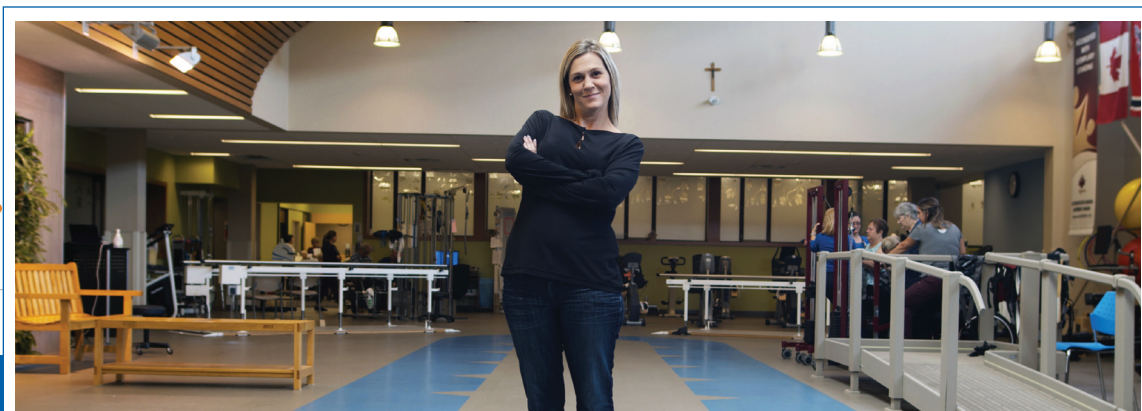
“I loved coming here. It was hard to leave,” she says fondly. “Everything I learned here, I still apply it to my life today. It’s about me now, and I have to prioritize my health and well-being before anything else.”

Bryony was soon able to go back to work. “Hotel Dieu Shaver saved my life.”

“The therapists, they uplift you. You get encouraged every day, seeing patients just like you, going through the same things as you.”

Like everyone, Bryony says she has good days mixed with bad days. “But I can honestly say the stroke was one of the best things that happened to me. It made me stronger,” she says defiantly.

“This is the new Bryony.”



PROGRESS WITH PARKINSON'S

Parkinson's Program Expansion

Beginning in July 2019 until March 2020, Hotel Dieu Shaver was able to expand the Steve Ludzik Centre for Parkinson's Rehab Program to include two full therapy teams, from one. With the addition of a second therapy team, this allowed for double enrolment into the program, serving a greater volume of people from across Niagara who are living with Parkinson's disease. Thanks to additional funding from HDS Foundation, Hotel Dieu Shaver is pleased to have managed to reduce our patient waiting list from approximately two years down to three months!

Steve Ludzik Foundation Donation & Rally

Hotel Dieu Shaver welcomed the Steve Ludzik Foundation (SLF) in January, as they presented an annual donation of \$120,000, their largest donation to date.

Little did Steve know that this day was more than just a celebration of his Foundation's donation to HDS, but a rally in support of his contributions, commitment and generosity after all these years. To show Steve how appreciative HDS and the Niagara community are of his support, staff, physicians, volunteers and patients lined the hallways in NHL jerseys.

Thank you Steve Ludzik Foundation for your dedicated support and ongoing commitment to Hotel Dieu Shaver and the Steve Ludzik Centre for Parkinson's Rehab.

Parkinson's Patient Story – Marlene

When Marlene was diagnosed with Parkinson's in 2018 the first thing her doctor said to her was, "You are so lucky that you live in Niagara." Her doctor was referring to the Steve Ludzik Centre for Parkinson's Rehab Centre at Hotel Dieu Shaver.

Marlene's diagnosis of Parkinson's did not come quickly. It took nearly 8 years for her diagnosis, as she did not present the typical nor obvious symptoms of Parkinson's. When Marlene was finally diagnosed, she questioned whether completing the Parkinson's program at Hotel Dieu Shaver was the right fit for her. At the time, her symptoms were not advanced.

After joining the Steve Ludzik Centre for Parkinson's Rehab Centre at Hotel Dieu Shaver, Marlene suddenly realized that now was the perfect time for her to be participating. The program was an eye opening experience for Marlene. "The therapists made me realize I have the tools I need to live with Parkinson's, I just need to know how to apply them. I have always had the key; I just needed to know how to turn it to unlock my own potential."



YOUR FOUNDATION **AT WORK**

HDS Foundation Welcomes New Executive Director

Tracy Geoffroy joined Hotel Dieu Shaver Foundation as Executive Director in late 2019.

Tracy is a Certified Fund Raising Executive (CFRE) with over 20 years of experience in fundraising. She began her career at the United Way and most recently was the Director of Development at Brock University.

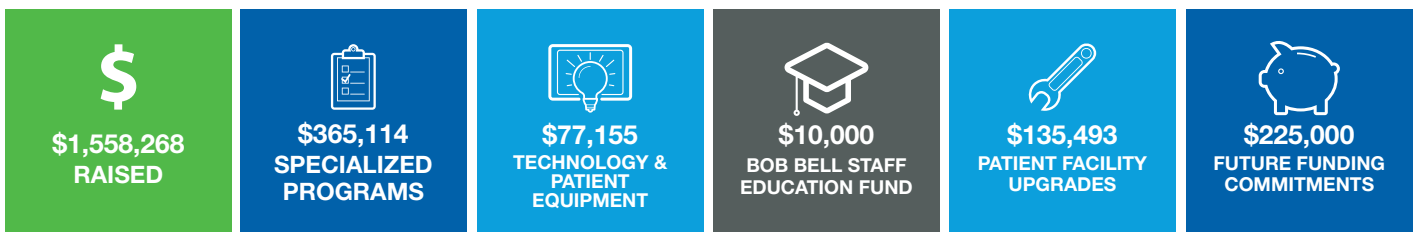
Tracy has extensive knowledge and experience in annual, leadership, major and legacy giving.

Tracy looks forward to connecting with the Foundation's supporters and community organizations in the coming months.



Where Your Money Goes

Throughout the 2019-2020 fiscal year, Hotel Dieu Shaver Foundation distributed donor funds to many areas of care. Thanks to our generous community, each and every gift helped us reach the \$1,558,268 raised to provide comfort, care and hope for our patients.



Foundation Events

Signature Events:

Hotel Dieu Shaver Foundation hosted three events that saw tremendous success thanks to participants, sponsors and community support. The 6th annual Pasta Dinner (June 2019), Tree Lighting Celebration (November 2019) and Celebrity Ice Cup (February 2020) generated over \$290,000. Thank you Niagara for your continued support of these events.



Community Events

Each year, our community joins forces to host third-party fundraising events in support of patient care and equipment at HDS. We are happy to highlight these successful partnerships, and we are grateful for their continued support.

Pearl Gloves:

HDS Foundation was honoured to partner with Pearl Gloves Charity Boxing Event (November 2019), receiving \$67,067 towards Hotel Dieu Shaver's neurology programs. Pearl Gloves is a charity boxing event featuring everyday people training as fighters, stretching themselves to their limits and raising funds to support those living with Multiple Sclerosis in Niagara. HDS' own physiatrist, Dr. Omar Khan, stepped into the ring this year in support of his patients and others in the community.



Niagara Golf Marathon:

In June 2019, 40 golfers participated in Niagara Golf Marathon, completing 100 holes of golf in one day and raising \$38,000 for Hotel Dieu Shaver Foundation. Over the past 4 years Hotel Dieu Shaver has received over \$100,000 in support from Niagara Golf Marathon – thank you marathon golfers for your commitment to healthcare across Niagara!



DONOR IMPACT AT HDS

Remembering Mike – A Legacy Gift —

As dedicated residents of St. Catharines, Mike Washuta and his wife June strongly believed in supporting healthcare in Niagara. Many charities across Niagara have graciously benefited from their philanthropic spirit, including Hotel Dieu Shaver. Mike was grateful for the care he received as a patient of HDS and generously left a gift of \$50,000 in his estate. These funds will support two unique programs at Hotel Dieu Shaver: The Steve Ludzik Centre for Parkinson’s Rehab and The Rankin Family Cancer Rehab Program. Mike held a special place in the hearts of our entire HDS family and his legacy will live on in the lives that have been impacted by his generosity.



Gift of Equipment

As a wonderful tribute to her late husband John, Helen Tutecky made a generous donation of over \$13,000, purchasing a wound therapy machine for our patients at Hotel Dieu Shaver. Helen recognizes the importance of ensuring our patients have the latest technology and is committed to providing patient care equipment to improve our patients’ recovery and quality of life. Thank you Helen for remembering John in this meaningful and thoughtful way.



A GIVING COMMUNITY

Celebrating Community Support

This year, HDS Foundation received the generous support from many community groups, churches, clubs and associations that helped us purchase many patient care equipment items. We are grateful to have this continued support year after year.

A heartfelt thank you to the Royal Canadian Legion Branch 24 for their generous gift of \$7,900, which purchased two specialized mattresses and a new set of training stairs. We were also delighted to celebrate RCL Branch 24's 15th year of giving to Hotel Dieu Shaver! Your commitment to making a difference in the lives of veterans and their families is truly remarkable.



Honouring Family

George and Colette Saranchuk and their family visited Hotel Dieu Shaver for a special unveiling in the summer of 2019. Hotel Dieu Shaver was honoured to recognize the family's \$25,000 gift by naming the main boardroom – the W.M (Bill) Saranchuk Boardroom – in memory of their loving brother and uncle. As a surprise to Colette, George has made an additional \$25,000 gift to name the first floor physiotherapy space – The Colette Saranchuk Physiotherapy Room. Thank you to the Saranchuk family for honouring your loved ones in this special way.



CAPITAL DEVELOPMENT

Planning Grant And Proposal Submission

In spring 2019, Minister of Health Christine Elliott visited HDS to announce a forthcoming \$500,000 planning grant to facilitate development of a submission to the Ministry for construction of building(s) to accommodate an additional 62 rehabilitation beds at HDS.



Since receipt, HDS staff have worked closely with the Project Lead and with the Capital Branch of the Ministry of Health to help ensure that the Stage 1A and 1B documentation is completed, reviewed and submitted by the summer of 2020.

STRATEGIC PLAN

2020 – 2022

Planning the capital build aligns well with bringing our new Strategic Plan to life. The plan was approved by our Board of Trustees in the spring of 2020.

The Plan embodies a solidified vision and four strategic directions:

Vision: as the only purpose-built rehabilitation hospital in Niagara, we are striving to be a world leader in patient experience, clinical outcomes, inter-professional practice and our unique culture of spirituality, caring and respect.

Strategic Directions - each with corresponding strategies.

1. Encourage a safe, healthy workplace culture with high-performing teams.
2. Promote care coordination and system partnerships.
3. Improve quality and the patient and family experience.
4. Create an enhanced and sustainable future.

MISSION

Founded by the Religious Hospitallers of St. Joseph (RHSJ), Hotel Dieu Shaver is a community of holistic and compassionate care for all those who seek our service and for those who serve.

As a Roman Catholic facility, grounded in God's love, we provide the resources and care to enable people to reach their optimal level of health and well-being.



www.hoteldieushaver.org



Ontario 
MINISTRY OF HEALTH

 *Catholic Health International*
Santé Catholique Internationale

 Catholic Health Association of Ontario
Association Catholique de la Santé de l'Ontario

Renewing Hope
Rebuilding Lives