



Spelling Out Success
2014-2015 Annual Report

message from the Chair & CEO

"Coming together is a beginning; keeping together is progress; working together is success." ~Henry Ford

As we end off another incredible year, we reflect on our patients, our team, our partners, our community, and the success that embodies them. It is with these collective bodies that our 2014-2015 year has been a period of growth and accomplishment. While our mission, vision and values continues to define and guide Hotel Dieu Shaver's ability to shape healthcare in our community, we have renewed our commitment to patient-centred care - an approach that places the patients' expectations and perspective at the centre of everything we do.

At the heart of our organization is our staff. We often focus our successes on our patient's journey with us - but their lives could not have improved without the dedication and inspiration our staff give our patients. Success comes in many forms within our walls, but is always driven by comfort, care and hope. To ensure future successes, we invest in the best staff and take steps to support and enhance their work environment.

In the fall, a third party organizational measurement agency conducted an employee engagement survey on behalf of Hotel Dieu Shaver. The survey results represented perceptions and opinions of staff members on the quality of their work life. We are proud to reveal that based on the results, Hotel Dieu Shaver scored well above average for both the corporate and healthcare comparators. The analysis also concluded that we have a well-defined healthcare identity with a strong support for our mission and culture - a testament that our mission, vision and values are embedded in our everyday lives.

Hotel Dieu Shaver was once again presented with a Quality Healthcare Workplace Award. The awards are sponsored by the Ontario Hospital Association and HealthForceOntario, an initiative of the Ministry of Health and Long Term Care. Submissions from hospitals and other healthcare organizations across Ontario were judged on the basis of a number of criteria with an emphasis on healthy and inspiring work environments, continued efforts to improve the quality and reduce costs, and focus on patient care excellence. This year, we were honoured with a Gold Award, a step above Silver from the previous year. This award confirms our commitment to a compassionate, healthy and inspiring work environment for our staff, physicians and volunteers.

In late 2014, we were honoured with a Silver Award in the Green Hospital Scorecard - a tool for hospitals to benchmark their environment performance against its Ontario peers. In the Scorecard's inaugural year, we were awarded Bronze, and are extremely proud that Hotel Dieu Shaver has raised the bar of excellence this year. We continue to focus on reducing environmental impacts that help our facility become more energy efficient.

Also acknowledged this past year was Network Niagara's Shoulder and Elbow Evaluation Centre. The Workplace Safety Insurance Board conducted provincial evaluations, and our very own Centre was identified as being the number one performer in the province of Ontario. This achievement highlights our hospital-wide commitment for ongoing quality improvement and continuous high-quality patient care.

As healthcare organizations continue to strive to meet the needs of the changing healthcare climate, many are faced with making



changes to their overall service delivery models. This past year, Hotel Dieu Shaver spent several months developing a plan that would prepare the hospital for upcoming changes and ensure future organizational effectiveness, optimal performance, and long-term financial health. In November 2014, the organization announced to its staff that they would be moving toward a new Rehab Service Delivery Model.

In this interprofessional collaboration model, "The POD Model", teams are comprised of various healthcare disciplines working together towards common goals to meet the needs of a patient population. Team members divide the work based on the team members' education and experience. The team also shares information to support one another's work and coordinate treatment to deliver person-centred rehabilitation care.

In addition, Hotel Dieu Shaver has converted its 1st floor into a blended unit model, which includes clustering patients by patient groups. In this new model, patients will receive rehabilitation services in accordance to their diagnosis, their needs, their tolerance, best practice recommendations, and not as a result of their room location. This new POD Model allows each healthcare discipline to work more cohesively and focus on the needs of our patients.

As we move into our tenth year, we are reminded of our founding sisters, The Religious Hospitallers of St. Joseph, who responded to the unmet needs in the community. We are looking to the future and considering how we can best meet growing demands, emerging needs and enhance our contribution as a faith based healthcare provider.

2015-2016 will surely be a year of opportunity, growth and challenges. We will work with our partners at the Local Health and Integration Network, other hospitals, healthcare facilities and community agencies to ensure the residents of Niagara receive the best care at the right time.

We hope these stories shared in our annual report provide a sense of the path we walk together - as caregivers, patients, residents, neighbours and friends - and our commitment to the success of your health and wellbeing.

Dr. Ron McTavish
Board Chair

Jane Ruffano
CEO/CFO

meet our patients

FELICIA KOSTECKY

"I'm always the one falling and tripping over things," she says laughing. "I'm very klutzy." But this time was different. Felicia Kostecky fell on the living room floor at 5:00 a.m., making enough noise to wake her husband, Robert. Robert picked her up from the floor and walked her to the bathroom and went to get Felicia a glass of water. When he came back, he noticed her mouth had dropped and her speech was slurred. As a trained Emergency First Response and Handicapped Scuba Association instructor, Felicia knew the symptoms of stroke, but insisted to her husband that she was fine and that she was just tired. Robert took her back to bed noticing that her movements were becoming erratic. She laid down and fell to sleep while Robert immediately picked up the phone and called 911.

A stroke occurs when a blood vessel in the brain becomes blocked or bursts, resulting in a lack of blood supply and surrounding nerve cells to be cut off from their supply of nutrients and oxygen. In Felicia's case, the lining of the carotid artery, one of the two key arteries in the front of the neck, pulled away and ripped, resulting in a blood clot forming in her brain. Felicia had no warning signs or symptoms, which are usually high blood pressure or high cholesterol.

When the paramedics arrived, they had to wake Felicia since she had gone back to bed. She was taken to Greater Niagara General where a neurologist was waiting to give her a CT scan. Once the type of stroke was diagnosed, she received a shot of t-PA (tissue plasminogen activator), that when given in time, can often break up a clot, restore blood flow and help prevent permanent damage. Not all stroke patients are eligible for the shot—it depends on the type of stroke, timing and symptoms.

When she awoke, she realized she was paralyzed. "I could only smile and drool," Felicia says. She had trouble swallowing and even drinking water was difficult. "I knew it was going to be a lot of work, but I knew I was going to live. I knew I was going to get better."

One week later, she was on her way to Hotel Dieu Shaver Health and Rehabilitation for recovery. "I was so excited to come here, I couldn't wait." Robert shared Felicia's confidence in Hotel Dieu Shaver because 20 years ago Hotel Dieu Shaver helped his father recover from a stroke.

While recovery is difficult, it is also hard on family and friends. "We, as the patient, only have one job to do—that's to get better." Felicia's family researched facilities in the United States as a back-up, but soon realized there was no better place for Felicia to recover than Hotel Dieu Shaver. The feeling in Felicia's leg came back within days. Felicia forced herself to walk. "I refused to use a wheelchair. I was on a wheelchair boycott. I got up anyway and walked, whether they said I could or not." Even when she was told she had to bring her wheelchair to therapy, she would push it instead of wheeling herself.

Working with occupational and physical therapists, her left side strengthened. "The therapists were great and really encouraging. They would say 'good job,' even when it wasn't a good job," Felicia says with a smile. "This facility is amazing. There's no place better for anyone suffering from a life altering event."

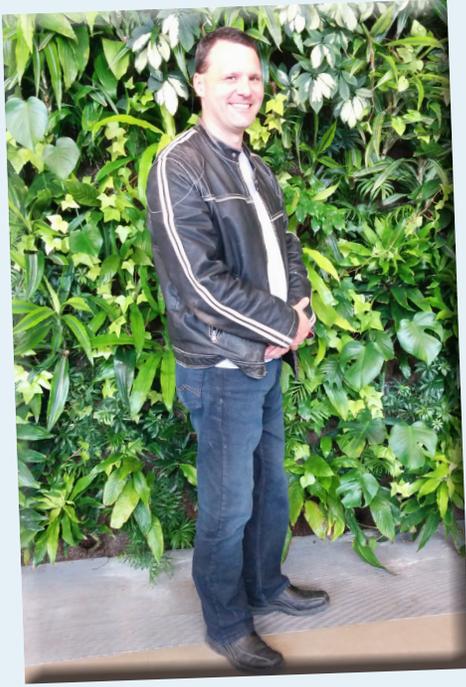
Her determination and enthusiasm was contagious. "I didn't have time to be depressed. There were moments where it was hard, but I was obsessed with getting myself back." She liked to challenge the other patients, sharing stories and having their own little 'cheering squad' to celebrate even the smallest of victories. She would stay long after her therapy time was done, practicing and repeating the steps. "Everything is here for you to get better, and I used it to the extreme. Even if you did something 10,000 times with no result, go for 10,001. We're here, so take advantage of it to get as well and as strong as you can."

It was with the repeated steps, that movement started to return to her arm and wrist. "That's when things really started to come together." The smallest movement helped motivate her to increase her goals.

Just three months after her stroke, Felicia is back at home, working hard to continue her recovery. Her new goals are to increase her endurance and strengthen and work on her "Novocain lips". She hopes to return to work with the Handicapped Scuba Association, teaching scuba and water sports, where she says, she now has a better understanding of the struggles her students go through.



PETE TUCKER



You may have seen his story - an Ontario Provincial Police (OPP) escort motorcycle squad was driving on Highway 400 in Barrie, comprising of about fifteen motorcycles. The roar of the engines scared some nearby geese from the ditch and one went flying into Officer Pete Tucker's face - knocking him unconscious immediately.

Pete was teaching a motorcycle escort course to officers for the upcoming Pan-Am games. He had joined the Golden Helmets OPP Motorcycle Precision Team in 2005, saying "it's all I've ever wanted to do." Riding with his team and escorting VIPs like the Queen, United States President Barack Obama and the band U2 are some of his best policing memories.

Once the goose knocked Pete unconscious, Pete's motorcycle hit the guardrail, severed his left leg and sent him flying 29 metres into the air. Pete landed so far from his bike, rescuers could not find him at first. The dirt and debris had even wiped off his nametag.

Although a catastrophic accident, a few lucky breaks would come together to help save Pete's life. Tourniquets, a compressing device, were becoming new pieces for police officers to carry in their vehicles - and by chance, a fellow officer and friend had one on him that day. The accident had happened minutes from the Barrie Hospital where a trauma surgeon from Sunnybrook Hospital happened to be visiting a friend. ORNGE helicopter had a patient transfer cancellation, and was at the hospital pad, ready to take Pete to Sunnybrook. All of the elements were in place for the rescue and medical teams to act quickly and save Pete's life.

Friends in the OPP contacted Pete's wife and high school sweetheart, Michelle, and made the drive with her from St. Catharines to Toronto. She was escorted by the Toronto Winged Wheels, another motorcycle policing team. All anyone could tell her was, "He's alive right now."

She had no idea what to expect. When she finally was able to see her husband, he had a severed left leg, dislocated right knee and face damage that would later have to be repaired with plastic surgery. The accident had also caused pneumonia and kidney failure - a result of the trauma of the accident. Goose feathers were found in his lungs which left him on a ventilator.

Throughout his recovery, Pete had the support of his OPP friends and family, and his four children (two daughters and two sons, ages 10 to 17). Michelle stayed by his side, visiting every day and leaving only at night. Michelle had asked for one of the goose feathers found in Pete's lungs, and now wears it in a locket around her neck as a reminder of the strength of their love.

"The OPP has been fantastic, and have been there for me, my wife and kids," Pete says. "What I've learned going through this is who your friends really are. So many people have done things for us and helped us."

Pete spent one month at Sunnybrook in critical care. He was then sent to the St. Catharines hospital where he spent another month recovering. He was transferred to Hotel Dieu Shaver Health and Rehabilitation Centre in August 2014 where his recovery back to normalcy began. He credits the entire team at Hotel Dieu Shaver.

"Trying to do this on your own would be like giving a kid a driver's license without driving lessons. I learned to walk while I was here because I had the tools and the encouragement of the staff. They physically and mentally prepared me and helped me stay positive." He is also thankful to Alan at Niagara Prosthetics and Orthotics who worked closely with him for his prosthetic leg. "He made me feel like things were going to be okay."

Because he was at Hotel Dieu Shaver longer than any other hospital, Pete says it felt like he got to know the nurses. "It felt homier." He tried to stay positive, knowing the accident and aftermath could have been much worse. "My wife reminds me of that. We didn't lose one of our kids, we didn't lose a family member - it's just a leg."

He liked walking the grounds, and sitting in the Healing Garden with his wife. "This is where I learned to walk, drive and be independent. No one thought I would do any of that again." Though Pete has no memory of the three days before or the five weeks after the accident, he says "I was at my best when I was at Hotel Dieu Shaver."

Before coming to Hotel Dieu Shaver, he says he heard about it, but never really thought about what the building was or what people did there. "Healthy people don't need to think about it, but it's so important."

After Pete was discharged in October, his wife, friends and family flew to Mexico where Pete and Michelle renewed their wedding vows. This police officer can't wait to get back to work. Pete now works part-time for the Burlington Crime Unit, and in June, Pete will be one of the torch bearers for the Pan-Am games.

2014/2015 financial results at March 31, 2015

Financials

Total Assets	\$ 21,727,625
Current Assets	\$ 6,174,836
Long Term Assets	\$ 6,163,933
Capital Assets	\$ 9,388,856
Total Liabilities and Equity	\$ 21,727,625
Current Liabilities	\$ 6,232,277
Employer Future Benefits	\$ 1,930,500
Deferred Contributions	\$ 13,913,028
Net Assets	(\$348,180)

Total Revenues	\$ 31,998,752
LHIN Total Revenues	\$ 27,793,321
Other Revenues	\$ 4,195,431
Total Expenses	\$ 32,022,467
Salaries & Wages	\$ 20,108,939
Employee Benefits	\$ 5,896,888
Supplies	\$ 6,016,640
Surplus (Deficit) before Building Depreciation	(\$23,715)

Stats

Rehab Admissions	395
Complex Care Admissions	589
Inpatient Rehab Days	12,814
Inpatient Complex Care Days	33,386
Number of Beds	134
Number of Employees	430
Number of Medical Staff	38

Senior Management (from left to right)

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Sister Louise Dillon
Jane Rufrano
Mary Jane Johnson
Lynne Pay
Dr. Jack Luce
Carolyn Bergeron



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(Satellite Clinic)
Hand Therapy Program



Catholic Health Association of Ontario
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