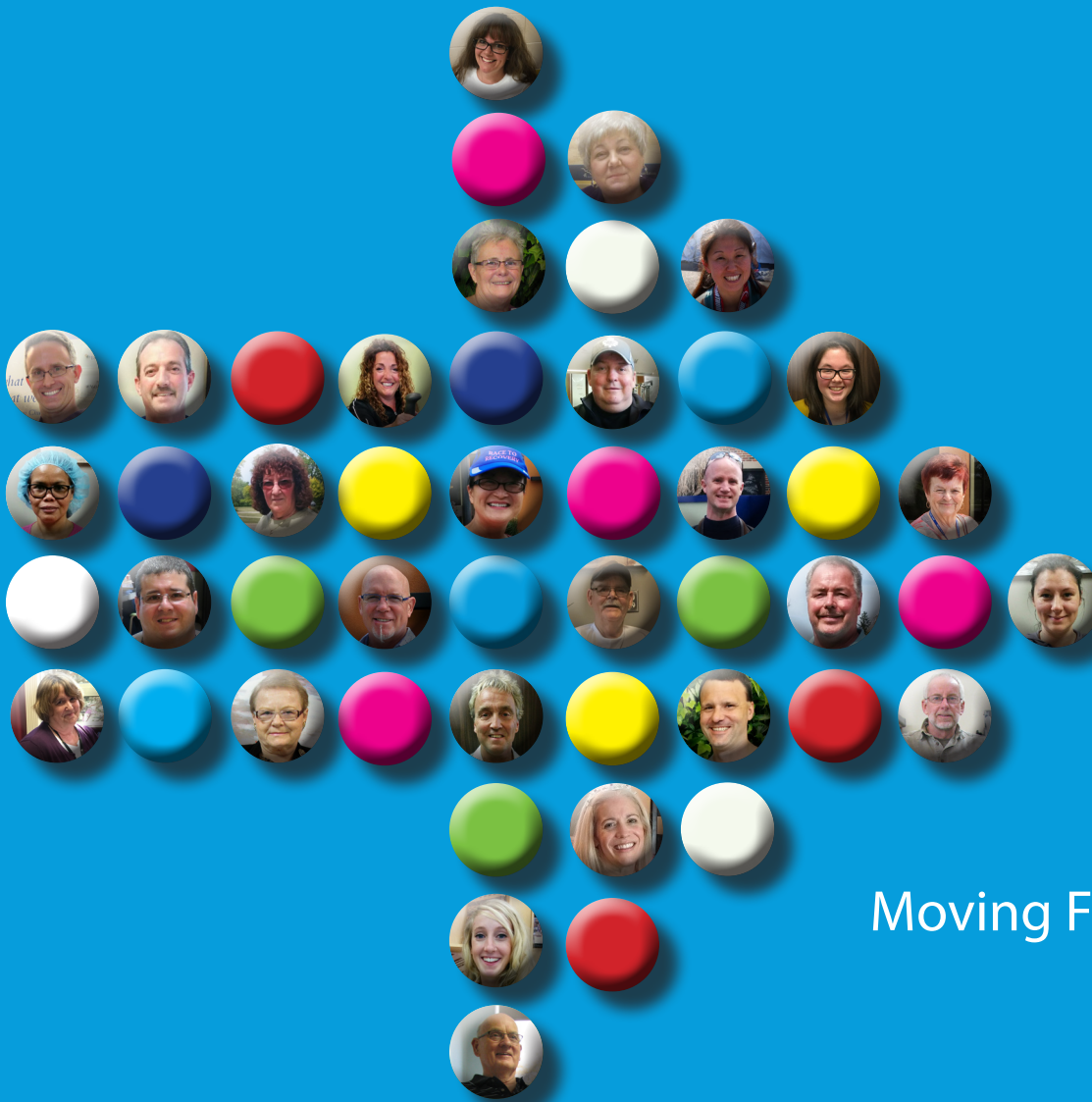


2016-2017 ANNUAL REPORT



Moving Forward Together



Comfort. Care. Hope.

Message from the CEO & Chair



Everyday Hotel Dieu Shaver Health and Rehabilitation Centre serves a diverse group of individuals in Niagara - a community that is growing and changing rapidly. 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 program and services are designed and delivered.

The advancements of health care for a healthier future includes planning for the growth and changes in demographics that Niagara is experiencing. That is why we continue to work closely with our partners, patients and families to enhance how we offer care and ultimately enhance the overall patient experience. Outside of Hotel Dieu Shaver, we are building strong partnerships with other health care providers in Niagara and beyond to improve care for patients through better transfer coordination and ensuring that patients are receiving the right care at the right time.

This past year, our focus has been building on our strengths and preparing for what tomorrow will bring. In the fall of 2016, we constructed a Ballet & Boxing Centre specifically for patients who have balance and mobility challenges such as those in our Parkinson's Rehab Program, Geriatric Rehab Program and others with a variety of neurological conditions. The addition of this Centre has directly contributed to better patient care and our preparation to meet future changes.

For 64 years, a St. Joseph sculpture stood watch over the Ontario Street, Hotel Dieu Hospital site, looking down on all who entered the hospital's front doors. Thanks to the help of Walker Environmental Group and Mountainview Homes, prior to the demolition of the hospital, the St. Joseph sculpture was safely placed in its new home at Hotel Dieu Shaver. Once arrived, Rankin Construction stepped in to pour the concrete and fasten the sculpture in place.

The St. Joseph sculpture remains important and significant as it is an intrinsic part of our history. St. Joseph, the patron Saint of the sick and workers, is a constant reminder for our staff to focus on the healing mission of Jesus - to care for all - body, mind and spirit.

The constant change and development of our programs and our strong, rich history is our testament that person-centred care has always been at the forefront of what we do. We respect human dignity through patient advocacy, empowerment, and respecting the patient's autonomy, voice, self-determination and participation in decision-making.

It is our promise that our compassion and dedication in delivering unparalleled care will remain our priority as we move forward into another exciting and changing tomorrow.

Jane Rufrano
CEO/CFO

Dr. Ron McTavish
Board of Trustees Chair

Message from the Chief of Staff

Hotel Dieu Shaver is committed to deliver programs and services that work for patients. In the past year we have expanded our outpatient therapy programs and implemented best practices to make better use of our inpatient resources to streamline access and improve quality.

Hotel Dieu Shaver's POD model of care continues to demonstrate remarkable results. This interprofessional collaborative system of various health care disciplines working together towards common goals to meet the needs of a patient population is a reflection of what is more relevant in today's rehab world. Over the last year, the POD Model has led to patients successfully achieving better outcome measures upon receiving our services. Patients are being discharged with increased functional independence, they are having a shorter length of stay within our programs, and we continue to maintain excellent patient satisfaction scores throughout all our programs. This model of care continues to propel our services forward as it has positively impacted our patient outcomes, program effectiveness and organizational performance.

It has been a busy year as Hotel Dieu Shaver recruited three additional physiatrists to take care of the changing needs of our patients. Having this complement of physiatrists means access to more in-house expertise available for our patients, resulting in enhanced patient care. Dr. Paul Stacey has joined Hotel Dieu Shaver to provide Physiatry care to our Stroke and Orthopedic Patient Population; Dr. Simran Singh Basi brings clinical expertise in Electromyography (EMG) medicine resulting in the opening of an EMG clinic at Hotel Dieu Shaver for those patients who need further diagnostic assessment with muscle and nerve cells issues; and Dr. Tatjana Zdravkovic brings clinical expertise in Cancer Rehabilitation.

Of course, the momentum we experience today would not be possible without our extraordinary staff, physicians, volunteers and students. Our highly skilled team coupled with unparalleled community support through the Hotel Dieu Shaver Foundation, Hotel Dieu Shaver is building on the inspiration of the patients we serve.



Dr. Jack Luce
Chief of Staff

Meet Our Patients

SARAH HAMLIN



Sarah Hamlin is a true advocate at heart. Her hobbies, like any young adult, include watching WWE wrestling, computers and she loves to listen to music. One of Sarah's daily challenges is her inability to communicate well with others in a variety of ways. Sarah was diagnosed with Cerebral Palsy at a very early age.

Cerebral palsy is a movement disorder that appears in early childhood. Signs and symptoms vary among individuals however often include stiff and weak muscles and tremors. Other symptoms include seizures and problems with thinking or reasoning. Cerebral palsy is caused by abnormal development or damage to the parts of the brain that control movement, balance and posture.

Sarah was involved with the Niagara Children's Centre for over fourteen years as she has had to use Augmentative and Alternative Communication (AAC) devices to help her communicate all of her life. She has a power wheelchair that allows her to independently move in her home and in the community. Sarah lived with her parents until she became an adult and now lives in a residence in Welland for individuals with physical disabilities.

AAC includes all forms of communication, including speech, to help express thoughts, needs, wants and ideas. Devices and aids can help make facial expressions, gestures, and use symbols, pictures or help an individual write. Individuals with severe speech or language problems rely on AAC to supplement existing speech or replace speech that is not functional.

Sarah started as a client of Hotel Dieu Shaver Health and Rehabilitation Centre's Augmentative and Alternative Communication Clinic only one year ago and has already been able to better communicate with those around her. The AAC team at Hotel Dieu Shaver has helped enhance her communication devices to assist with written communication and allow Sarah easier access to the internet to fulfill her thirst for knowledge. Sarah uses an iPad with a program that allows her to type her message on a keyboard and then the computer will speak for her.

Sarah is a trained AAC mentor and helped advocate for the opening of the Hotel Dieu Shaver AAC Clinic by meeting with senior administrators to explain the importance of the service for adults in Niagara. "I know that the ongoing support of my AAC system is critical to living independently. It helps me control my care, organize my activities and socialize with friends."

Watching wrestling has become a natural part of Sarah's life because it helps her with her hearing. Her hearing sensitivity can be debilitating at times, so much so that she has to seek refuge alone in her room. The damage done to her brain from cerebral palsy makes her react to loud and sudden noises which causes her to jump and be fearful in public. She uses the sounds of the WWE to become accustomed to loud sounds to avoid emotional outbursts. "The Hotel Dieu Shaver AAC team understands my disabilities and my needs where most people don't. It is the holistic care provided by the team that allows me to be my best and advocate for others. The AAC team motivates me to keep going!"



“It is the holistic care that allows me to be my best...” ~Sarah

Meet Our Patients

CARMINE FILICE

Carm Filice was born and raised in Niagara Falls and is a very family oriented individual who currently lives next to his mother and brother. Carm came to Hotel Dieu Shaver Health and Rehabilitation Centre following a very serious motorcycle accident. Carm was air lifted by helicopter to Hamilton "in pretty bad shape." His injuries included two compound fractures in both arms, a shattered pelvis, a broken back and two brain contusions.

The severity of the accident left Carm in a medically induced coma for about a month and once Carm well enough, he was transferred to Niagara Falls General where he stayed for five months. Carm took his first steps at the Niagara Falls General but could barely walk and his right elbow was seized. It was at this point he was transferred to Hotel Dieu Shaver.

"Hotel Dieu Shaver is where I learned how to walk again," Carm remarks. "My therapists pushed me to go further each session. I was so blessed to have those people in my life during my recovery stage."

During Carm's stay at Hotel Dieu Shaver, Carm met some other patients whom he shared many stories and jokes. The other patients that Carm was doing therapy with in the pool were inspirational for Carm. Another roommate of Carm's lost both of his legs and continued to inspire Carm to keep a positive attitude. The inspiration and camaraderie Carm experienced at Hotel Dieu Shaver reminded him that he is lucky to be alive, have his family and was able to recover.

Carm's recovery process was long and hard but considers himself "grateful to be walking, driving, playing ball with his son and simply lucky to be alive." Unable to work as a mechanic anymore due to his injuries, Carm keeps busy volunteering at Hotel Dieu Shaver in the Lottery Booth, raising funds for the facility. He enjoys talking to patients while volunteering, telling them that there is going to be good days and bad days but to get ahead and pull through those obstacles as best as you can. Carm is very open about battling with depression and anxiety but feels that volunteering makes a difference on his outlook on life.

"All the exceptional care I received from the Nurses, Occupational Therapists and Physiotherapists - I don't know where I would be right now. I just tried to give 110% and it paid off and continues to pay off. I'm grateful and thankful for all the help I've received."

Although Carm knows the accident was a mistake, he has decided against returning to riding anymore.

"The least I can do is give back in an inspirational and positive way. I have met and have spoken to many good people that have helped me tremendously. For me it's fulfilling, emotionally and spiritually, to help others. If I can help anyone at Hotel Dieu Shaver through telling my story and giving some encouraging words to someone who needs it - that makes me feel really good. Just to help - pay it forward."

“Thank you for giving me that extra push to move forward.” ~Carm

“You're treated like a family member.”
~Carm



2016/2017 financial results at March 31, 2017

Financials

Total Assets	\$20,464,455
Current Assets	\$ 4,669,751
Long Term Assets	\$ 6,735,257
Capital Assets	\$ 9,059,447
Total Liabilities and Equity	\$20,464,455
Current Liabilities	\$ 6,090,086
Employer Future Benefits	\$ 2,008,000
Deferred Contributions	\$14,763,354
Net Assets	\$(2,396,985)

Total Revenues	\$32,162,143
LHIN Total Revenues	\$27,821,779
Other Revenues	\$ 4,340,364
Total Expenses	\$32,814,326
Salaries & Wages	\$20,685,207
Employee Benefits	\$ 5,948,515
Supplies	\$ 6,180,604
Surplus (Deficit) before Building Depreciation	(\$652,183)

Stats

Number of Beds	134
Number of Employees	420
Number of Medical Staff	36



In-Patient Programs

- Active rehab
- Restorative Rehab
- End of Life/Palliative Care
- Medically Complex Care

Regional Out-Patient Programs

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

Board of Trustees 2016-2017

Dr. Ron McTavish
Chair

Ms. Jackie Phelan
1st Vice Chair

Mr. John Pennachetti
2nd Vice Chair

Mr. Frank Bagatto
Past Chair, Secretary/Treasurer

Mr. Larry Anderson

Ms. Jean Armitage

Ms. Anne Atkinson

Most Rev. Gerard Bergie

Mr. Peter Brown

Mr. Gregory Dart

Mr. Damian Goulbourne

Dr. Raymond Harb
President, Medical Staff Association

Mr. Graeme Leach

Ms. Norma Medulun-Burke
Foundation Chair

Mrs. Jane Rufrano
CEO/CFO

Dr. John Luce
Chief of Staff

Ms. Lynne Pay
Vice President Corporate Services

Mr. David Ceglie
Vice President of Clinical Operations

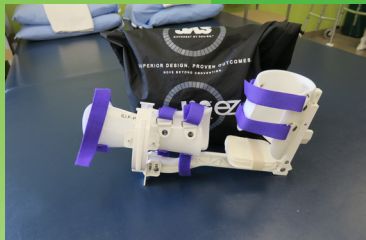
Ms. Jennifer Hansen
Director of Nursing and CNO

Sister Louise Dillon
RHSJ, Director Mission & Pastoral Services

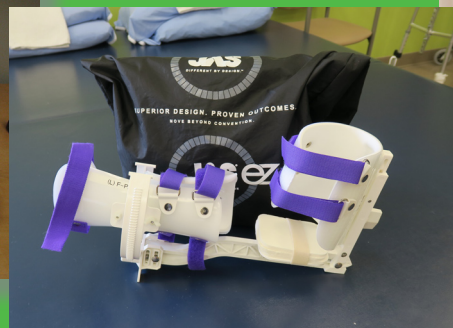
Ms. Mary Jane Johnson
Director, Development and
Communications

Ms. Christine Wignall
Executive Assistant





Thank You To Our Donors
 Your generous donations make it possible for us to provide comfort, care and hope to our patients.



YES ~ I want to help Hotel Dieu Shaver!

Choose one of Three Easy Ways to Give

Cheque: Please make payable to Hotel Dieu Shaver Foundation

Credit Card: Visa MasterCard

CARD NO. _____ EXPIRY ____/____/____

SIGNATURE _____

E-MAIL _____

TELEPHONE _____

Donate online: www.hoteldieushaver.org

My gift is: In Loving Memory In Honour of

\$25 \$50 \$100 Other _____

NAME _____

ADDRESS _____

CITY _____

POSTAL CODE _____

541 Glenridge Avenue

St. Catharines, ON

L2T 4C2

905-685-1381 ext. 84214

www.hoteldieushaver.org

CHARITABLE REGISTRATION NUMBER: 88931-7590RR0002

