

# ANNUAL REPORT 2011/12

## A NEW ERA IS BEGINNING

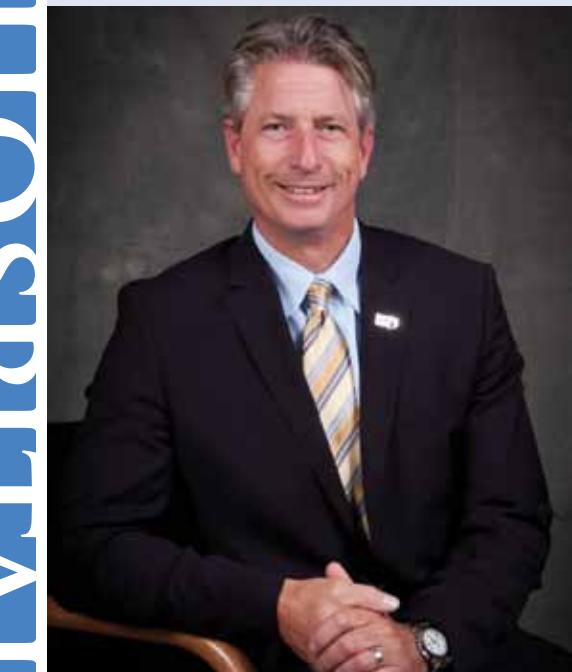


JOSEPH BRANT MEMORIAL HOSPITAL

AUXILIARY

FOUNDATION





*"Together, our outstanding hospital team, including our physicians, our staff, our Foundation, our Board Members, and our Auxiliary and our volunteers can all feel very proud of our collective accomplishments during 2011/2012. It was a great year, a year that will be long remembered as the beginning of a new era for Joseph Brant Memorial Hospital."*

## A MESSAGE FROM THE PRESIDENT AND CEO

**The year 2011 will be long remembered as** the year when we received provincial government approval for our \$312 million Redevelopment and Expansion Project. This accomplishment was made possible through the tremendous efforts of many who were determined to work together to ensure that our provincial government understood first, our need, and second, the benefits to our community and the patients using these new facilities. Together, in a very short period of time, we turned what many thought was a remote possibility into an exciting reality.

**Let me extend a special thank you to the City** of Burlington for their ongoing commitment to our project and for their \$60 million commitment towards our \$120 million local-share funding plan. Our local government provided the leadership and foresight needed to help get us to where we are today.

**We can also be very proud** of achieving a balanced budget position, something we have been able to realize for a third consecutive year

and with no reduction in patient care services. The hard work of all staff is greatly appreciated and recognized during the budget management process as they continued to find new creative ways to manage their departments' finances. Our JBMH team once again took this challenge seriously and were successful in balancing financial resources with patient care needs.

**In June 2011 our Board of Governors approved** a new Strategic Plan to guide our organization over the next three years (2011-2014). Our new vision of *Compassionate Care, Exemplary Service, Every Time* is our commitment to the community and the patients we serve each and every day. Over the past year, our team of staff, physicians and volunteers have embraced this new focus and through their efforts we have already seen the results of this hard work through many achievements across the organization.

**Strengthening quality and patient safety** has also been a key priority for us. A new Quality Improvement Plan (see page 8) was developed

to guide the organization to create a better patient experience and deliver high quality care. We achieved our number one priority targets in hand hygiene and call button response times.

**We also were recognized for two leading practices by Accreditation Canada.** The first was a new process of detecting hyperbilirubinemia (jaundice) in newborns. This process helps to support prevention, detection and management of jaundice in otherwise healthy-term and late pre-term newborn infants. The second practice was the implementation of Medication Safety Vests, an innovative strategy to reduce medication errors. Medication Safety Vests act as a visible signal to others that the nurse is preparing and administering medications (see page 12).

Progress has also been made in patient flow across the hospital which starts in our Emergency Department (ED). The wait time

patients experience from their ED admission to an inpatient bed has decreased by 30 per cent. Our staff are dedicated to further improving this area. We are encouraged by the results we achieved thus far.

Together, our outstanding hospital team, including our physicians, our staff, our Foundation, our Board Members, and our Auxiliary and our Volunteers can all feel very proud of our collective accomplishments during 2011/2012. It was a great year, a year that will be long remembered as the beginning of a new era for Joseph Brant Memorial Hospital.

Sincerely,



Eric Vandewall  
President and CEO



## ABOUT US

Since 1961, JBMH has had a strong history of meeting community needs and offering a wide range of services including medicine, surgery, emergency, maternal/child, mental health and rehabilitation/complex continuing care.

A community hospital that serves the Burlington, Waterdown, Flamborough, Stoney Creek and Hamilton localities, JBMH provides exceptional health care, wellness and education to over 170,000 patients annually.

## FACTS & STATS

- JBMH operates 245 beds.
- There were 13,512 admissions, 47,389 visits to the Emergency Department and 1,615 births this year.
- We have a skilled staff of over 175 physicians, 1,400 full- and part-time professional health care staff and 600 active volunteers.



*"The future belongs to those who believe in the beauty of their dreams."*

- Eleanor Roosevelt

## A MESSAGE FROM THE BOARD OF GOVERNORS CHAIR

**As I end my term on the Board of Governors** and reflect on my years of service, I hold steadfast to the dream of a new vision for health care within the walls of a redeveloped hospital in this community. Our Board of Governors and hospital staff are focused on creating a user-friendly health care experience of the highest standard, that meets the needs of patients and their families. Our Strategic Plan (2011-14) is the roadmap for our renewed vision of *Compassionate Care. Exemplary Service. Every Time.* You will be able to read in this report the progress that we are making to fulfill that vision.

**An important part of the new era at JBMH is the** redevelopment and expansion of the building itself. I am proud to have been part of the team that secured the approval of this project and I am excited that it is on track, with the recent demolition of an adjacent structure and the architectural design underway. The new facility will bring JBMH into the future as a state-of-the-art hospital where our staff, physicians and volunteers can deliver innovative, excellent care to our patients, their families, and our communities.

**But the physical plant alone does not define** quality health care – people do that. As a volunteer at JBMH for many years, I have learned that our hospital is rich with those who believe that our community has the power to define its health care future. Whether it is our committed and tireless volunteers greeting you with a smile, the talented and learned physicians, the caring and skilled health care professionals, our municipal and community partners or the senior leaders and the hospital's Board, all of us truly believe in the future of JBMH. These are indeed exciting times for JBMH.

**It has been an absolute privilege to have been** involved with such a dynamic group.

Sincerely,

A handwritten signature in blue ink that reads "Susan E. Busby".

Susan Busby, Chair,  
Board of Governors

## 2011/12 BOARD OF GOVERNORS



**Back row (l-r):** Rob Hamilton; Dr. Anjali Gupta; Kathryn Osborne; Mary MacLeod, JBMH Vice President, Patient Care Services and Chief Nursing Executive; Don Wray; Dr. Dwight Prodger, JBMH Chief of Staff and Vice President Medical Affairs; Michael Pautler; Barbara Hladys; Don Dalicandro, Jim Kozack, Dave Dean; Dominic Mercuri; Marianne Meed Ward, City of Burlington Representative; Dr. Adam Grzeslo  
**Front row (l-r):** Mae Radford; Sandra Edrups; Stephen Friday, Vice Chair; Susan Busby, Chair; Eric Vandewall JBMH President and CEO; Brenda Hunter

### A WORD OF THANKS:

*The Board of Governors and the Senior Leadership Team would like to thank Susan Busby for her outstanding work and steadfast dedication to JBMH these past nine years on the Board of Governors and especially these past two years as the Chair of our Board. Susan's leadership at JBMH began in 1994 when she was a member, then Chair, of the Foundation's Board of Directors. Although she is concluding her role as Board of Governors Chair, Susan will continue to support the hospital through her participation as a member of the JBMH Foundation Campaign Cabinet.*

*Thank you Susan for everything you have done for the hospital.*

*– JBMH Board of Governors and Senior Leadership –*

At JBMH, we take the responsibility of serving the health care needs of our community seriously and we are committed to a comprehensive plan that delivers safe, quality care to all of our patients. Five strategic directions were established to drive our hospital's specific action plan to ensure that we consistently deliver *Compassionate care, Exemplary service, Every time.*

The Strategic Plan 2011-14 will define and guide our hospital over the next three years. The plan is based on a comprehensive review of changing demographics, community needs, future health care trends and the directions set by local and provincial governments. It reflects today's realities and builds a road map to meet the present and future needs of patients, staff, volunteers, partners and the community.

By recognizing the landscape around us and engaging our patients, team, partners and community in building this plan, we have set priorities to not only meet the needs of today but leverage opportunities to achieve our Vision of tomorrow.

## OUR STRATEGIC PRIORITIES

**QUALITY & SAFETY** – Every patient deserves a safe, quality care experience and at JBMH this is our top priority. We will be a top performing hospital, recognized in our community and beyond for achieving our targets and demonstrating a culture of quality and safety.

**EXCEPTIONAL CUSTOMER SERVICE** – At JBMH, we know the value of an exceptional experience for our patients, their families and caregivers. We will continue to focus on improving service by ensuring that physicians, staff and volunteers see themselves as part of the team responsible for delivering an exceptional customer service experience.

**INSPIRED PEOPLE & TEAMWORK** – Our industry is one of people serving people and we want to ensure that we have a talented team that meets and exceeds the needs of our patients every day. At JBMH, we will be recognized for finding and keeping the best talent in health care and other sectors through a strong leadership culture while being an employer and partner of choice.

**INNOVATION** – By continually focusing on partnerships, we can find innovative opportunities for customized programs and increased services. Fostering a culture of innovation encourages collaboration with others to leverage scarce resources while delivering a positive experience to our patients and their families. At JBMH, we will continue to demonstrate innovation in health care.

**LEADING PERFORMANCE** – We recognize the need to deliver sustainable and exceptional care to our patients in an environment of limited resources and growing accountability. At JBMH, we will demonstrate that we are leading performers in quality, safety and service by effectively using resources and leveraging opportunities.

We have made great strides in the implementation of these important strategic directions. The next few pages of this report highlight some of the tremendous achievements we have made over the past year. We are proud of our efforts to date and we look enthusiastically to the next three years as we continue to fulfill the priorities set forth in our Strategic Plan.

# QUALITY & SAFETY

Over the last year, JBMH has focused on improving the delivery of safe, quality care to our patients. In August 2011, JBMH opened its **72 hour Medical Short Stay Unit (MSSU)**, which was designed to improve the patient's journey through the hospital. New initiatives like the MSSU have lead to a 32 per cent decrease in the length of stay for patients admitted to the Emergency Department. We are committed to ensuring patients receives the right care at the right time.

In September 2011, JBMH introduced the roles of **Discharge Planners** to the organization. These positions were created to standardize and improve the discharge planning process for our patients by working collaboratively with staff, physicians, patients and their families as well as our partners in the community. Over the past year, our Discharge Planners have connected with our patient care teams to successfully decrease the length of stay for admitted patients, improve patient flow and develop improved processes related to discharge planning across the organization.

JBMH launched a much-anticipated **ICU Dialysis Program** in March 2012. This program is a collaboration between the Joseph Brant Memorial Hospital ICU and Halton Health Care's Regional Dialysis Program. Prior to this program, patients requiring renal dialysis for acute kidney failure had to leave the unit, or hospital, to receive treatment. This new program now allows JBMH's ICU patients to receive treatment within the unit, reducing patient movement and improving access to care.

Staff, physicians and volunteers work together to create a unique health care and discharge plan for each patient that meets their needs.



JBMH's care teams are committed to ensuring patients receives the right care at the right time.

## ACHIEVEMENTS

From l-r: Diane Hart, Infection Control Professional; Arlene Yam, Vice President, People and Clinical Support Services; Seema Boodoosingh, Manager, Infection Control; Dr. Anne Opavsky, Infectious Diseases/Infection Control Consultant; Wendy Omiotek, Hand Hygiene Auditor; Hala Basheer, Pharmacist.



Thanks to numerous interventions and overall heightened awareness by our staff teams and their commitment to patient education around falls, the number of patient falls at JBMH continue to decrease each quarter.

## QUALITY & SAFETY

**Quality Improvement Plans (QIPs)** are, as the name suggests, all about improvement. They are an opportunity for organizations to focus on how and what to improve, to achieve better patient care. The QIP drives change by formalizing a plan and facilitating initiatives that support continuous quality improvement processes.

JBMH targeted the following areas for improvements, with QIP goals set and successfully met between April 1, 2011 and March 31, 2012:

- Improved our hand hygiene compliance rates before patient contact by approximately 10%.
- Increased our inpatient patient satisfaction scores specific to reasonable response times to call bells by 5%.
- Decreased ED wait time by 5% for patients presenting to our ED who require admission.
- Decreased our total number of inpatient days designated as Alternate Level of Care (ALC) by 2%.

Reducing the number of patient falls resulting in injuries by 5 per cent was the fifth initiative in the 2011-12 QIP Plan. The number of falls continue to decrease each quarter thanks to numerous interventions and overall heightened awareness by our staff teams and their commitment to patient education around falls. This initiative remains a priority in our 2012/13 QIP with efforts to decrease the number of falls even further.

There are many other initiatives JBMH has diligently worked towards in the past year, to support excellence in patient care and safety. We continue to be leaders in **Hospital Standardized Mortality Ratio (HSMR)** and **C. difficile** and **Antibiotic Resistant Organism (ARO)** rates. **Surgical Safety Checklist (SSCL)** compliance rate reached 100 per cent compliance, surpassing our 2011/12 goal.

# EXCEPTIONAL CUSTOMER SERVICE

On June 1, 2011 JBMH, in partnership with the Auxiliary, launched the **Patient Courtesy Shuttle Pilot Project**. JBMH volunteers drove patients, families and visitors to and from their parking spots and the hospital entrances. This complimentary service made the entire experience at the hospital easier to manage and received an overwhelmingly positive response from patients, their families and caregivers who used the service. Plans are underway for the shuttle service to return in the summer of 2012.

JBMH introduced a new pilot project to improve response time to **call bells** within a unit as part of our commitment to improve patient satisfaction. This pilot project focused on education and engagement with staff and patients within a particular unit. Patients were surveyed on their satisfaction and 70 per cent of patients on the pilot unit expressed satisfaction with call bell response times and 30 per cent stated they were "very satisfied" with response times. The project will be extended throughout all units in 2012.

The hospital undertook a process to select a new patient food service provider who could improve the taste and enjoyment of patient meals while ensuring all quality and safety standards were met. Compass Group (Morrison's) was selected as the new vendor and they are in the process of implementing a new, innovative patient-focused food delivery system called **Steamplcity**. The **Steamplcity** program increases the choice and quality of meals, providing healthy gluten-free, vegetarian, and low-sodium options. It also delivers improved service as patients select their meals each day that align with their health care plans. Through the fall of 2011 patients, their families and caregivers, staff, physicians and volunteers helped to select the new menu items.

From l-r: Dan Yuzwa, John Gibson, Herb Teather, Terry Bedard, Nigel Barber, Harold Sawadsky, Bill Haufschild.



From l-r: Ilona Jonus, Vice President Steamplcity and Morrison Strategic Initiatives; Don Giles, Steamplcity Head Chef; Gord Savelli, JBMH Director, Hospital Support Services; Sandra Cameron, JBMH Nutrition and Food Service Coordinator.

## ACHIEVEMENTS

From l-r: Dr. Dwight Progger, JBMH Chief of Staff and Vice President Medical Affairs; Councilor Jack Denison, Councilor Rick Craven; Councilor Marianne Meed Ward; Eric Vandewall, JBMH President and CEO; Dr. John Kelton, Dean and Vice President McMaster Faculty of Health Sciences; Gary Carr, Halton Regional Chair.



Members of JBMH's Information Technology Department.

## INNOVATION

In January 2012, we announced a new partnership with McMaster University in building the **Halton McMaster Family Health Centre** at the hospital. The Halton McMaster Family Health Centre will offer more access to family physicians for Burlington residents, provide opportunities for our family doctors to teach McMaster students and increase the hospital's ability to recruit and retain new physicians. The building, shared by the university and hospital, will also have administration space on the second and third floors for JBMH and the Department of Family Medicine of McMaster's Michael G. DeGroote School of Medicine, along with a parking facility. This is an exceptional opportunity for the hospital as we move one step closer to our goal of becoming a fully affiliated teaching hospital with McMaster University.

In June 2011 the Board of Governors approved a five-year **e-Health Strategic Plan** which integrates information services throughout the organization and across the continuum of care to improve access, quality and safety for patients. This strategy will enable JBMH to provide the electronic tools required to support work flow, people and decision making and develop leading practices in information management. This strategy is aligned with the priorities of the Ministry of Health and Long Term Care (MOHLTC), the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) and our partner organizations throughout health care.

# INSPIRED PEOPLE & TEAMWORK



In November 2011, JBMH was awarded **Silver** at the Ontario Hospital Association and Ministry of Health and Long Term Care Ontario **Quality Healthcare Workplace Awards**. These awards honour organizations for having a quality workplace environment and for continued efforts in improving work lives of all staff.

Our staff continue to live the values of our organization. Two colleagues were recognized for their dedication to patient care at JBMH:

- Lily Spanjevic, Clinical Nurse Specialist, Geriatrics - Medicine was nominated for the **Regional Geriatric Program Central Hamilton Service Awards for Geriatric Excellence**. This award recognizes the outstanding achievements of individuals and organizations who demonstrate excellence in positively influencing the quality of life of seniors and who highlight geriatrics as a critical area of health care.
- Ildico Tettero, Nurse Practitioner, Outpatient Palliative Care, was nominated by her colleagues for a **Toronto Star Nightingale Award** for outstanding nursing. As an experienced palliative care Nurse Practitioner, Ildy has touched many lives – her patients, their families and her colleagues.

**From l-r:** Mario Giglia, OT inpatients; Laurie Perrett, Chief, Professional Practice, Occupational Therapy; Lorie-Ann Tirone, OT inpatients; Laura Milson, OT Hand and Upper Limb Program. **Back, from l-r:** Jeannie Steel, OTA/PTA; Kim Biliato, OT inpatients; Jennifer Moore, OT inpatients; Margaret Vanderheyden, OT inpatients; Tanya Greve, OT inpatients; Chantal Berendt, OTA/PTA; Kathleen Stringer, OT, Case Management, outpatient Psychiatry.



SIMON WILSON/FOR THE TORONTO STAR

Toronto Star Nightingale Award nominee Ildy Tettero, JBMH Nurse Practitioner.

From l-r: Francine Pizzacalla, RPN and Belinda Klunder, RPN.



Hyperbilirubinemia Screening at JBMH: keeping our newborns safe.

## LEADING PERFORMANCE

JBMH received **Accreditation with Commendation for 2011-14** last spring and was recognized for **two (2) Leading Practices** by Accreditation Canada for our implementation of **Hyperbilirubinemia Screening and Medication Safety Vests**:

**Hyperbilirubinemia Screening and Medication Safety Vests:** JBMH's Maternal and Child Program implemented and improved the process of detecting Hyperbilirubinemia (jaundice) for families by identifying newborns as moderate-high risk prior to discharge. Families return to the post-partum area for follow-up blood work, education, assessment, weigh-ins and treatment. This process was designed with the patients' best interests in mind.

**Medication Safety Vests:** In 2010, JBMH introduced on the Complex Continuing Care unit an innovative strategy to make the delivery of medications as safe as possible. By introducing clearly marked Medication Safety Vests for nurses to wear during medication preparation and administration, medication errors were reduced by 68 per cent in just a nine-month period. As a result of the success of this project, JBMH has introduced the strategy on its Rehab Unit as well.

JBMH has achieved a **balanced budget** for a third consecutive year and with no reduction in patient care services. Our staff continue to find new creative ways to manage their departments' finances with patient care needs in mind during the budget management process.

Over the past year our Board, staff and physician teams have developed a **Corporate Score Card** to monitor our achievements and progress in our strategic priorities. We believe in openness and transparency and will publically share our score card results on a quarterly basis.

In spring 2011, JBMH received funds from the Ontario Hospital Associations (OHA) **Green Healthcare Challenge Fund** to carry out audits of our utility consumptions including gas, hydro and water as well as waste-handling including diversion and recycling. The audits identified opportunities for efficiencies and to make our hospital more environmentally friendly.

# MILESTONES

JBMH celebrated its **50th Anniversary** in 2011. The year gave us an opportunity to recognize the past, celebrate the present and look forward to the great future of our hospital. JBMH is a true community hospital with staff, physicians, volunteers and partners who share our values and mission every day with community members who access our services.

On August 10 2011, **provincial government funding** for the hospital's Redevelopment and Expansion Project was announced at a celebratory ceremony at JBMH. The Redevelopment and Expansion project will include a new six-floor tower and 76 additional private inpatient beds. It will mean lower wait times in our Emergency Department and for surgery. We will expand our Cancer Clinic, our Intensive Care Unit, our outpatient services, and our Ambulatory Care programs, providing faster and better care to those who need it most. A new parking facility and realigning the entrance to Lakeshore Drive will provide a fresh look for the hospital.

On January 12, 2012, the JBMH Foundation announced three special pledges to the **\$60 million Capital Campaign** at its kick-off event (see page 22).

In April 2012, the Ontario Ministry of Health and Long-Term Care announced **increased capital funding** of \$22.5 million to assist with the cost of planning and design work for our Redevelopment and Expansion Project. This brings the total planning and design grant up to \$24 million.

In May 2012, demolition began at JBMH to make way for the construction of the new **Halton McMaster Family Health Centre** that will begin late December 2012. This will be one of the most significant health care development in Burlington's history and will ensure that Burlington's residents have access to quality care delivery in the years ahead.

Last fall, JBMH staff, physicians and volunteers celebrated the hospital's 50th Anniversary at the Staff BBQ in the hospital's courtyard.



On August 10, 2011, staff, volunteers, community partners and hospital supporters gathered to celebrate the provincial government funding approval announcement for JBMH's Redevelopment and Expansion Project.



## JOSEPH BRANT MEMORIAL HOSPITAL CORPORATION

### Statement of Financial Position

March 31, 2012, with comparative figures for 2011

	2012	2011
<b>Assets</b>		
Current assets:		
Cash and short-term investments	\$ 11,952,650	\$ 10,888,834
Accounts receivable	6,933,687	4,343,015
Grant receivable from Ministry of Health and Long-Term Care	76,876	76,876
Grant receivable from Joseph Brant Memorial Hospital Foundation	3,047,157	1,882,789
Due from The Joseph Brant Trust	13,578	1,324
Inventories	611,836	586,878
Prepaid expenses	824,778	1,054,261
<b>Total current assets</b>	<b>23,460,562</b>	<b>18,833,977</b>
Interest in The Joseph Brant Trust	1,399,021	1,403,001
Capital assets, net	38,200,412	40,113,917
<b>Total assets</b>	<b>\$ 63,059,995</b>	<b>\$ 60,350,895</b>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 24,141,902	\$ 20,244,315
Deferred revenue	721,786	776,648
Current portion of obligation under capital leases	419,152	595,176
Current portion of long-term debt	-	261,827
<b>Total current liabilities</b>	<b>25,282,840</b>	<b>21,877,966</b>
Obligation under capital leases	109,253	528,402
Long-term liabilities	6,627,823	5,776,900
Deferred capital contributions	25,533,511	26,679,079
<b>Total liabilities</b>	<b>\$ 57,553,427</b>	<b>\$ 54,862,347</b>
Net assets:		
Invested in capital assets	13,536,588	13,516,862
Unrestricted	(8,229,041)	(8,231,315)
Restricted for capital purposes	199,021	203,001
<b>Total net assets</b>	<b>5,506,568</b>	<b>5,488,548</b>
Commitments		
Contingency	\$ 63,059,995	\$ 60,350,895

## JOSEPH BRANT MEMORIAL HOSPITAL CORPORATION

### Statement of Operations

Year ended March 31, 2012, with comparative figures for 2011

	2012	2011
<b>Revenues:</b>		
Ministry of Health and Long-Term Care global allocation	\$ 121,529,878	\$ 117,896,779
Inpatient services	5,304,590	5,211,886
Outpatient services	7,946,381	7,489,720
Other income	7,800,314	8,649,903
Amortization of deferred capital contributions	2,499,529	2,541,919
<b>Ex-global income</b>	<b>4,372,445</b>	<b>4,277,856</b>
	149,453,137	146,068,063
<b>Expenses:</b>		
Salaries	78,322,124	77,179,207
Employee benefits	19,333,524	18,748,615
Fees to medical staff	13,537,412	12,676,879
Drugs	4,759,903	4,505,912
Medical and surgical supplies	9,946,022	9,113,629
Other supplies and expenses	19,034,320	18,932,458
Amortization of equipment	4,202,447	4,531,309
	149,135,752	145,688,009
Excess of revenues over expenses before the undernoted	317,385	380,054
Amortization of deferred capital contributions relating to building	1,616,015	1,697,667
<b>Amortization of building</b>	<b>(1,911,400)</b>	<b>(2,021,283)</b>
	(295,385)	(323,616)
<b>Excess of revenues over expenses</b>	<b>\$ 22,000</b>	<b>\$ 56,438</b>



## A MESSAGE FROM THE BOARD OF DIRECTORS CHAIR

### **The past year has been a memorable one for the**

Auxiliary. On January 12, the Auxiliary announced its pledge of \$5 million for the Campaign to support JBMH's Redevelopment and Expansion Project. This pledge is the largest single donation in the Hospital's history and reflects the dedication and commitment of our Auxiliary and Volunteers, for who we are incredibly grateful.

### **Much of the efforts of the Auxiliary Board this year have**

been funneled into creating a strategic plan to guide our future work as well as forecasting our revenues to ensure the Auxiliary is positioned for success and innovation to support the mission and vision of JBMH. The committees of the Board worked collectively to complete a number of important initiatives with focused action plans to ensure this year's directions of the strategic plan were met.

### **We are off to a great start! We are pleased to donate**

\$290,000 this year as well as having a surplus to apply to our commitment for the Campaign. The \$290,000 of donated funds will go to various areas of the hospital, as well as reinvesting in our Tim Horton's franchise for upgrades which will be required in future years. The financial success of the Auxiliary is dependant, not only on our businesses including the Gift Shop and Tim Horton's but also through the numerous fundraisers that are driven by tireless volunteers and supported by the community.

### **This year the Auxiliary hosted the first Life Member**

Reception for volunteers with 2,000 or more hours of service. The event was well attended and a celebration of years of dedicated service. Good friends joined together to honour our volunteers and enjoy special guest speaker, Eleanor Wood, who created lots of laughter in the room.

### **In November, we celebrated the induction of**

Matt Malashevsky and Norma Reed into the Provincial Life membership of the Hospital Auxiliary Association of Ontario. Congratulations to both Matt and Norma for their well earned achievement and dedication to JBMH.

**On the Board, we are honoured** to have many committed members – this year, we have three members leaving the Board. Shirley Eichenberg, with a rich history on the Auxiliary Board, came on to the Board to fill a vacancy for a one-year term and now has completed her responsibilities. Ann Posavad will also be leaving the Board, after four years of dedicated service. Earlier in the year, John Ackerl unfortunately had to step down from his role on the Board due other commitments.

**It has been a privilege to have worked alongside these** outstanding individuals, learning from their wisdom and guidance. Thank you for your many contributions to the Board. In July we welcomed Arlene Yam, Vice President of People and Clinical Support Services as the Hospital Designate on our Board – her council and leadership is very much appreciated.

**The future is bright and I look forward to serving as** your Chair for the upcoming year as we create history in our commitment to the Campaign which supports Redevelopment and Expansion Project for OUR community hospital.

Sincerely,

A handwritten signature in cursive script, appearing to read "Barbara Hlyadsh".

Barbara Hlyadsh, Chair,  
Auxiliary Board of Directors

## 2011/12 AUXILIARY BOARD OF DIRECTORS



**Back row (l-r):** Carmela Friday; Paul Vet; Adrian Markowiak; Steven Beyrouty; Diana Mercuri.

**Front row (l-r):** Krista Attwood; Ann Posavad, Barbara Hladys, Chair; Gwen Forsyth; Arlene Yam,  
JBMH Vice President People and Clinical Support Services.

**Absent:** Barbara Teather



## OUR PLEDGE

On January 12, 2012 the Auxiliary to Joseph Brant Memorial Hospital announced its pledge of \$5 million to the Campaign in support of the Redevelopment and Expansion Project.

The pledge is the largest single donation in the Hospital's history. The JBMH Auxiliary is the heart and soul of the Hospital, offering support, compassion and kindness which means so much to so many. The Auxiliary's \$5 million pledge will have a lasting impact on our Campaign and our Hospital.



## A MESSAGE FROM THE DIRECTOR

**Volunteers make a difference. We are fortunate to** know this is true here at JBMH as we see volunteers in every area of the hospital: men, women and students who vary in age, backgrounds and interest wearing their blue uniform. Volunteers greet people in the parking lot on the courtesy shuttle; they welcome patients, families and visitors into the building; they are throughout almost every area of the hospital and Wellness House doing a variety of roles behind the scenes, directly with patients and their families or in areas such as the gift shop, knitting and numerous fundraisers. Together, volunteers contribute to the day-to-day functioning of the hospital, but more importantly, they contribute to the life, energy and success of JBMH. For their relentless contributions, we are incredibly grateful.

**Over the past year, we have added new programs to** our volunteering capabilities in the hospital. The courtesy shuttle pilot program last summer was an incredible success due to the dedication of our shuttle volunteer team. The shuttle transported patients and visitors from the parking lot to the front doors and back again, helping those who needed assistance while at the hospital. What an incredible success and a shining example of exceptional customer service. This courtesy shuttle will be back again this year.

**Diagnostic Imaging has also benefitted from volunteer** support. Volunteers work closely with staff to ensure patients have a seamless appointment by assisting patients in reaching the appropriate rooms and stages of their appointment. Both staff and patients have appreciated the extra care that our volunteers bring to the department.

**Eating Matters is a new dining program in which** volunteers assist patients at meal times. This program was

very well received by staff and appreciated by our patients, which encouraged us to expand this volunteer program to additional units in the hospital.

**As so many areas of the hospital involve the support** of our volunteers, we are committed to ensuring our volunteers enjoy and value their experience at the hospital. To provide us with important feedback, we participated in an opinion survey that measured the volunteer experience, orientation, recognition, team work and safety. The results in each dimension were exceptional: over 98 per cent of the volunteers who participated would recommend JBMH as a place to volunteer! We will be incorporating the feedback from this survey into the services and experiences available to our volunteers.

**In January 2012, Barb Hladys, Chair of the Auxiliary** announced the incredible financial commitment that the volunteers are pledging towards the redevelopment of the hospital. Although the \$5 million pledge is the largest gift in the hospital's history, equally inspiring is the "people" investment that is made daily to the hospital – 654 volunteers donating 82,673 hours of service over the past year alone.

**On behalf of Carolann Ritcey, Coordinator of Volunteer** Resources and myself, I wish to acknowledge each volunteer for their outstanding contribution to the hospital and their commitment to providing *Compassionate Care. Exemplary Service. Every Time.*

Sincerely,

Mary Lou Tinmouth, Director  
Auxiliary and Volunteer Resources

# VOLUNTEER SERVICE AWARDS

## years of service

### 40 YEARS

Phyllis Doyle

Margaret Hribljan

Jenifer Knill

Sylvia Nanavati

Ann Posavad

Joan Thompson

Paula Twitchen

Marjorie Roberts

Mary Skrzek

Linda Wojcik

Janice Humphreys

Sandy Jess

Jack Kelly

Barbara Lawton

June MacKenzie

John Mathers

Sherry McCarroll

Adrienne McNeill

Dee McNichol

Karin Pasma

Brenda Robertson

Norm Rukavina

Judy Street

Sheila Waldron

Lauraine Woods

Andy Yeaman

### 25 YEARS

Gail Caron

June Cullum

Linda Gasson

Cynthia Hodgson

### 20 YEARS

Barbara Blane

Linda Lasseter

### 15 YEARS

Joan Cassidy

Jane Della Penna

Greta Gerard

### 10 YEARS

Iris Bonanno

Margaret Bryant

Carol Cameron

Eunice Doubt-Moore

Michael J. Holm

Glenda Hutchinson

Barbara Karl

Linda Malone

Susan Mooney

### 5 YEARS

Brenda Bradstreet

Carolyn Brink

Elizabeth Cloran

Beth deBoer

Antonio Distefano

Barbara Donovan

Margaret Dunlop

Janis Ford

Gwen Forsyth

Joanne Gilleland

Barbara Hladish

Helen Hobbs

## hours of service

### 2,000 HOURS

### LIFE MEMBERSHIP

Brenda Bradstreet

Vera Dennehy

John A. Gibson

Barbara Hladish

Reta Holm

Rhoda Low Ring

Lori Miksza

Lois Taylor

Josephine Tengg

Joan Thompson

Linda Wojcik

Margaret Bryant

Beth deBoer

Art Ford

Carmela Friday

Adrienne McNeill

Helen Salari

Margaret Shedden

Judy Street

Anne Thompson

Lily Wakabayashi

Barbara Waldron

Sheila Waldron

Evone White

Glen Hastings

Gordon Hendrie

Margaret Hribljan

Gloria King

Roy King

Jenifer Knill

Jackie Maver

Elizabeth McNamee

Nan Mercer

Jan Minken

Marjorie Roberts

Sheila Hofman

Mary Hroneck

Kim Jones

Savaira Khan

June MacKenzie

Charlotte Marais

Patrick McConnell

Dee McNichol

Miriam Miller

Silvio Ndoja

Karina Oleskevich

Timothy Park

Evelyn Paulssen

Kristin Prentice

Brianne Slawson

Marjorie Stieva

Laura Therriault

Don Tomes

Sheila Torsney

### 500 HOURS

Olga Durcak

Margaret Edrput

Carole Hale

Lorna Haufschild

Joanne Hawkrigg



From l-r: Phil Strecker, Tracy Box; Gary Fletcher

## TIME WELL SPENT

From April 2011 to March 2012, 654 volunteers donated an outstanding **82,673** hours of service to JBMH.

### SERVICE AREA

### TOTAL HOURS

Family & Patient Services	53,241
Support Services (Clerical, office)	4,982
Gift Shop & Knitting	15,129
Fundraising & Lottery	5,021
Auxiliary Board & Auxiliary Office	4,300



Susan Marshall; Val Carbell; Mike Cioci

# CELEBRATIONS

20



Matt Malashevsky; Norma Reed.

Congratulations Matt Malashevsky and Norma Reed on their provincial life memberships in the Hospital Auxiliaries Association of Ontario (HAAO). Matt has been a member of JBMH's Auxiliary for more than 19 years and has given over 4,700 documented hours. He also became a life Member of the Auxiliary in 1999.

Norma has a member of the Auxiliary for more than 18 years and has given over 4,900 documented hours of service. She became a life Member of the Auxiliary in 2003.

## FUNDRAISING EVENTS (NET PROFIT)

Ribfest Shuttle	\$ 6,583
Auctions (spring and Fall)	\$ 37,900
Fashion Show	\$ 33,800
Christmas Bazaar	\$ 1,931
Raffles & Book Sale	\$ 2,900
Golf Tickets	\$ 2,330
Joey Bears	\$ 1,358
Hairdressing	\$ 4,969
Vendors	\$ 1,886
Go For The Gold	\$ 935
Chilly Run	\$ 2,000
YukYuks Comedy Night	\$ 4,775

**TOTAL FOR 12 VENUES** **\$ 101,367**

## DONATION ALLOCATION

Wellness House Van	\$ 15,000
Maternity bed (Fashion Show)	\$ 25,000
Surgical Lights (Auction)	\$ 30,000
Elder Life	\$ 500
Tim Hortons Renovation	\$ 219,500

**TOTAL DONATION** **\$290,000**



Runway Couture - Auxiliary Fashion Show



From l-r: Hospital Elder Life Program (HELP) volunteers Anne Walden; Dee McNichol; Barb Hladys; Linda Flear; Marjorie Roberts.



Jimmy Zhang

This year Jimmy Zhang is the recipient of the Auxiliary Scholarship, awarded to one volunteer entering Post Secondary education. Jimmy has volunteered for the past four years in the Gift Shop, ICU and most recently the Pharmacy, accumulating close to 500 hours of service.

He notes that his volunteer experience at JBMH and his love for science has directed him to a true professional calling – medicine. He dreams of becoming a neurologist.

## THE AUXILIARY TO THE JOSEPH BRANT MEMORIAL HOSPITAL

### Balance Sheet

March 31, 2012, with comparative figures for 2011

	2012	2011
<b>Assets</b>		
Current assets:		
Cash	\$ 516,339	\$ 521,699
Accounts receivable	18,317	13,962
Inventories	47,927	43,029
Prepaid expenses	4,327	6,808
	<u>586,910</u>	<u>585,498</u>
Capital assets, net of accumulated depreciation	38,466	36,747
Intangible asset, net of accumulated amortization	10,500	12,500
Restricted assets:		
Cash	2,771	4,183
Prepaid expenses	1,882	2,634
	<u>4,653</u>	<u>6,817</u>
	<u>\$ 640,529</u>	<u>\$ 641,562</u>
<b>Liabilities and Surplus</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 102,871	\$ 115,425
Deferred revenue	34,600	36,886
<u>Due to Joseph Brant Memorial Hospital</u>	<u>308,474</u>	<u>336,892</u>
	<u>445,945</u>	<u>489,203</u>
Operating surplus:		
Balance, beginning of year	148,250	155,618
Excess of revenues over expenses	309,106	296,278
<u>Donations to Joseph Brant Memorial Hospital Foundation</u>	<u>(260,010)</u>	<u>(303,646)</u>
Balance, end of year	197,346	148,250
Restricted surplus:		
Balance, beginning of year	4,109	4,166
Excess of revenues over expenses	18,629	19,017
<u>Donations to Joseph Brant Memorial Hospital Foundation</u>	<u>(25,500)</u>	<u>(19,074)</u>
Balance, end of year	(2,762)	4,109
	<u>\$ 640,529</u>	<u>\$ 641,562</u>

## THE AUXILIARY TO THE JOSEPH BRANT MEMORIAL HOSPITAL

### Combined Statement of Operations

Year ended March 31, 2012, with comparative figures for 2011

	2012	2011
<b>Revenues</b>		
Sales	\$ 1,730,026	\$ 1,611,420
Fundraising activities	194,429	148,274
Television rental	27,059	28,624
Interest and miscellaneous income	8,480	14,090
	<u>1,959,994</u>	<u>1,802,408</u>
<b>Expenses</b>		
Cost of sales	698,155	645,225
Salaries and benefits	624,506	589,889
General	122,487	80,956
Royalties and advertising levy	82,907	76,883
Auxiliary drink tickets	21,845	19,689
Repairs and Maintenance	12,712	15,638
Depreciation and amortization	12,564	12,189
Administrative	11,369	6,927
License	5,636	5,447
Tickets	4,258	3,799
Advertising	2,108	2,733
Other	33,712	27,738
	<u>1,632,259</u>	<u>1,487,113</u>
<b>Excess of revenues over expenses</b>	<b>\$ 327,735</b>	<b>\$ 315,295</b>
Comprised of:		
Operating	\$ 309,106	\$ 296,278
Restricted	18,629	19,017
	<u>\$ 327,735</u>	<u>\$ 315,295</u>



**As we reflect on this past year in the Joseph Brant Memorial Hospital Foundation, we are inspired by the work we have come together to achieve as a Foundation, Board, hospital and community. These accomplishments have become the foundation for our future.**

**On January 12, 2012, after months of** collaboration, discussion and visioning, we held a kick off event for the largest campaign in the hospital and community's history to raise funds in support of JBMH's Redevelopment and Expansion Project. That night we proudly announced three significant pledges to the \$60 million Campaign from the JBMH Auxiliary, the four Rotary Clubs of Burlington and the organizers of the JB 2 Day Men's Invitational Golf Tournament. At the end of this fiscal year, we are thrilled to share with you that the Campaign has already raised over

## A MESSAGE FROM THE BOARD OF DIRECTORS CHAIR & FOUNDATION PRESIDENT

\$10 million towards our ambitious fundraising goals! We appreciate the enthusiasm of the many people who have already supported the Campaign which will bring JBMH into a new era of care for our community.

**To help us realize the ambitious plans for** the future, we have strategically restructured the Foundation to ensure that we are implementing the very best practices to support our trajectory for the coming years. Through a reorganization of the governing bodies and operational functions, we have created a more efficient and effective Foundation team that will utilize our new structures and processes to better respond to and support our valued donors.

It is our privilege to work with the dedicated members of our Ambassadors Council, Campaign Cabinet and Foundation Board of Directors who represent the Foundation by

engaging with the hearts and minds of the community and sharing the hospital's needs and exciting future now unfolding before us.

**A sincere thank you to our donors who** trust us as the guardians of their great generosity. Thank you for your support as we invest in the important work of the hospital being done today and tomorrow.

**Through much hard work, we are entering** into a new era for our Foundation. We look forward to a future filled with greatness and together, we are committed to continuing to build upon the inspiring momentum you have helped to create.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian Torsney".

Brian Torsney, Chair  
Board of Directors

A handwritten signature in black ink, appearing to read "Anissa Hilborn".

Anissa Hilborn  
Foundation President

## 2011/12 BOARD OF DIRECTORS



**Back row, from l-r:** Elizabeth Law; Susan Moore; Carmela Friday; Stephen Friday; Brian Heagle; Mel Griffin; Peter Hogarth; Michael O'Sullivan; Randy Smallbone. **Front row, l-r:** Kevin Brady; Eric Vandewall, JBMH President and CEO; Brian Torsney, Chair; Brenda Hunter; Anissa Hilborn, JBMH Foundation President.

The Joseph Brant Memorial Hospital Foundation is fortunate to have a strong Board filled with thoughtful and committed individuals. This year, we have four Board members who are leaving their position: Kevin Brady, Dr. John Bozek, Peter Hogarth and Stephen Friday. These members have made an incredible donation of their time and talents, contributing to the new vision for the future of the Foundation. We sincerely appreciate their countless efforts and dedication towards Joseph Brant Memorial Hospital.



Kevin Brady

Kevin has been instrumental in leading the Foundation over the years and positioning us to succeed as we embark on the largest fundraising campaign in our history. Kevin's leadership and dedication continues in his role as the Chair of the JBMH Capital Campaign Cabinet. Elected in 2003, Kevin has served as Foundation Chair and is the Co-Founder, with Tim Maloney, and Chair of the Ambassador's Council. Thank you Kevin for your incredible leadership, dedication and inspiration.



Dr. John Bozek

John has been a member of the Foundation Board since 2009. John has been a tremendous contributor and supporter of the Foundation's work and the Crystal Ball in particular. Thank you John for your passionate support of the Foundation. Your compassion, enthusiasm and humour will be missed on the Board. We look forward to your continued involvement in our committees and events.



Peter Hogarth

A Foundation Board Member since 2006, Peter has provided thoughtful insights to the Board as a strong community leader. We are fortunate to have Peter continue his support of the Foundation and hospital as a member of the Campaign Cabinet. Thank you Peter for your many years of leadership by example, service and friendship.



Stephen Friday

As the Vice Chair of the JBMH Board of Governors, Stephen has been instrumental in maintaining the important relationship between the hospital and Foundation. We will miss Stephen's reflective nature and wit on our Board, as he takes his new position as Chair of the JBMH Board of Governors. Thank you Stephen for your passion and vision shared for the future of JBMH.

## JOSEPH BRANT MEMORIAL HOSPITAL FOUNDATION

### Statement of Financial Position

March 31, 2012, with comparative figures for 2011

	General fund	Annual funds	Capital Campaign fund	Endowment funds	2012 Total	2011 Total
<b>Assets</b>						
Cash and investments	\$ 1,816,584	\$ 6,115,902	\$ -	\$ 13,162,097	\$ 21,094,583	\$ 19,299,374
Accounts receivable	41,252	-	-	-	41,252	22,895
Capital assets, net	25,543	-	-	-	25,543	34,837
	<b>\$ 1,883,379</b>	<b>\$ 6,115,902</b>	<b>\$ -</b>	<b>\$ 13,162,097</b>	<b>\$ 21,161,378</b>	<b>\$ 19,357,106</b>
<b>Liabilities and fund balances</b>						
Current liabilities:						
Accounts payable and accrued liabilities	\$ 1,632,625	\$ 121,050	\$ -	\$ 1,753,675	\$ 569,563	
Grants payable to Joseph Brant Memorial Hospital	250,000	2,793,431	-	3,047,157	1,882,789	
	<b>1,882,625</b>	<b>2,914,481</b>		<b>3,726</b>	<b>4,800,832</b>	<b>2,452,352</b>
Fund balances:						
Investment in capital assets	25,543	-	-	-	25,543	34,837
Externally restricted	-	3,201,421	-	455,935	3,657,356	2,495,366
Internally restricted	-	-	-	12,702,436	12,702,436	14,290,290
Unrestricted	(24,789)	-	-	-	(24,789)	84,261
	<b>754</b>	<b>3,201,421</b>		<b>13,158,371</b>	<b>16,360,546</b>	<b>16,904,754</b>
Commitments						
	<b>\$ 1,883,379</b>	<b>\$ 6,115,902</b>	<b>\$ -</b>	<b>\$ 13,162,097</b>	<b>\$ 21,161,378</b>	<b>\$ 19,357,106</b>



On January 12, 2012, a Capital Campaign kick-off event was held at the Burlington Performing Arts Centre where our Foundation announced our ambitious fundraising goal of \$60 million to support the hospital's Redevelopment and Expansion Project. We also celebrated the first donations which totalled \$7 million: \$5 million from the Auxiliary to JBMH, \$1 million from the four Burlington Rotary Clubs, and \$1 million from the JB 2 Day Men's Invitational Golf Tournament sponsored by area businessmen. We also announced our Campaign Chair, Kevin Brady, and the dedicated members of our \$60 million Capital Campaign team.

## JOSEPH BRANT MEMORIAL HOSPITAL FOUNDATION

### Statement of Operations and Changes in Fund Balances

Year ended March 31, 2012, with comparative figures for 2011

	General fund	Annual funds	Capital Campaign fund	Endowment funds	2012 Total	2011 Total
<b>Revenues:</b>						
Donations	\$ 1,121,040	\$ 2,878,605	\$ -	\$ 500	\$ 4,000,145	\$ 3,244,025
Investment income (loss)	(234,322)	(38,121)	-	-	(272,443)	1,398,798
	<b>886,718</b>	<b>2,840,484</b>		<b>500</b>	<b>3,727,702</b>	<b>4,642,823</b>
<b>Expenses:</b>						
Operating	495,042	1,962,500	-	-	2,457,542	1,745,165
Excess of revenues over expenses	391,676	877,984	-	500	1,270,160	2,897,658
Fund balance, beginning of year	119,098	2,034,256	5,675	14,745,725	16,904,754	15,889,885
Grants	(250,000)	(1,564,368)	-	-	(1,814,368)	(1,882,789)
Interfund transfers	(260,020)	1,853,549	(5,675)	(1,587,854)	-	-
Fund balance, end of year	<b>\$ 754</b>	<b>\$ 3,201,421</b>	<b>\$ -</b>	<b>\$ 13,158,371</b>	<b>\$ 16,360,546</b>	<b>\$ 16,904,754</b>

# HIGHLIGHTS



1



2



3



4

1. The 11th Annual Crystal Ball at the Mercedes-Benz Dealership, Burlington. 2. The 2nd Annual Amazing Bed Race in support of the Joseph Brant Memorial Hospital Foundation and Rotary Club of Burlington North. 3. The Rotary Clubs of Burlington's \$1 million pledge to the Campaign for JBMH's Redevelopment and Expansion Project.. 4. The Levelwear Chilly Half Marathon and Frosty 5K sponsored by Mizuno.





## A NEW ERA IS BEGINNING

Joseph Brant Memorial Hospital has had the same footprint since 1971 and no longer meets best practice requirements for inpatient and ambulatory care. Beds are currently at full capacity, impacting Emergency Department (ED) wait times and patient flow throughout the hospital. Our inpatient rooms are approximately 220 square feet as compared to new guidelines of up to 300 square feet, and 15% of inpatient rooms are private rooms versus 80% in the new Ministry of Health and Long Term Care (MOHLTC) design guideline.

### The new Joseph Brant Memorial Hospital will have:

- Additional acute care beds
- Expanded Cancer Clinic
- Increased number of private patient rooms from 15% toward the MOHLTC new design guidelines of 80%
- Expanded ambulatory care programs
- New Intensive Care Unit (ICU)
- 10 new Operating Rooms
- Expanded medical, surgical and outpatient services
- Associated support space
- The new McMaster Halton Family Health Centre to treat patients, teach new physicians and provide additional office space
- Barrier-free inpatient rooms to meet the needs of patients with physical disabilities

### Benefits of New Hospital to Burlington Residents and Community:

- Lower wait times for ED, surgery and diagnostic imaging
- Increased capacity for diagnostic Imaging and Laboratory Areas
- State-of the-art hospital facility with new capacity and service to meet future growth and aging population
- Ability to retain and attract top medical and other health professionals
- Multi-million dollar project means economic stimulus for local construction trades



Artist Rendering

*Compassionate Care. Exemplary Service. Every Time.*

Joseph Brant Memorial Hospital | 1230 North Shore Boulevard, Burlington, Ontario L7S 1W7 | 905-632-3730 | [www.jbmh.com](http://www.jbmh.com)