



Together, we are building our new era of health care.

2012-13 ANNUAL REPORT
JOSEPH BRANT
HOSPITAL

HOSPITAL | AUXILIARY | FOUNDATION

Message from the President and Board Chair



This is a very exciting time in Joseph Brant Hospital's journey. We have come a long way in the past four years and we are now witnessing our vision becoming reality.

This year has been especially significant as we have officially started construction on Phase 1 of our hospital's Redevelopment and Expansion Project. For many, this project seemed to be out of reach despite the overwhelming need to rebuild and upgrade our facility that had not seen any major expansion in over 40 years.

We need to recognize and thank our hospital team, our community team, and our City Hall team who all worked together with our provincial government to make this happen. Of special note we would like to acknowledge the extraordinary leadership and support we have received from former Burlington Mayor Cam Jackson and current Burlington Mayor Rick Goldring as well as our Burlington and area MPP's. It goes without saying that we couldn't have done this without their ongoing leadership and support.

We can also feel very proud of achieving a balanced budget position, something we have been able to realize for a fourth consecutive year. Like all hospitals in Ontario, we are managing through provincial government funding restraints where our challenge is to balance financial resources with patient care needs. Once again, our staff have stepped up and found the needed savings with no major reduction in patient care services.

The hospital also introduced 'Our New Era' campaign after a yearlong discussion with our community, our patients, our staff, our physicians, our board members and our volunteers. We underwent this change in the spring of 2013. We launched a broad communications effort, with the help of hospital physicians, staff, volunteers, and patients as our spokespeople, to inform our community about our accomplishments and the progressive changes that we have made. 'Our New Era' campaign is an important stepping stone in bridging the opportunity for us to inform our community about the good things we are doing at JBH with our upcoming need for our community to raise \$60 million for our Redevelopment and Expansion Project.

Strengthening quality and patient safety as well as providing service excellence continues to be a key priority for JBH. In this year's annual report, you will read the progressive achievements that we have made in meeting our targets through our Quality Improvement Plans (QIPs). We will also introduce you to our new 'Quality Wall'. The 'Quality Wall' is a way to visually display and make public key safety, quality and organizational metrics on a weekly basis. Hospital leadership meet weekly at the wall to share their results around hand hygiene, infection prevention and control rates and other safety and quality initiatives. It is also a great spot for patients and visitors to attend to see how well we are doing.

You will also find information on the transformational changes we are making in our Emergency Department and details around our efforts in improving patient flow throughout the hospital.

It is an honour and a privilege to help lead Joseph Brant Hospital at this time. Our work unites us as we continue our journey as we stand on the edge of today, preparing to step into tomorrow.

Eric Vandewall
President and CEO

Stephen Friday, Chair
Board of Governors



Artist Rendering of Redevelopment and Expansion Project.

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2012-13 Board of Governors

Back Row, from Left to Right: Michael Pautler; Dr. Dwight Prodger, JBH Chief of Staff and VP Medical Affairs; Robert Hamilton; Kathryn Osborne; Mary MacLeod, VP Patient Care Services and Chief Nursing Executive; Dave Dean.

Middle Row, from Left to Right: Dr. Patrick Killorn; Debra Carey; Donald Wray; Sandra Edrupt; Dominic Mercuri.

Front Row, from Left to Right: Marianne Meed Ward; Don Dalicandro; Eric Vandewall, JBH President and CEO; Stephen Friday, Board Chair; Mae Radford.

Compassionate Care. Exemplary Service. Every Time.

About JBH

As the only acute hospital in Burlington, Ontario, Joseph Brant Hospital (JBH) has been caring for the communities of Halton and Hamilton since 1961. With a strong focus on quality, patient safety, and exceptional customer service, we are committed to serving the health care needs of our patients and families from Burlington, Waterdown, Flamborough, Stoney Creek, East Hamilton and beyond.

JBH offers a wide range of patient programs and services including Medicine, Surgery, Emergency, Maternal and Child, Mental Health and Rehabilitation/Complex Continuing Care, as well as a number of clinical services such as cancer care, diagnostic imaging, laboratory services, diabetes care, speech language pathology and ophthalmology.

Located in the Hamilton Niagara Haldimand Brant (HNHB) LHIN (#4), JBH collaborates with other health service providers in several key clinical and administrative areas, participates in, and supports, key regional programs including laboratory and diagnostic services, cancer care, vascular and thoracic services, cardiac care, and maternal and newborn services.

Dr. Rawlinson,
Chief of Radiology

Janet Barnes,
Patient and
Burlington Resident

JOSEPH BRANT HOSPITAL

JBH AT A GLANCE 2012-13

- We currently operate 245 inpatient beds.
- There were 13,258 admissions.
- Our Emergency Department had 47,326 visits in 2012-13.
- We recorded 1,459 births.
- We have a skilled staff of 175 physicians, 1,400 full- and part- time professional health care staff and more than 600 active volunteers.

Dr. Hack,
Chief of Family
Medicine

Our Strategic Priorities

In 2011 our Board of Governors approved a new Strategic Plan to define and guide our organization over the next several years. Five strategic directions have been established to drive our hospital's specific action plan. In the next pages we share with you highlights of our achievements in these five areas:

Quality & Safety

Holding ourselves to the highest standards

Exceptional Customer Service

Committed to service excellence

Inspired People & Teamwork

Achieving our highest potential

Innovation

Through partnerships and relationships

Leading Performance

Through a culture of operational excellence

To view our entire Strategic Plan visit josephbranthospital.ca.

Our guiding principles

Mission:

We are committed to exemplary health care. We are focused on clinical excellence, quality and patient safety. We have a passion for service.

Vision:

Compassionate Care. Exemplary Service. Every Time.

Values:

CARE Commitment: Compassion, Accountability, Respect and Excellence.



Claudine Dzerounian
Registered Nurse, OR

Highlights

Quality Improvement Plan (QIP)

In 2012/13, JBH targeted specific areas for improvement as defined in the hospital's **Quality Improvement Plan (QIP)**. This attention to quality and safety specifically guides us to be relentless in providing superior quality of care to everyone we serve, to continuously develop and implement evidence-based practices in quality and safety. Significant work was done this year within each target by committed staff to progress the hospital towards these goals including:

Hand Hygiene

A QIP target initiative directly impacted by the dedicated efforts of our staff is the hospital's hand hygiene compliance rate. Quarter 1 results were 71.1% – with the implementation of the Quality Wall results improved to 86.4% in Quarter 3 and 85.8% in Quarter 4.

Alternative Level of Care

Working closely with our partners in care, the QIP targets for percentage of inpatient days designated as Alternative Level of Care (ALC) were successfully met at 16.2%. These efforts ensure patients are receiving the right care at the right time in the right place.

Emergency Department

In addition to the work on our QIP and as a result of the hard work of our staff and leadership, internal ED patient satisfaction surveys saw a positive increase in 2012, with 92% of respondents rating their perception of JBH staff teamwork as good and/or excellent and 82% of respondents rating the care they received as good and/or excellent.

Patient Access and Flow

Through daily bed meetings and Daily Performance Action Team (DPAT) meetings, hospital leadership is engaging staff and physician leaders in discussions around patient flow to ensure that patients receive care in the best location possible – whether hospital, home or alternative care setting. Continual efforts to facilitate patient movement from the Emergency Department to inpatient units has shown improved Length of Stay (LOS) results



from 53.5 in Q1 to 44.6 in Q3. This year, JBH expanded and enhanced its discharge planning process, working collaboratively with our key partners to ensure patients can get home or to alternative care.

JBH is progressing towards the QIP targets, continuing with the same multi-year goals in 2013/14 from those developed in 2012/13. Further supporting our commitment to excellence in quality and safety, we continue to be leaders in **Hospital Standardized Mortality Ratio (HSMR)**, **Methicillin-Resistant Staphylococcus Aureus (MRSA)** and **Ventilator-Associated Pneumonia (VAP)**.

Accountability and Transparency

In 2012, JBH introduced its first ever **Quality Wall** where staff, patients and visitors can clearly see the hospital's focus on specific quality and safety indicators as well as the positive progress the hospital is making on these measures. The "wall", located outside the cafeteria, is a way to visually manage and make public key safety, quality and organizational metrics on a weekly basis. Senior Leadership, department chiefs, directors, managers, frontline health care providers and other staff members attend the wall to share key measurements and success strategies on hand hygiene compliance, infection prevention and control measures, and other safety/quality initiatives. Patient care units have similar quality walls posted where patients and families can view similar unit-specific measures.

Promoting hand hygiene

In the spring of 2013, JBH introduced an innovative clean hands program that invites patients, family members and visitors to play an active role in reminding health care providers to clean their hands. Through posters in patient rooms and waiting areas, patients know that all JBH health care providers welcome a reminder that **"It's OK to ask me if I have cleaned my hands"**.

Implementing a new Family Medicine Model

The Department of Family Medicine has changed the way it provides on-call coverage for admitted patients. One Family Physician will now be on call for

all family medicine patients so family medicine patients will be admitted more quickly. With JBH's Hospitalist Physician team as partners in care with Family Physicians, this new model of care creates an important shift in our physician coverage, allows for a streamlining of patient care and an improvement of patient flow through the hospital.

Delirium Management in the ICU

Delirium, characterized by changes in mental status, disorganized thinking, altered consciousness, or agitation, can happen to critically ill patients in the Intensive Care Unit (ICU) and has been associated with increased hospital length of stay, long-term cognitive impairment, and mortality. It is also an unpleasant and frightening experience for patients, with many suffering from delusions and hallucinations. To identify those patients who are experiencing delirium, JBH now uses the **Intensive Care Delirium Screening Checklist (ICDSC)** for screening, assessment, management, intervention and treatment of delirium among our critically ill patients, even when communication is compromised.

STAND-ing up for quality care

STAND, or Screening Tool for Acute Neurological Dysphagia, is a simple screening test that nurses can be trained to administer at the bedside to determine if patients who are admitted with stroke are able to safely have food, fluids or oral medications. This best practice tool has been standardized for both neurological and surgical patients. JBH began using STAND in 2012 and the Speech-Language Pathologists have trained several nurses who now assist with ensuring that patients get oral medications, food and fluids quickly and safely. The tool also helps to identify and avoid potential risks like pneumonia after stroke and improves patient safety during care.



Caring for our patients 24/7

JBH has introduced a new **Clinical Leadership Model** that further enhances our commitment to excellent patient-centred care. This new model shifts the patient care services we provide to 24 hours-a day, 7 days-a-week. An inter-professional care team support this new expanded care model and programs offered to our patients now include Occupational Therapy, Physiotherapy and Discharge Planning every day of the week.

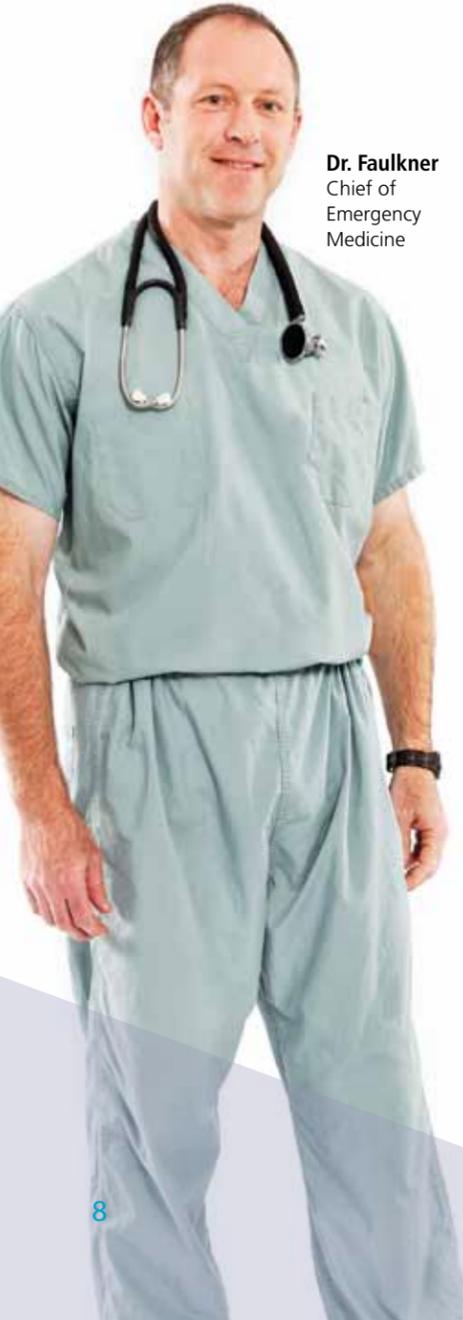
The appropriate use of antibiotics can improve patient health, help reduce the risk of C. difficile infection, shorten hospital stays and control the development of antibiotic resistant bacteria. To ensure our patients are receiving the best antibiotics, at the best dose and for the best length of time, JBH introduced an Antimicrobial Stewardship Program. In the first few months alone, hundreds of patients were reviewed and recommendations were made on how to optimize their antibiotics. As a result, we have seen a significant decrease in antibiotic use across the hospital.

I am proud to be part of a leading-practice community hospital where staff and physicians are dedicated to the prevention of infection and to providing the highest level of care to all of our patients.

– Dr. Opavsky
Infectious Disease Specialist



“Whenever you need us, we are committed to providing you with the best emergency care, 24 hours a day, 7 days a week, close to home.”



Dr. Faulkner
Chief of
Emergency
Medicine



Brooke Davis
Registered Nurse,
Emergency Department

Exceptional Customer Service

Highlights

Promoting a Culture of Excellence

JBH is committed to the goal of instilling a culture of service excellence throughout the organization. This year, JBH began to develop and implement a multi-year **Service Excellence Strategy** to meet this goal. Committees have been formed to work with staff, physicians and volunteers to understand our guiding principles around exceptional customer service and to define our organizational goals. JBH will continue to work to meet and exceed the service expectations of our patients and the community.

Service Excellence

A pilot service excellence training initiative was rolled out in the Emergency Department as part of a Human Resources Strategy. Starting in early 2012, **Customer Service Training** was provided to all Emergency Department staff, focusing on the AIDET model. AIDET is a framework for staff to use when communicating with patients and their families as well as with each other. It is a simple acronym that represents the words Acknowledge, Introduce, Duration, Explanation, and Thank you, all of which provide a powerful way to communicate with people who are often nervous, anxious and feeling vulnerable. Using AIDET, staff are learning how to effectively and compassionately communicate with patients, visitors and families through what is often a stressful experience.

Improving Patient Satisfaction

As a result of the hard work of our staff and leadership, 2012 patient satisfaction survey in the Emergency Department saw an increase, with 92% of respondents rating their perception of JBH staff teamwork as good and/or excellent and 82% of respondents rating the care they received as good and/or excellent.

Transforming our Emergency Department

Thanks to generous donors from our community, the **Emergency Department Waiting Room** was renovated in early 2013. After consultation with our Emergency Department (ED) staff and patients who

provided valuable feedback on what the waiting room should include, fresh paint, new baseboards, new furniture, a new TV and additional power outlets for mobile charging were added. Descriptive wall signage was installed to help our patients understand what to expect in the ED. A special thank you to The Halton Regional Police who donated a DVD player and children's tables and chairs to support a family-centred waiting room. In addition, portable DVD players and age appropriate movies to provide distraction and entertainment in the department for children and teens were also donated.

Volunteer Programs support our elderly patients

Each week, JBH's **Patient Courtesy Shuttle** helps our elderly patients, family members and visitors get to and from the main entrance of the hospital and their parking spots. The volunteer drivers also help provide direction on available parking spots in both the front and rear lots.



JBH's **Eating Matters Program** identifies and supports our geriatric patients. With the help of well-trained and dedicated volunteers, our older patients unable to feed themselves are assisted with eating their meals in a supportive and encouraging environment. This

helps to maintain the nutritional well-being and improve the quality of life of our elderly patients. By significantly improving their meal intake, our elderly patients experience less incidences of pressure ulcers, dehydration, confusion, falls, and infections. This volunteer program is also credited with increasing satisfaction with care from both patients and their families.



“When I had a heart attack and checked into Emergency at JBH, I was triaged immediately. Arrangements were made and I was quickly transported by ambulance to the Hamilton General, where I underwent emergency triple bypass surgery just two days later. The fact that the ED health care team at JBH recognized my symptoms so promptly and sent me to our area's top centre for heart care, saved my life.”
– Marion McQueen, pictured here with husband, Rich.

Highlights

Quality Workplace

JBH was once again honoured with a **Quality Health Care Workplace Award (QHWA) – Silver** in 2012. The QHWA is a partnership of the Ontario Hospital Association and the Ministry of Health and Long-Term Care – HealthForceOntario, that recognizes organizational efforts to improve health care workplaces in ways that contribute to providers' quality of work life and the quality of the care and services they deliver.



Attracting Top Talent

JBH welcomed **Dr. Alan Brown** as **Chief, Department of Psychiatry** in November 2012. Dr. Brown is also the Director, Regional Mental Health Program for the Halton Region and Chief, Psychiatry, Halton Health Care Services. This leadership role is an exciting opportunity for JBH, Halton Region and the patients we serve. This allows us to align closely with community programs that

are already in place and provide an opportunity to integrate hospital-based mental health services across the region.

A physician leader of Dr. Brown's calibre is a tremendous gain for our Mental Health Program. He has held the role of Chief, Psychiatry at Halton Health care Services (HHS) since 2004 and has had a significant impact on the transformation and expansion of the program at HHS. He has also held the position of Medical Director, Child and Adolescent Psychiatric Inpatient Service at Oakville-Trafalgar Memorial Hospital.

Also joining the JBH team is another physician leader, **Dr. Arinder Malik**. Dr. Malik joined JBH in December 2012 as **Chief, Paediatrics and Co-Medical Director, Maternal-Child Program**. She held the position of Chief of Paediatrics at the Brantford General Hospital from 2008-2009.

Dr. Malik completed her medical degree at Dayanand Medical College in India and completed a Clinical Fellowship in Neonatology and in Paediatric Cardiology from McMaster University. She is also a Fellow of the Royal College of Physicians and Surgeons of Canada.

Excellence in Nursing

Two of our nurses, **Steve Suzuki RPN** and **Lorna Smith RN**, received Honourable Mention in the annual **Toronto Star Nightingale Awards** handed out each year during Nursing Week. The award recognizes Ontario nurses for their nursing excellence. Steve and Lorna were nominated in 2013 by the family of a palliative care patient for the exemplary care they provided their loved one. Steve and Lorna join Ildico Tettero, Nurse Practitioner, Outpatient Palliative Care, who was nominated by her colleagues and received honourable mention in 2012.



Around the world

Israel: In June 2012, **Lily Spanjevic, Advanced Practice Nurse (APN) Geriatrics - Medicine** presented at the first **RNAO International Nursing Conference** in Jerusalem, Israel. There were over 690 participants from 46 countries who attended the four day conference. Lily's presentation was on her work on APN influence on COPD patient self-management outcomes.



Africa: Canadian Nurses For Africa (CNFA), a non-profit organization of local nurses, many with roots at JBH including JBH past ED nurse and CNFA founder, Gail Wolters, has been going to Kenya for the past five years to provide free medications, sexual health education, wound care, school deworming programs, wheelchairs, follow-up surgeries, school latrines and other health care to the impoverished area. In 2012, CNFA treated a total of 14,789 Kenyans – the school deworming program alone treated more than 5,300 school children. **Trish Corbett, Clinical Nurse Specialist Geriatrics** and **Kristen Vreugdenhil, RN** were among the nurses from Burlington, Hamilton, Oakville, and Toronto who went on the mission, exhibiting how dedicated they are to compassionate patient care at home and abroad.

Respectful Workplace

JBH staff identified **Respect in the Workplace** as an area of importance in a Healthy Workplace employee survey conducted in April 2012. As a result, several **ongoing respectful workplace initiatives** have been planned, including specialized training in the prevention and management of workplace violence, aggression, harassment and bullying. Designed by psychologists and behavioural therapists, endorsed by the Public Services Health & Safety Association and the Ministry of Community and Social Services, and funded by the Ministry of Health and Long Term Care (MOHLTC) employees across the organization will receive

Crisis Intervention Training to address violence and aggressive behaviour from patients, families and community members. Staff have also begun **Taking Assertive Action Training (TAAT)** to learn how to prevent and manage staff-to-staff conflict, harassment and bullying.



Anita Civitareale
Porter

Tami Triska
Xray Technologist

Highlights

Becoming a Teaching Hospital

JBH has been designated a **Clinical Education Campus (CEC) of McMaster University** and has been designated as an **Academic Community Teaching Hospital of the Michael G. DeGroot School of Medicine**. This designation gives the Hospital more visibility as a teaching location with a formal listing with McMaster and increased opportunities to attract top-notch medical professionals to the hospital and the community.

The Gift of Life

JBH is proud to now be a participating facility in the **Trillium Gift of Life Network (TGLN) Routine Notification Program**, helping to increase organ and tissue donation. JBH's early notification to TGLN will help the network determine eligibility for donation, gain families' consent and increase the chance that one or more lives may be saved.

Dialysis treatment closer to home

Critically ill patients with acute renal failure can now get the treatment they need in JBH's Intensive Care Unit (ICU) thanks to JBH's new Acute



Dialysis Program. Being able to provide acute hemodialysis within our ICU allows our patients to remain in their own community, avoids any risks associated with transportation, and keeps them close to the support of their families and friends at a time when they are acutely ill and need that support most. The ability to keep patients requiring dialysis in our ICU also may effectively reduce their length of stay in hospital. The new acute hemodialysis program has the capacity to treat two patients at a time, seven days a week.

Determining the best treatment plan

JBH is now a member of the **Regional Joint Assessment Program (RJAP)**. RJAP helps adults with hip and knee problems to choose the best treatment plan for them including non-surgical choices and/or surgical choices like joint replacement surgery. The Program was developed as part of the Ontario Ministry of Health's Wait List strategy to improve access to joint replacement surgery and improve the care of osteoarthritis.

Regional Lab Services

JBH has joined Hamilton Health Sciences, Hotel Dieu Shaver Health and Rehabilitation Centre, Niagara Health System, St. Joseph's HealthCare Hamilton and West Lincoln Memorial Hospital for the first ever **LHIN Laboratory Council (LLC)** to develop a plan for the coordination of regional laboratory services in the HNHB LHIN. The inaugural Chair of the LLC is Eric Vandewall, JBH's President and CEO. The Council is investigating the feasibility of an integrated lab medicine program that ensures accessibility, limits duplication of operations and services where appropriate, and meets quality standards while ensuring innovation.

Strengthening Care partnerships

Through improved communication with family physicians in the community who are unaffiliated with the hospital, this year, JBH undertook many initiatives to improve efficiencies in care. These include timely discharge summaries, medication reviews and liaison with community pharmacies upon discharge, the creation of a supportive care level of hospital privilege for family physicians to encourage GP's to engage in aspects of their patients' care in hospital, encouraging access to a patient information platform called **Clinical Connect** for all physicians in Burlington, and more. Currently, JBH is in the process of leading the development of the **Burlington Health Link**, a consortium of health care providers and community agencies aimed at providing care to patients in a more integrated and patient-centred fashion.

A CENTRE FOR LEARNING:

In March 2013, construction began on the Halton McMaster Family Health Centre (HMFHC). As Phase I of JBH's Redevelopment and Expansion Project, the HMFHC will house the Department of Family Medicine of McMaster's Michael G. DeGroot School of Medicine, JBH administrative offices and a new parking facility.

Expected to be complete by next spring, the construction of the HMFHC marks the new home around which Family Medicine Residency teaching will take place in Halton. This new Centre will house 10 full-time Family Physicians who are all full staff at JBH. They will train a total of 16 Family Medicine Residents split between two years of Residency in their outpatient clinics, and through various inpatient experiences at JBH. The clinic will provide care to many residents of Burlington, and will include access to Social Work, a Psychiatrist, a Dietician, Pharmacist, and Nurse Practitioner.

"As a Clinical Education Campus of McMaster University, patients at JBH will begin to see more medical learners (medical students and Medical Residents) as a part of our care teams. These bright young minds who are training in our community will be future leaders in their respective fields. Learners positively influence organizations in many ways, namely asking inquisitive questions that encourage all care providers to be current and cutting edge with their knowledge and quality of care. These "Learners as Teachers" also increase manpower, and have been shown to enhance the patient experience while in hospital. At JBH, we look at our teaching affiliation as something that will allow us to train physicians in a compassionate and patient-centred way, and ultimately recruit these physicians to stay and contribute to our community."

– **Dr. Prodger**
Chief of Staff and
VP Medical Affairs



The new Halton McMaster Family Health Centre (HMFCH)

See more information about the Redevelopment and Expansion Project on pages 16-17.





Highlights

Achievements in Care

Through the hospital's progressive changes, our staff and physicians have made significant achievements this year in quality care, patient safety and customer service, benefitting our patients and community:

- We have amongst the lowest C. difficile rates in Ontario;
- Our Emergency Department patient satisfaction scores are improved;
- We have achieved a 30% reduction in admission wait times;
- We have achieved a 35% decrease in wait times for MRI scans;
- We consistently have one of the highest surgical safety checklist ratings in the province at 99.9%.

The evidence of our achievements is compelling and inspiring and supports our vision of care in the community as the hospital transforms with the Redevelopment and Expansion Project.

Accountability and Transparency

Our Board, staff and physician teams have developed a **Corporate Score Card** to monitor and measure our achievements through the lens of our strategic priorities. We believe in openness and transparency, are dedicated to fulfilling our strategic directions and so publicly share our score card results with our stakeholders on a quarterly basis on our website. We continue to monitor and mark our progress in areas like hand hygiene compliance, patient flow, call button response and overall patient satisfaction.



Our Generous Donors

The Level 2B Nursery was renovated this year thanks to generous donations from members of the Burlington community. Renovations include more individualized care spaces for babies and their families,

the addition of oxygen and medical air throughout the existing nursery space, larger care areas, defined patient bays, a new Team Centre, new security features and improved lighting.

Breastfeeding Clinic

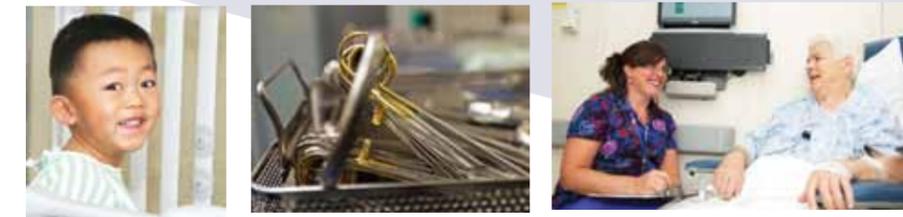
The International Board of Lactation Consultant Examiners (IBLCE) and the International Lactation Consultant Association (ILCA) have again awarded JBH's Breastfeeding Clinic with an **International Board Certified Lactation Consultants (IBCLC) Care Award**. JBH is the only hospital in Ontario to have been granted this designation.



JBH submitted a **Letter of Intent to the Breastfeeding Committee of Canada**, informing them of our intent to pursue the World Health Organization (WHO) / United Nations Children's Fund (UNICEF)'s **Baby Friendly Hospital Initiative (BFHI) designation**. Implementing the "Ten steps to successful breastfeeding" includes ending the practice of distribution of free formula and compliance with the WHO International code of breast milk marketing (no advertising, donations, free samples, promotion of gifts of formula), all contributes to achieving the BFHI designation for JBH.

Standard Patient Order Sets

JBH launched a **Patient Order Sets Project** as part of its commitment to standardized, best practice care. Standardized Patient Order Sets have a direct impact on quality and patient safety by reducing errors and variability in care, improving workflow efficiencies, improving bed management and working as an enabler for Computerized Practitioner Order Entry (CPOE) and the integrated electronic health record system. JBH has partnered with PatientOrderSets.com, a leading provider of evidence-based order sets, used by over 260 health care organizations across Canada, and is endorsed by the Ontario Hospital Association as a Best Practice for hospitals.



Optimizing our surgical services

JBH has undertaken a significant **Transforming Peri-operative Project** to further focus on our goal of patient-centred care by utilizing best practices and finding efficiencies in our surgical department. Working with Sullivan Health care Consulting Canada and many other hospital departments, the surgical program identified several recommendations. Beginning in April 2012, staff teams were established to create implementation plans to support these recommendations. Since then, there have been many impressive accomplishments including the development of new processes and structures, all which have benefitted the department to ensure we are providing the best care to all of our surgical patients.



Level 2B Nursery Designation

JBH's Maternal and Child Special Care Unit has received the provincial designation of Level 2B Nursery, providing a higher level of care for infants closer to home. The new cardio respiratory monitors, interdisciplinary collaborative education and the ability to provide Total Parenteral Nutrition (TPN) on a short term basis for those infants who are unable to take feeding by mouth, will decrease our transfer of infants to Tertiary Care Centres. The Nursery now supports mothers giving birth at our hospital from 32 weeks gestation and up.

JBH REDEVELOPMENT & EXPANSION PROJECT

JBH's Redevelopment and Expansion Project will be constructed over two phases. In Phase 1, a new three-storey building on Lakeshore Rd. will house the Halton McMaster Family Health Centre (HMFHC), the Department of Family Medicine of McMaster's Michael G. DeGroot School of Medicine and JBH administrative offices. A new parking garage with more than 800 spaces is being built adjacent to the new centre.

In Phase 2, a new patient-care tower will be built and significant renovations will be made to existing space will take place, adding state-of-the-art facilities and services to meet the health care needs of our community for many years to come.

Milestones



◀ **May 17, 2012**
Partners from Joseph Brant Hospital, McMaster University, City of Burlington and Region of Halton, gathered to mark the first phase of the Redevelopment and Expansion Project and the future site of the Halton McMaster Family Health Centre with the demolition of the former Ministry of Environment building.

▼ **July 16, 2012**
Burlington City Council approved the \$60 million contribution agreement between the City of Burlington and Joseph Brant Hospital, which will be dedicated to supporting the many equipment purchases needed with the redevelopment of the hospital. JBH is incredibly appreciative of the support and dedication of our City Council for the hospital and the future of health care in our community.



Phase II Highlights

- **Additional acute inpatient beds**
- **Expanded Diagnostic Imaging and Medical Diagnostics Unit, Ambulatory Care Area, Cancer Clinic, and Intensive Care Unit (ICU)**
- **Additional Operating Rooms**
- **A new Post-Anaesthetic Care Unit**
- **A renovated Emergency Department**
- **A new Main Entrance**
- **An expanded and modernized Laboratory**
- **Expanded Level 2B Neonatal Intensive Care Unit**



Artist Rendering of Redevelopment and Expansion Project.



Artist Rendering of Redevelopment and Expansion Project.

▶ **October 24, 2012**
On October 24, 2012, JBH received final approval of the Hospital's Phase I Site Plan by Burlington City Council.



▲ **March 6, 2013**
Many of our esteemed partners, including representatives from the City of Burlington, Region of Halton, McMaster University, Hospital and Foundation Board members gathered to celebrate the official ceremonial groundbreaking of construction on Phase 1 of the Project.



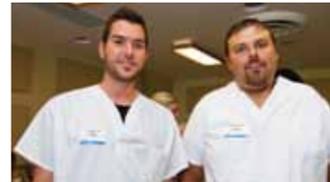
Artist Rendering of HMFHC

◀ **Spring 2013**
In the Spring 2013, JBH received updated artist renderings of Phase II of our Redevelopment and Expansion Project. These renderings showcase the latest projected look of the new patient tower, with the contributions of Cannon Design, the hospital's Planning, Design and Compliance (PDC) Team. The final look of the building will continue to evolve after the Project-Co team is selected to ultimately design, build and finance the project.



◀ **March 19, 2013**
Announcement was made that Bondfield Construction Company Limited will lead the team to build the new Halton McMaster Family Health Centre and parking facility. Construction is underway on this project and is expected to be complete by next Spring.

The Faces of JBH 2012-13



Statements of Financial Position

March 31, 2013, March 31, 2012 and April 1, 2011

	March 31, 2013	March 31, 2012	April 1, 2011
Assets			
Current assets:			
Cash and short-term investments	\$ 28,230,243	\$ 11,952,650	\$ 10,888,834
Accounts receivable	7,910,379	6,933,687	4,343,015
Grant receivable from Ministry of Health and Long-Term Care	76,876	76,876	76,876
Grant receivable from Joseph Brant Hospital Foundation	913,539	3,047,157	1,882,789
Due from The Joseph Brant Trust	17,704	13,578	1,324
Inventories	635,213	611,836	586,878
Prepaid expenses	842,521	824,778	1,054,261
Total current assets	38,626,475	23,460,562	18,833,977
Interest in The Joseph Brant Trust (note 9(c))	1,491,780	1,399,021	1,403,001
Capital assets, net (note 3)	39,541,229	38,200,412	40,113,917
Total assets	\$ 79,659,484	\$ 63,059,995	\$ 60,350,895

Liabilities and Net Assets

Current liabilities:			
Accounts payable and accrued liabilities	\$ 24,986,391	\$ 24,782,474	\$ 20,904,699
Deferred revenue	49,899	81,214	116,264
Current portion of obligation under capital leases (note 4)	636,956	419,152	595,176
Current portion of long-term debt (note 5)	-	-	261,827
Total current liabilities	25,673,246	25,282,840	21,877,966
Obligation under capital leases (note 4)	282,439	109,253	528,402
Long-term liabilities (note 6)	9,714,412	9,061,223	7,509,700
Deferred capital contributions (note 7)	40,727,993	25,533,511	26,679,079
Total liabilities	\$ 76,398,090	\$ 59,986,827	\$ 56,595,147
Net assets:			
Invested in capital assets (note 8)	16,720,193	13,536,588	13,516,862
Unrestricted	(13,750,579)	(10,662,441)	(9,964,115)
Restricted for capital purposes (note 9(c))	-	199,021	203,001
Accumulated rereasurement gains (note 2)	2,969,614	3,073,168	3,755,748
	291,780	-	-
Total net assets	3,261,394	3,073,168	3,755,748
Commitments (note 13)			
Contingency (note 14)			
	\$ 79,659,484	\$ 63,059,995	\$ 60,350,895



Statements of Operations

Years ended March 31, 2013 and March 31, 2012

	2013	2012
Revenues:		
Ministry of Health and Long-Term Care	\$ 125,269,925	\$ 121,529,878
Inpatient services	5,156,147	5,304,590
Outpatient services	7,255,897	7,946,381
Other income	8,666,914	7,800,314
Amortization of deferred capital contributions	2,212,261	2,499,529
Ex-global income	4,628,876	4,372,445
	153,190,020	149,453,137
Expenses:		
Salaries	\$ 79,826,355	\$ 78,322,124
Employee benefits	18,540,402	20,034,124
Fees to medical staff	14,166,755	13,537,412
Drugs	5,667,814	4,759,903
Medical and surgical supplies	9,766,851	9,946,022
Other supplies and expenses	20,428,317	19,034,320
Amortization of equipment	4,344,755	4,202,447
	152,741,249	149,836,352
Excess of revenues over expenses (expenses over revenues) before the undernoted	448,771	(383,215)
Amortization of deferred capital contributions relating to building	1,538,612	1,616,015
Amortization of building	(1,891,916)	(1,911,400)
	(353,304)	(295,385)
Excess of revenues over expenses (expenses over revenues)	\$ 95,467	\$ (678,600)

JOSEPH BRANT HOSPITAL AUXILIARY

Message from the Board Chair



The past year has once again been a memorable one for the Auxiliary as it marked the first year of contributing to the Auxiliary's \$5 million pledge in support of the Redevelopment and Expansion Project. We are pleased to donate \$540,000, our largest donation to date, an amount that includes funds held back from last year to help kick off our pledge commitment, profits from Tim Hortons and the Gift Shop, as well as monies donated by individual members and numerous fundraising events. Outstanding, we are well on our way!

The Board committees have been busy this year. Board Development, as the gate keeper of the Board, has been diligently reviewing policy and assessing Board and Committee effectiveness. The Finance Committee reviews the financial statements and Business operations (Gift Shop and Tim Hortons). The pledge commitment motivated our fundraising efforts to create new, innovative and fun events which included the Victorian Tea, organized by the late Margie Swire, Fall Card Party, Gift



basket sales and the Tartan Terrors event. The creativity and enthusiasm of these events are a wonderful examples of the commitment to help be a part of the future. Communication is focused on keeping our membership informed of all Auxiliary activities throughout the year.

In November, we celebrated the induction of Jean Jamieson and Jane Marquardsen into the Provincial Life membership of the Hospital Auxiliary Association of Ontario. Congratulations to both Jean and Jane for their well-earned achievement and dedication to JBH.

This year, two members will be leaving the Board. Carmela Friday has served on the Board for six years and has championed many fundraising events. Her commitment and wisdom will be missed. My term of office has also been completed and I would like to say it has been a wonderful experience. Being a Board member has given me the opportunity to meet new people and make new friends. It is an exciting time for our Auxiliary and I look forward to seeing what the future has in store.

Barbara Hladysz

Barb Hladysz
Chair, Board of Directors



2012-13 Auxiliary Board of Directors

Back Row, from Left to Right: Serena Lee, Diana Mercuri; Bill Haufschild; Adrian Markowiak; Paul Vet; Carmela Friday. Front Row, from Left to Right: Gwen Forsyth; Arlene Yam, JBH Vice President People and Clinical Support Services; Barbara Hladysz, Chair; Krista Attwood; Theresa Yust.

Fundraising Events (Net Profit)

Ribfest	\$ 7,669
Auctions (Spring and Fall)	\$ 38,915
Fashion Show	\$ 27,215
Joey Bears	\$ 161
Rotary Ticket Sales	\$ 790
Hairdressing	\$ 5,765
*Gift Baskets	\$ 3,001
*Autumn Card Party	\$ 3,576
Tartan Terrors	\$ 3,331
*Victorian Tea	\$ 2,725
Internal Events	\$ 4,501

TOTAL \$ 97,649

*New Events

Donation Allocation

Auxiliary Activities (Businesses & Fundraising Events)	\$ 320,000
Held Back	\$ 70,000
Individual Volunteer Giving	\$ 150,000

TOTAL DONATION \$ 540,000

Our \$5 million pledge

The Auxiliary to Joseph Brant Hospital has pledged to raise \$5 million for the Campaign in support of the JBH Redevelopment and Expansion Project. This pledge is the largest single donation in the Hospital's history. 21

We love our community and are proud to volunteer in our community hospital.

– Pat McConnell
Volunteer



Remembering Margie
Long-time volunteer and friend, Margie Swire, passed away November, 2012. For 53 years Margie was a familiar face at the hospital and gave countless hours behind the scenes at many Auxiliary fundraisers. A recipient of the Queen's Diamond Jubilee Medal and a Life Member of the JBH Auxiliary and the Hospital Auxiliary Association of Ontario, her life-long service to the hospital and community are an example for us to follow.



Congratulations



Life Members of HAAO (Hospital Auxiliaries Association of Ontario)
Jane Marquardsen and Jean Jamieson have been accepted as Life Members of HAAO (Hospital Auxiliaries Association of Ontario). They were awarded this distinction at the HAAO Provincial Convention, November 2012.



Auxiliary Scholarship
This year Kim Marais is the recipient of the Auxiliary Scholarship, awarded to one volunteer entering Post Secondary education. Kim has volunteered for the past three years, contributing more than 600 hours of service, mainly in the Gift Shop.



JOSEPH BRANT HOSPITAL AUXILIARY

Balance Sheets

March 31, 2013, March 31, 2012 and April 1, 2011

	March 31, 2013	March 31, 2012	April 1, 2011
Assets			
Current assets:			
Cash	\$ 571,208	\$ 516,339	\$ 521,699
Accounts receivable	16,995	18,317	13,962
Inventories	42,583	47,927	43,029
Prepaid expenses	8,361	4,327	6,808
	639,147	586,910	585,498
Capital assets, net of accumulated depreciation (note 2)	38,974	38,466	36,747
Intangible asset, net of accumulated amortization (note 3)	8,500	10,500	12,500
Restricted assets:			
Cash	10,324	2,771	4,183
Prepaid expenses	1,317	1,882	2,634
	11,641	4,653	6,817
	\$ 698,262	\$ 640,529	\$ 641,562

Liabilities and Surplus

Current liabilities:			
Accounts payable and accrued liabilities (note 4)	\$ 112,229	\$ 102,871	\$ 115,425
Deferred revenue	6,400	34,600	36,886
Due to Joseph Brant Hospital (note 5)	428,275	308,474	336,892
	546,904	445,945	489,203
Operating surplus:			
Balance, beginning of year	197,346	148,250	155,618
Excess of revenues over expenses	324,822	309,106	296,278
Donations to Joseph Brant Hospital Foundation (note 6)	(371,990)	(260,010)	(303,646)
Balance, end of year	150,178	197,346	148,250
Restricted surplus:			
Balance, beginning of year	(2,762)	4,109	4,166
Excess of revenues over expenses	19,442	18,629	19,017
Donations to Joseph Brant Hospital Foundation (note 6)	(15,500)	(25,500)	(19,074)
Balance, end of year	1,180	(2,762)	4,109
	\$ 698,262	\$ 640,529	\$ 641,562

JOSEPH BRANT HOSPITAL AUXILIARY

Combined Statements of Operations

Years ended March 31, 2013 and 2012

	2013	2012
Revenues (schedules 1, 2, 3, 4 and 5):		
Sales	\$ 1,733,200	\$ 1,730,026
Fundraising activities	192,081	194,429
Television rental	22,155	27,059
Interest and miscellaneous income	7,719	8,480
	1,955,155	1,959,994
Expenses (schedules 1, 2, 3, 4 and 5):		
Cost of sales	693,035	698,155
Salaries and benefits	610,644	624,506
General	122,744	122,487
Royalties and advertising levy (note 7)	84,734	82,907
Auxiliary drink tickets	21,860	21,845
Repairs and maintenance	16,876	14,587
Depreciation and amortization	10,999	12,564
Administrative	7,953	11,369
License	5,527	5,636
Tickets	4,068	4,258
Advertising	1,661	2,108
Other	30,790	31,837
	1,610,891	1,632,259
Excess of revenues over expenses	\$ 344,264	\$ 327,735
Comprised of:		
Operating	\$ 324,822	\$ 309,106
Restricted	19,442	18,629
	\$ 344,264	\$ 327,735

Message from the Director, Auxiliary/Volunteer Resources



Volunteers cast a Beautiful Shadow is the tag line for National Volunteer Week for 2013 – what a fitting descriptor of the men and women who volunteer throughout the hospital every day. Volunteers come in all shapes, sizes and ages and each one comes with the common goal of making a difference in our community through their work at the hospital.

The dedication of our volunteers is paramount in providing service excellence, whether it be at the bedside, at Wellness House, in various waiting areas or in caring for a family during a time of need.

The volunteer program is growing as services expand in the patient and family areas. Eating Matters, an assisted dining program, was piloted last year. The program has been a tremendous success and has now expanded to additional units.



Friendly visiting with our older patients has a renewed focus. It is heartwarming to see the growing interest of our new volunteers to serve in this capacity. The Courtesy Shuttle, driven by volunteers, transports patients and visitors to and from the parking lot and the hospital entrance. This is now a regular seasonal service that is getting rave reviews.

Much of the work of the volunteers would not flow so seamlessly without the dedication of our volunteer leadership that welcomes, trains and supports our new and existing volunteers. This year, 130 individuals joined the volunteer team.

The interest from the community in volunteering at the hospital is continually growing, which allows the placement of the best suited individuals to work alongside the dedicated staff in providing a quality health care experience. We are building the foundation of volunteer engagement to be well positioned to continue the excellence of volunteer service into the future.

It is with great pride that we celebrate the 20 volunteers who were awarded five-year milestone awards at the Volunteer Annual Recognition evening. These volunteers collectively have given 605 years of service. We also celebrate those volunteers who have given 10, 15, 20, 25 and 40 years of service to our hospital.

On behalf of Carolann Badger, Coordinator of Volunteer Resources, and myself, I wish to thank and acknowledge each of the 650 volunteers who contributed their time and passion to the betterment of the patients and families we serve. You indeed cast a beautiful shadow.

Mary Lou Tinmouth
Director, Auxiliary and Volunteer Resources

Volunteer Service Awards

years of service

40 YEARS

Lillie Bailey
Dorothy McIlroy

25 YEARS

Ward Russell
Angela Sherbanow

20 YEARS

Ruth Bradley
Doreen Owen
Pearl Dixon
Norma Reed

15 YEARS

Kathy Corder
Betty Love

Jen Dawson
Lisa O'Reilly
Vera Dennehy
Heather Priest
Marilyn Hastings

10 YEARS

Peggy Ellicott
Darnley Lewis
Phyllis Prescott
John A. Gibson
Susan Marshall
Bill Ridsdale
Donna Hack
Lori Miksza
Barbara Seabrook
Katy Harris

Jan Minken
Doris Southwell
Shirley Herriot
Lindsay Pallister
Randy St. Andrew
Reta Holm
Beverley Pevere
Mildred Stringfellow
Gloria King

5 YEARS

Carolyn Avery
Art Ford
Muriel McLeod
Terry Bedard
Carmela Friday
Joyce Miller

Nancy Capstick
Jeanne Hay
Timothy Park
Ralph Edwards
Gordon Hendrie
Kent Stirling
Floyd Elder
Sheila Hofman
Lily Wakabayashi
Linda Flear
Mary Hroncek
Evone White
Dianne Fleming
Rhoda Low Ring

hours of service

2,000 HOURS

LIFE MEMBERSHIP
Carol Cameron
Elizabeth McNamee
Frank Easson
Nan Mercer
Gwen Forsyth
Margaret Rivett
Gordon Hendrie
Barbara Seabrook
Linda Malone
Mary Skrzek

1,000 HOURS

Margaret Dumberg
Linda Flear
Adrian Markowiak
Margaret Dunlop
Dianne Fleming
Patrick McConnell

Margaret Edrupt
Joanne Gilleland
Harry McMahon
Ralph Edwards
Helen Hobbs
Herb Teather
Floyd Elder
Lynne Langford
Marilyn York

1,500 HOURS

Iris Bonanno
Noelle Fraser
Hume Rochfort
Joan Brokenshire
Michael J. Holm
Pamela Rochfort
Doreen DeFreitas
Janice Humphreys
Randy St. Andrew

Barbara Donovan
Susan Marshall
Mona Vidito
Margaret Edrupt
Mary Piche
Lily Wakabayashi

500 HOURS

Krista Attwood
Mia Huinink
Isabella Penman
Carolyn Avery
Gail Lyness
James Penman
Christine Barbera
Kim Marais
Paddy Rodgers
Frank Barich
Nancy Markowiak
Maxwell Ryan

Steven Beyrouthy
Marlene Marks
Vanessa Sawadsky
Carolyn Brink
Jeanette Massicotte
Betsie Vansydenborgh
Sandra Brown
Sherry McCarroll
Paul Vet
Edna Cullis
Jane Anne McNabb
David Webb
Bonnie Day
Colette Minion
Alma Weinberger
Doug Hand
Sumedhaa Narendiran
Jimmy Zhang
Bill Haufschild

Volunteering is

Time well spent

From April 2012 to March 2013, **657 volunteers** contributed **85,200** hours of service.

Volunteers contributed hours of service in the following areas:

Family & Patient Services
52,537

Support Services (Clerical, office)
6,707

Gift Shop
9,074

Knitting
6,895

Fundraising & Lottery
5,098

Auxiliary Board
& Auxiliary Office
3,877

Neel Dhingani
Volunteer



Message from the President and Board Chair



To build the Hospital's \$312+ million Redevelopment and Expansion Project takes a whole Community. Over the past year, our Community has shown passion, commitment and strong leadership, helping us to kick off our Campaign by raising close to \$14 million in just one year. For this great start towards our goal of \$60 million, our Community's largest Capital Campaign, we have many people to thank.

We are immensely proud of our dedicated leaders; the Foundation Board of Directors, Campaign Cabinet, Crystal Ball Committee, and Gift Planning Advisory Council. All of whom are committed to engaging our donors, encouraging local citizens to invest, and ensuring the success of the Campaign. We are also grateful for the support of our Ambassadors Council, 200 strong members supporting our mission and inspiring others. We are privileged to work with such an accomplished team which has done so much to build project awareness.

We have broken ground on Phase I of our Redevelopment and Expansion Project, further igniting our team as we work toward our shared goal – building a new Joseph Brant Hospital.

Thank you to our thoughtful donors who have entrusted us with their philanthropic gifts; showing an understanding and recognition for the need of a state-of-the-art hospital in Burlington. Our donors are the facilitators of generosity; showing commitment to our cause. Thank you for your support as we move forward in our vital work, growing and expanding the Hospital to better serve our Community.

With much passion and dedication the JBHF and our Campaign Cabinet, continue to move forward with Our New Era campaign. Our future is bright, and together we will achieve our \$60 million goal!

Anissa Hilborn
President

Brian Torsney, Chair
Board of Directors



2012-13 Board of Directors

Back Row, from Left to Right: Ken Jaques; Mel Griffin; Eric Vandewall, JBH President and CEO; Brian Heagle; Bob Basadur; Michael O'Sullivan.

Front Row, from Left to Right: Michelle Cisecki; Elizabeth Law; Carmela Friday; Brenda Hunter; Brian Torsney, JBHF Board Chair; Anissa Hilborn, JBHF President; Randy Smallbone; Susan Moore.



Our guiding principles

Mission:

To inspire our entire Community to invest in our Hospital to improve the health and well-being of our citizens.

Vision:

The first choice of generous people for a healthy Community.

Our donors are thoughtful individuals, families, groups, organizations and corporations who carefully consider where they allocate their philanthropic dollars.

Thank you...

The Joseph Brant Hospital Foundation is fortunate to have a strong, committed Board. This year we have four Board members who are retiring from their positions: Brian Torsney, Ken Jaques, Randall Smallbone, and Mel Griffin. These members have made an immeasurable donation of their time and talents, contributing to achieving our shared goals, for which we give our most sincere gratitude.



Brian Torsney

Brian has been influential in leading the Foundation Board these past two years as Chair, working on our Capital Campaign, as well as improving the inner workings of the Board. He has been a Board member since 2007. His dedication to the Hospital is tremendous. Brian is a strong Community leader, which shows in his skill with heading our team. Thank you Brian for having the ability to ask the tough questions, supporting transparency, and always being your authentic self. Your passion and vision for the future of JBH has been evident in all of your work. You have been an inspiration to work with.



Mel Griffin

A Foundation Board Member since 2007, Mel is a passionate Director and member of our Campaign Cabinet. With his caring nature, and commitment to the Hospital, he has been an exceptional advocate for Joseph Brant Hospital. Thank you, Mel, for your many years of service and leadership.



Ken Jaques

Ken has been a Foundation Board member since 2007. He has been a tremendous asset and supporter of the Foundation's work, and the Crystal Ball in particular. Ken's commitment and determination, has been demonstrated through his years with the JBHF. Thank you, Ken, for your quick wit and innate sense of humour; it will be greatly missed by all those who have worked with you.



Randy Smallbone

Randy's vast experience with major enterprise finance has been extremely appreciated, as we embark in the largest fundraising campaign in our history. Thank you, Randy, for your deep commitment over the past six years, to our financial management, and for your continued participation with our Capital Campaign.

...for your leadership



Statements of Financial Position

March 31, 2013, March 31, 2012 and April 1, 2011

	March 31, 2013	March 31, 2012	April 1, 2011
Assets			
Current assets:			
Cash and investments	\$ 19,152,626	\$ 21,094,583	\$ 19,299,374
Accounts receivable	135,599	-	-
HST rebate receivable	135,000	41,252	22,895
Prepaid expenses	17,407	-	-
	<u>19,440,632</u>	<u>21,135,835</u>	<u>19,322,269</u>
Capital assets, net (note 3)	160,327	25,543	34,837
	<u>\$ 19,600,959</u>	<u>\$ 21,161,378</u>	<u>\$ 19,357,106</u>
Liabilities and fund balances			
Current liabilities:			
Accounts payable and accrued liabilities (note 4)	\$ 1,048,829	\$ 1,753,675	\$ 569,563
Grants payable to Joseph Brant Hospital	913,539	3,047,157	1,882,789
Deferred revenue	69,667	-	-
	<u>2,032,035</u>	<u>4,800,832</u>	<u>2,452,352</u>
Fund balances:			
Investment in capital assets	160,327	25,543	34,837
Externally restricted (note 5)	3,345,676	3,088,008	2,495,366
Internally restricted (note 6)	12,971,784	13,271,784	14,290,290
Unrestricted	1,091,137	(24,789)	84,261
	<u>17,568,924</u>	<u>16,360,546</u>	<u>16,904,754</u>
Commitments (notes 7 and 9)			
	<u>\$ 19,600,959</u>	<u>\$ 21,161,378</u>	<u>\$ 19,357,106</u>



Statements of Operations and Changes in Fund Balances

Years ended March 31, 2013 and 2012

	Undesignated fund	Designated fund	Parking fund	Endowment fund	2013 Total
Revenues:					
Donations	\$ 3,953,821	\$ 908,622	\$ -	\$ 500	\$ 4,862,943
Parking	-	-	1,686,458	-	1,686,458
Investment loss	(189,967)	(1,952)	-	-	(191,919)
	<u>3,763,854</u>	<u>906,670</u>	<u>1,686,458</u>	<u>500</u>	<u>6,357,482</u>
Expenses:					
Operating (note 8)	2,188,244	-	-	-	2,188,244
Parking	-	-	1,416,561	-	1,416,561
	<u>2,188,244</u>	<u>906,670</u>	<u>1,416,561</u>	<u>-</u>	<u>3,604,805</u>
Excess of revenues over expenses	1,575,610	906,670	269,897	500	2,752,677
Fund balance, beginning of year	754	2,632,073	-	13,727,719	16,360,546
Grants (note 9)	(324,900)	(649,502)	(269,897)	(300,000)	(1,544,299)
Fund balance, end of year	<u>\$ 1,251,464</u>	<u>\$ 2,889,241</u>	<u>\$ -</u>	<u>\$ 13,428,219</u>	<u>\$ 17,568,924</u>
2012 Total					
	Undesignated fund	Designated fund	Parking fund	Endowment fund	2012 Total
Revenues:					
Donations	\$ 1,121,040	\$ 2,878,605	\$ -	\$ 500	\$ 4,000,145
Investment loss	(234,322)	(38,121)	-	-	(272,443)
	<u>886,718</u>	<u>2,840,484</u>	<u>-</u>	<u>500</u>	<u>3,727,702</u>
Expenses:					
Operating (note 8)	495,042	1,962,500	-	-	2,457,542
Excess of revenues over expenses	391,676	877,984	-	500	1,270,160
Fund balance, beginning of year	119,098	2,039,931	-	14,745,725	16,904,754
Grants (note 9)	(250,000)	(1,564,368)	-	-	(1,814,368)
Interfund transfers (note 6)	(260,020)	1,278,526	-	(1,018,506)	-
Fund balance, end of year	<u>\$ 754</u>	<u>\$ 2,632,073</u>	<u>\$ -</u>	<u>\$ 13,727,719</u>	<u>\$ 16,360,546</u>

Highlights



◀ The Molinaro Group Gift Announcement
 On January 24th, JBH staff, physicians, volunteers, friends, supporters and partners of the JBHF gathered at JBH to celebrate a truly groundbreaking donation of \$1 million from The Molinaro Group, a Burlington-based construction and development company. The donation will go directly towards the Our New Era Capital Campaign in support of the JBH Redevelopment and Expansion Project. This is the largest single donation made to the Capital Campaign to date and represents The Molinaro Group's first donation to JBH.



◀ The 12th Annual Crystal Ball
 For the past 12 years, the Joseph Brant Hospital Foundation's annual Crystal Ball Gala has continued to be a tremendous success, largely in part to the incredible support from the Burlington and surrounding communities. Thanks to the support we received from sponsors, donors and volunteers, last year's Crystal Ball raised over \$295,000 for the Hospital's critical needs, including essential equipment and emerging priorities.



◀ The 3rd Annual Amazing Bed Race
 The Amazing Bed Race is a joint event organized by the Joseph Brant Hospital Foundation (JBHF) and the Rotary Club of Burlington North. Over the last three years, the event has raised over \$272,000. In the spirit of Community, families, businesses and local organizations, the Amazing Bed Race is a fun-filled event that raises funds for the JBHF and The Rotary Club of Burlington North. Teams of five fundraise, build or rent a bed, decorate it and race on one of Downtown Burlington's most popular destinations, Brant Street.



Compassionate Care. Exemplary Service. Every Time.

2012-13 ANNUAL REPORT
JOSEPH BRANT
HOSPITAL