



## IT TAKES A COMMUNITY TO CARE

RUNNYMEDE HEALTHCARE CENTRE 2010 | 2011 ANNUAL REPORT



WELCOME TO THE COMMUNITY AT RUNNYMEDE



HEALTHCARE CENTRE





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A COMMUNITY OF PURPOSE

## MESSAGE FROM THE PRESIDENT AND CEO

The past year has been a remarkable one for Runnymede Healthcare Centre (RHC). With the transformation of the hospital complete, we are continuously advancing toward our vision of leading the way in specialized Complex Continuing Care.

The official Grand Opening which took place on December 8, 2010 marked a pivotal moment in our elaborate history. The announcement from Honourable Deb Matthews, Minister of Health and Long-Term Care to open 38 new beds, positioned us to address system pressures.

Following the announcement in January 2011, the hospital began to chart the direction for the future of RHC through a Strategic Plan. The specific outcomes for success were defined and the transformation of the organization's mission into goals was developed.

Core principles and performance measures outlined in the plan are centered around an organizational culture of Clinical Excellence, Safety, Respect, Quality and Accountability. This will ensure that we remain at the leading edge of Complex Continuing Care and continue to meet the needs of our community now and in the future.

As we transform and grow the sense of purpose was driven from the top down as the Board demonstrated solid governing principles throughout the transformation process.

On behalf of the patients, families and staff I would like to thank the Board of Directors under the leadership of Board Chair, George Cushing. The Board and George have guided us forward in the development and implementation of a comprehensive governance structure that instills accountability and transparency throughout our team. George, thank you for your leadership, guidance and the excellent stewardship that has kept us on track and moving forward at an unbelievable pace during this time of transformation.

Commitment, dedication and perseverance became the driving force behind our transformation which fostered growth and excellence. The shift from focusing on the bricks and mortar of a new building to programs and services defined our future. Clinical Excellence, Fiscal Accountability, Investment, Health and Wellness became the overarching principals of change.

My appreciation goes out to Dr. Stephen Ng, Chief of Medical Staff and the Physicians for their commitment to clinical excellence. In particular to Dr. Ng who is compelled by his commitment and dedication to patients and RHC as a whole.

As we celebrate the contribution we have made to our field of excellence and look to the future I do so with both excitement and confidence. For this I must thank the committed and dedicated Senior Leadership Team, Staff and Volunteers who together have faced the difficult task of reinvention with conviction and determination. They have demonstrated to me and the patients we serve that they have the courage to aim high and the dedication to see it through.

Our future is bright, the boundaries are limitless and through determination, clinical excellence and partnerships we've positioned ourselves to provide the very best care to our patients now and in the future.



**Connie Dejak**

*President & Chief Executive Officer*



## MESSAGE FROM THE CHIEF OF MEDICAL STAFF

The last year has been a remarkable one for the Medical Staff at RHC as we established ourselves within the field of Complex Continuing Care.

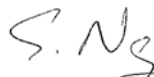
The official Grand Opening and subsequent funding announcement to increase capacity, new programs and services served as the catalyst for success. The dedicated team of Medical Staff and consultants are poised to meet this new challenge.

The Medical Advisory Committee (MAC) also completed an update of the Professional Staff By-Laws. On behalf of the Medical Staff and this committee, I would like to thank the Board of Directors for their guidance. A special thanks to our Board Chair, Mr. George Cushing who was there any time I needed his advice and the members of the MAC for their tremendous contribution.

To our physicians, I am grateful for your support and look forward to continuing to work with all of you. Change is always difficult, however, you have showed extreme dedication and flexibility to our patients by grasping these changes that will take us well into the future.

Lastly, I would like to note that the Medical Staff could not have provided excellent care to our patients without the leadership of our President and CEO Connie Dejak. Compelled by her desire to provide the very best care for our patients she understands and supports the valuable work of the Medical Staff and interprofessional team. I have come to respect and trust her without reservation.

With Connie's leadership, vision and steely determination, the hospital and the patient care that we can provide is constantly evolving to meet current system demands. This keeps us where we need to be – at the forefront.



**Stephen Ng, MD CCFP FCFP**  
*Chief of Medical Staff*



## MESSAGE FROM THE BOARD CHAIR

The past 12 months at RHC have been marked by growth and innovation. Throughout this time, the Board of Directors has held true to their commitment to excellence through the implementation of governance principles.

The highlight for me was welcoming Honourable Deb Matthews, Minister of Health and Long-Term Care to the Grand Opening of the hospital on December 8, 2010, when she announced an investment of \$8 million in the hospital to open new patient beds.

This year also marks the end of my two year term as the Chair of this dedicated and driven Board. Over the past two years, I have had the pleasure of witnessing first hand the incredible vision, passion and leadership displayed by the Board. These individuals generously donate their expertise and time to make RHC the very best that it can possibly be. So I'd like to thank the Chair of each committee and every board member for their commitment and leadership.

The role as Chair of the Board has been an incredible opportunity for me and I am thankful to all those who put their faith in me as I undertook this venture and I wish the new Chair every success.

Finally, on behalf of the Board of Directors, I'd like to thank all those who have contributed to the success of this hospital and it's exceptional team, as there have been many. The pursuit of excellence led by Connie Dejak, President and CEO, whose fierce determination is evident throughout the hospital, is to be commended. Her vision and passion have helped us to achieve success and on behalf of the Board of Directors, Patients and Staff, I thank her.

Dr Stephen Ng, Chief of Medical Staff, should also be commended for passionately serving his patients and providing strong leadership to the medical team.

I would also like to acknowledge Peter Harris, Foundation Chair, whose commitment and dedication has helped raise funds to support the hospital. Peter's leadership and enthusiasm has helped raise over \$1.3M to date. From the Board, Staff and Patients our heartfelt thanks.

Together they have all strengthened the hospital's vision and built on our reputation for excellence.



**George Cushing**  
*Chair, Board of Directors*



# A COMMUNITY OF EXCELLENCE



**1945**

Runnymede Hospital opens October 17 after conversion from the former Strathcona Public School.

**1987**

RHC receives approval to expand to a 214 bed facility and begins fundraising.

**1997**

The Health Services Restructuring Committee orders the Hospital to close by 1999.

**1993**

RHC exceeds fundraising goal and raises an impressive \$12 million to expand.

**2006**

Approval is announced for the construction of a new 200 bed 180,000 square foot Complex Continuing Care hospital.

*Photo left to right: George Smitherman, Minister of Health & Long-Term Care, Connie Dejak, RHC President & CEO, David Caplan, Minister of Public Infrastructure Renewal, Dr. Stephen Ng, RHC Chief of Medical Staff.*

**2007**

Ground is officially broken and construction begins on October 30.

*Photo left to right: Antonio Carvalho, Chair, RHC Board of Directors, Connie Dejak, RHC President & CEO, David Caplan, Minister of Public Infrastructure Renewal, Councillor Bill Saundercook, Director RHC, George Smitherman, Minister of Health & Long-Term Care.*



**2009**

October 14, the new RHC opens its doors to Patients, Staff, Families and the Community.

Mr. and Mrs. Gordon and Ruth Gooder donate \$1 million to support RHC transformation.

**2010**

December 8, the hospital welcomes Honourable Deb Matthews, Minister of Health and Long-Term Care, who officially opens the new hospital and announces an additional \$8 million in funding for programs and services.

*Photo left to right: George Cushing, Chair, RHC Board of Directors, Deb Matthews, Minister of Health & Long-Term Care, Connie Dejak, RHC President & CEO, Dr. Stephen Ng, RHC Chief of Medical Staff, Sam Ciccolini, Principal, Masters Insurance (Co-Chair, RHC Inaugural ICARE Gala), John Aquino, Vice President, Bondfield Construction (Co-Chair, RHC Inaugural ICARE Gala).*

**2011**

The Board and Senior Leadership Team provides clear vision through the launch of a new strategic direction.

New patient care unit opens with 38 new beds bringing the hospital's capacity from 95 to 133 beds.

RHC responds to system pressures through the launch of expanded community programs. RHC provides onsite Dental Centre and Chiropody Clinics.

## A COMMUNITY OF SUPPORT



### JOHN'S STORY

After collapsing four times in a hospital in Virginia while on a summer vacation, John Downing was transported by air ambulance to an acute care hospital in Toronto. With no firm diagnosis and his life turned upside down, John was confused and anxious about the future. "I went from a healthy individual enjoying the sun to someone who thought he was dying."



After a long and difficult struggle to get admitted to acute care, John was eventually transferred to the Intensive Care Unit (ICU) where he lost the ability to walk and developed painful bed sores. Subsequently, John was admitted to RHC.

The goal at RHC is to create a better life for our patients. The interprofessional team works collaboratively to ensure that we continue to provide our patients with quality care when they need it most.

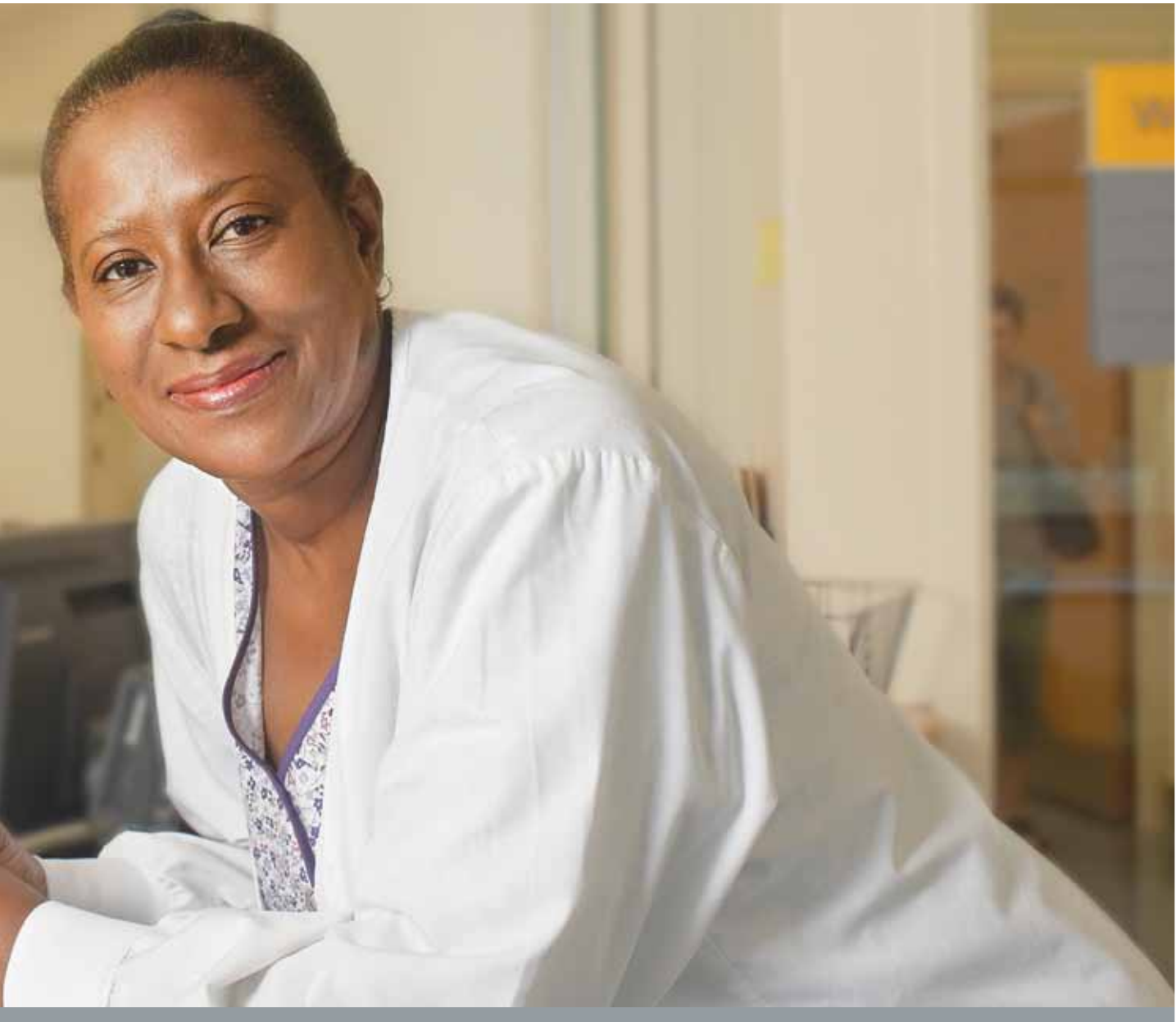
Through intervention and a team approach, RHC gave John back his dignity and rehabilitated him. According to John, "The individualized care I receive here is the only thing that gets me out of bed each day. I'm totally dependant on my muscle exercises and at RHC, I'm recovering at a faster rate than I ever anticipated. RHC really provides excellent care!"

John's progress is rapid and his expected discharge date is July 24, 2011.

## A COMMUNITY OF GROWTH



A new facility. A dedicated team. At the new RHC, our opportunity to grow and lead the way has just begun.



Our transition into a new and larger facility has equipped us with the space and capital equipment to upgrade our internal infrastructure. We can now effectively manage growth and change to meet the needs of our more medically complex acute patients and the community.

Our mandate of continually raising our high standard of quality care ensures that we can excel through Service Integrity, Compassion, Accountability, Respect and Clinical Excellence. Additionally, our state-of-the-art technologies provide us with an opportunity to enhance our care processes and

build an infrastructure that is based on a strong culture of continuous quality improvement.

One highlight is our LTLD (Low Tolerance Long Duration) Rehabilitation program. Created for patients who cannot tolerate a high intensity approach, we assist them in reaching their highest level of independence before returning home.

The time for RHC has finally come to focus on cultivating our new strategy and to take bigger steps towards our vision of leading the way in specialized Complex Continuing Care.

## A COMMUNITY OF PROFESSIONALS



At RHC, we attribute our achievements to the remarkable culture created by the dedication and commitment of our Staff, Physicians and Volunteers. It is this culture that we will protect, preserve and enhance as we embark on our journey of growth.



Poised and ready to provide clinical care to our patients is a highly skilled and diverse team. Medical and nursing care in conjunction with physiotherapy, occupational therapy, activation therapy, speech language pathology, clinical nutrition, social work services, pharmacy, dentistry and chiropody are what our patients can count on to improve their quality of life.

Access to new services is key to providing quality care and is illustrated by our advanced dental centre and chiropody

clinic, which are independently operated and housed within the hospital to provide comprehensive care to RHC Patients, Staff and the wider community.

RHC has built a reputation for quality care by delivering evidence-based, safe and compassionate care to our patients. Expanded programs and services available in the new hospital support the staff in maintaining this reputation and lay the foundation for meeting the needs of a medically complex patient population.

## A COMMUNITY OF LIFE



RHC places great value and importance in building and maintaining relationships with our stakeholders.



From the Ministry of Health and Long-Term Care and the Local Health Integration Networks to local hospitals and community groups, it's relationships with these organizations that contribute to our continued success and history.

We will leverage public and private partnerships to increase access to new services for our patients and their families as well as provide learning opportunities for our staff.

RHC's past is enriched with achievements and milestones that we are immensely proud of. As we set our strategy to move forward in our new facility and embrace opportunities for

growth, we look forward to sharing our stories, our plans and our areas of excellence.

Strengthening interprofessional collaboration among our staff and maintaining best practices will also help us to build stronger internal partnerships as we continue to evolve and grow.

We see establishing and strengthening these partnerships as significant factors for success. As a growing Complex Continuing Care hospital, it's this collaboration and integration that will help us achieve our purpose – exceptional patient outcomes and efficiency.



## BOARD OF DIRECTORS

### BACK ROW – LEFT TO RIGHT

Ms. Susan Grant  
Ms. Helen Lampi, *Chief Nurse Executive*  
Ms. Anetta Jewell  
Dr. Kingsley Watts, *President of Medical Staff*  
Ms. Martha Durdin, *Chair, Finance Committee*  
Ms. Isabelle O'Connor, *Chair, Quality Committee*  
Mr. David R. Hawkey  
Ms. Rachael Kelebay  
Ms. Penny Somerville  
Ms. Dori Hawkinson, *Chair, Audit Committee & Chair, Building Committee*

### FRONT ROW – LEFT TO RIGHT

Dr. Stephen Ng, *Chief of Medical Staff & Chair, Medical Advisory Committee*  
Mr. George Cushing, *Chair, Board of Directors & Chair, Executive Committee*  
Ms. Connie Dejak, *President & Chief Executive Officer & Secretary-Treasurer to the Board of Directors*  
The Hon. Sarmite Bulte, P.C., *Vice Chair, Board of Directors*  
Mr. John O'Dwyer, *Chair, Governance Committee*



## ANNUAL MEMBERS OF THE CORPORATION

Mr. David Armstrong  
 Ms. Jill Coles  
 Mr. Richard Cumbo  
 Mr. John Downing  
 Mr. Keith Forde  
 Ms. Deborah K. Hanscom  
 Mr. Peter J. Harris, *Chair,*  
*Runnymede Healthcare*  
*Charitable Foundation*

Mr. Alex Ling  
 Ms. Kim McArthur  
 Councillor Peter Milczyn  
 Ms. Sarah Spencer  
 Mr. Doug Porter  
 Mr. Joseph Torzsok  
 Mr. Patrick Wilson  
 Mr. Ihor Wons  
 Mr. Victor York

*Recognized as a fiscally responsible hospital, Runnymede values financial stability and accountability. Financial resources are not only critical to delivering superior care and services but are also integral to enable our growth.*

## REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Board of Directors and the Members of Runnymede Healthcare Centre,

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2011, the summary statement of operations for the year then ended and related notes, are derived from the audited financial statements of Runnymede Healthcare Centre for the year ended March 31, 2011. We expressed an unmodified audit opinion on those financial statements in our report dated May 26, 2011.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Runnymede Healthcare Centre.

### Management's Responsibility for the Financial Statements

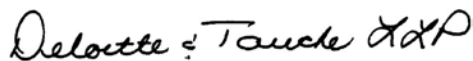
Management is responsible for the preparation of a summary of the audited financial statements on the basis described in Note 1.

### Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."

### Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Runnymede Healthcare Centre for the year end March 31, 2011 are a fair summary of those financial statements, on the basis described in Note 1.



Chartered Accountants  
Licensed Public Accountants  
May 26, 2011

## Notes to summary financial statements

### 1. Basis of the summarized financial statements

Runnymede Healthcare Centre (the "Hospital") has prepared the summary financial statements to be included as part of its annual report. The Hospital has determined that the level of aggregation presented is adequate for the readers of the annual report. The audited financial statements may be obtained from the Hospital, upon request.

### 2. Comparative amounts

Certain of the prior year amounts have been reclassified to conform to the current year's presentation.

A portion of prior year's Salaries and related expenses were reclassified to Supplies, drugs and other.

Supplies, drugs and other has been reduced by an allocation to Investment income.

Co-payment and preferred accommodation income has been reduced and the amount allocated to Other and Investment income.

## SUMMARY STATEMENT OF FINANCIAL POSITION

as at March 31, 2011

	2011	2010
<b>Assets</b>		
Current assets		
Cash	\$ 3,559,151	\$ 1,442,013
Short term investments	8,841,246	5,792,681
Accounts receivable - patients and sundry	327,046	143,376
- Government	1,610,635	14,024,141
Supplies and prepaid expenses	198,008	209,609
	<b>14,536,086</b>	21,611,820
Investments and funds held in trust	5,313,981	117,884
Capital assets	80,713,565	80,793,064
	<b>100,563,632</b>	102,522,768
<b>Liabilities and net assets</b>		
Current liabilities		
Accounts payable and accrued liabilities	2,710,953	9,386,321
Deferred operating revenue	7,346,773	314,295
	<b>10,057,726</b>	9,700,616
Deferred contributions	76,325,629	78,709,728
Accrued benefit liability	747,900	685,900
	<b>87,131,255</b>	89,096,244
Net assets	13,432,377	13,426,524
	<b>\$ 100,563,632</b>	<b>\$ 102,522,768</b>

## SUMMARY STATEMENT OF OPERATIONS

year ended March 31, 2011

	2011	2010
<b>Revenue</b>		
Ministry of Health and Long-Term Care/ Local Health Integration Network	\$ 18,693,660	\$ 18,457,425
Co-payment and preferred accommodation income	2,013,989	1,546,774
Investment income	130,989	126,731
Other	1,126,204	371,391
	<b>21,964,842</b>	20,502,321
<b>Expenses</b>		
Salaries and related expenses	14,768,482	13,427,866
Supplies, drugs and other	4,994,105	5,184,551
Amortization of capital assets	1,039,517	519,942
Utilities	691,147	441,585
Food	361,422	334,459
	<b>21,854,673</b>	19,908,403
<b>Excess of revenue over expenses before undernoted</b>	<b>110,169</b>	593,918
Amortization of building (net)	(104,316)	(39,732)
<b>Excess of revenue over expenses</b>	<b>\$ 5,853</b>	<b>\$ 554,186</b>





## SENIOR LEADERSHIP TEAM

LEFT TO RIGHT

Helen Lampi, *Chief Nursing Executive*

Larry Florou, *Senior Director Human Resources*

Sharleen Ahmed, *Senior Director Corporate Planning & Communications*

Lisa Dess, *Vice President, Clinical Programs*

Connie Dejak, *President & Chief Executive Officer*

Dr. Stephen Ng, *Chief of Medical Staff*

Corinne Wong, *Chief Operating Officer*

Absent: Angela Copeland, *Chief Information Officer & Privacy Officer*

## VALUES



## OUR VISION

Leading the way in specialized Complex Continuing Care.

## OUR MISSION

Runnymede Healthcare Centre provides care for adults with neurological disorders, other chronic illnesses and palliative needs through collaboration and partnership. Runnymede Healthcare Centre's innovative, interdisciplinary approach improves the quality of life for each patient.



# A COMMUNITY OF PEOPLE



## THANK YOU TO DONORS

To our donors, our supporters, our volunteers and our community partners who have demonstrated a track record of community leadership and a passion for philanthropy – Thank you.

It's your commitment, generosity and spirit over the past year that has helped us to achieve our goal of excellence. We value every dollar that is entrusted to us and we are dedicated to turning that investment into the very best Complex Continuing Care so that we can meet the needs of our patients today and in the future. Thank you for continuing to support us when it matters

most and realizing the importance of the work that we do. We couldn't do it without you.

Special friends whom we would like to acknowledge for helping us keep RHC's vision first and foremost include the Gooder Family; The Sovereign Order of St. John of Jerusalem Knights of Malta, The Hereditary Order; Peter Harris, Chair, RHC Charitable Foundation; Mr. Harold Shipp; Mr. Sam Ciccolini, Masters Insurance; John Aquino, Bondfield Construction; Mrs. Miriam Drennan; Scotiabank; TD Bank Financial Group; and CIBC.



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Runnymede Healthcare Centre  
is a registered charity.  
Charitable Business Number:  
107941015RR0001.



## A COMMUNITY OF CARE

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