

A Year of Accomplishment: Advancing Exceptional Care in 2015/2016

GRH places among top Canadian hospitals for patient safety

Grand River Hospital has placed fourth in a comparison of patient survival rates in Canadian hospitals, ranking GRH among the safest hospitals nationally.

The results were in the Canadian Institute for Health Information's December 2015 report on the hospital standardized mortality ratio (HSMR), which measures actual deaths to predicted deaths in hospitals.

"For many years, GRH has seen continuous improvement that has helped make our hospital among the safest in the country," said Malcolm Maxwell, GRH's president and CEO. "Patients can count on the exceptional care that both Grand River and St. Mary's hospitals provide. We are unique in having two hospitals in one community sharing top ten national rankings in this study."



Changes that have contributed to GRH's HSMR performance include:

- Improvements in emergency treatment and admission times;
- Improved communication between health care providers and patients/families when care is transitioned from one care provider to the next;
- Improved length of stay for hospitalized patients; and
- Lower rates of hospital-acquired infections.

High tech laboratory cuts wait times by 10 per cent

Grand River Hospital's new automated laboratory has improved laboratory processes, increased quality, reduced errors and shortened test turnaround time for nearly 2.2 million patient tests a year.

Since the launch of the automated lab in 2015, GRH saw an immediate 10 per cent reduction in test result turnaround times... leading to reduced treatment delays, wait times and patient length of stay.

85 per cent of clinical decisions are based on lab test results. The automated lab provides high quality tests so healthcare providers can make the best care decisions for patients.

The automated lab system cost \$3.2 million and remains the first of its kind in Canada.

Specialized mental health marks fifth anniversary

Inspiring and hopeful stories helped mark the fifth anniversary of GRH's specialized mental health program in January 2016.

Patients, family members, care providers and health partners joined in for the celebration. Specialized mental health came to GRH's Freeport Campus in late 2010, providing more than 50 beds and programs for people with longer-term mental health needs.

One of the storytellers said specialized mental health has given him hope, something he hasn't felt in a long time.

GRH second in Ontario for staff blood donation

GRH staff, physicians and volunteers continue to roll up their sleeves in a big way to help Waterloo Region patients. The hospital collectively gave 274 units of blood in 2015 as part of Canadian Blood Services' Partners For Life program. GRH placed second out of 29 participating Ontario hospitals for the highest number of donations.

Pharmacy renovation adds state-of-the-art improvements

GRH has celebrated the successful completion of its inpatient pharmacy renovation at the KW Campus.

The renovation has provided the following benefits:

- Integrated automation systems to ensure patients get the right dosage of the right medication, in the right way, at the right time;
- A move to decentralized distribution of medications. Almost all medications are now available on nursing units in secure automated dispensing cabinets. Patients receive their medications sooner with a decreased chance for errors;
- A more functional space for order processing and dispensing; and
- Dedicated workspace to support pharmacist student training. The pharmacy trains approximately 40 pharmacy students each year.

Pharmacy team members fill 2,600 medication orders a day and provide medications to over 500 inpatients a day.

The renovation cost approximately \$1.5 million, funded by the Government of Ontario.



From left to right: Geoff Bellew, chair, GRH board; Jane Martin, director, GRH pharmacy services; Dr. Denise Wren, vice president, GRH medical affairs; Daiene Vernile, MPP Kitchener-Centre; Judy Linton, vice president, GRH cancer, renal and diagnostic services; Malcolm Maxwell, GRH president and CEO.

Looking ahead: our planned service volumes for 2016-2017

Number of patient admissions	25,210	Staff	3,300
Number of births	4,100	Medical/dental staff	595
Number of day surgery visits	13,000	Midwives	28
Number of ED visits	65,741	Volunteers	1,000
Number of ambulatory care visits	22,743	Number of beds	567



Lazaridis family gift contributes to care improvements

A \$2 million gift from Mike and Ophelia Lazaridis will enhance care to emergency patients and those with complex medical needs at GRH.

In honour of the gift, GRH's emergency department has been named the Lazaridis Family Foundation Emergency Department.

The first two projects supported by the Lazaridis family donation are:

- A new rapid access clinic to help patients with complex needs to quickly receive specialized health care within 24 to 48 hours without a hospital admission; and
- The launch of an emergency department information system to move patient documentation into a fully digital form and improve care processes.



From left to right: Tracey Bailey, GRH Foundation president and CEO; Ophelia Lazaridis; Mike Lazaridis; and Malcolm Maxwell, GRH president and CEO.

GRH supports life-saving organ and tissue transplants

Trillium Gift of Life Network (TGLN) has honoured GRH for improving life-saving organ and tissue donation in Ontario.

GRH received a hospital achievement award for attaining a conversion rate of 69 per cent in 2014/15, one of 16 hospitals in the province to do so.

The conversion rate is the percentage of actual organ donors from the total number of potentially-eligible organ donors identified upon deceased health record review.

Medical clerks and residents benefit from dedicated rest and study space

Medical clerks and residents at GRH have new comforts as they complete their education, thanks to a partnership between the hospital and McMaster University.

GRH and the Waterloo Region Campus of McMaster's Michael G. DeGroot School of Medicine celebrated the opening of renovated student facilities at the hospital's KW Campus in June 2015.

The space features nine sleep and study rooms for residents on long shifts, as well as meeting rooms and a lounge. More than 600 students in a variety of fields and education levels come to GRH annually for training experience.

KW Campus
835 King Street West,
Kitchener, ON N2G 1G3

Freeport Campus
3570 King Street West,
Kitchener, ON N2A 2W1



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2015/2016 Financial Report

SUMMARIZED STATEMENT OF FINANCIAL POSITION

(Expressed in \$000's)

March 31, 2016, with comparative information for 2015

	2016	2015		2016	2015
ASSETS			LIABILITIES AND NET ASSETS		
Current assets	50,508	67,281	Current liabilities	54,080	66,015
Capital assets	186,114	188,017	Deferred capital contributions and other long-term liabilities	162,433	167,025
Accrued pension benefit plan	31,898	31,933	Net assets	52,007	54,191
	268,520	287,231		268,520	287,231

STATEMENT OF OPERATIONS

(Expressed in \$000's)

March 31, 2016, with comparative information for 2015

	2016	2015	% CHANGE	% TOTAL
REVENUE				
Ministry of Health & Long-Term Care	295,806	299,620	(1.3)	82.1
OHIP and patient revenue	26,083	24,222	7.7	7.2
Equipment grants and donations amortization	5,605	5,435	3.1	1.6
Other revenue	31,169	28,427	9.6	8.7
	358,663	357,704	0.3	99.6
EXPENSES				
Salaries and employee benefits	231,785	230,395	0.6	64.4
Medical staff remuneration	26,351	26,116	0.9	7.3
Drugs	23,963	23,212	3.2	6.7
Medical and surgical supplies	19,406	18,515	4.8	5.4
Equipment amortization	8,065	7,756	4.0	2.2
Other expenses	50,427	52,724	(4.4)	14.0
	359,997	358,718	0.4	100.0
Deficiency of revenue over expenses before the undernoted	(1,334)	(1,014)		
MOHLTC PCOP reconciliation adjustment	1,555	2,325	(33.1)	0.4
Excess of revenue over expenses for MOHLTC purposes	221	1,311		
Building grants and donations amortization	9,371	9,452		
Building amortization	(11,776)	(11,466)		
DEFICIENCY OF REVENUE OVER EXPENSES	(2,184)	(703)		

