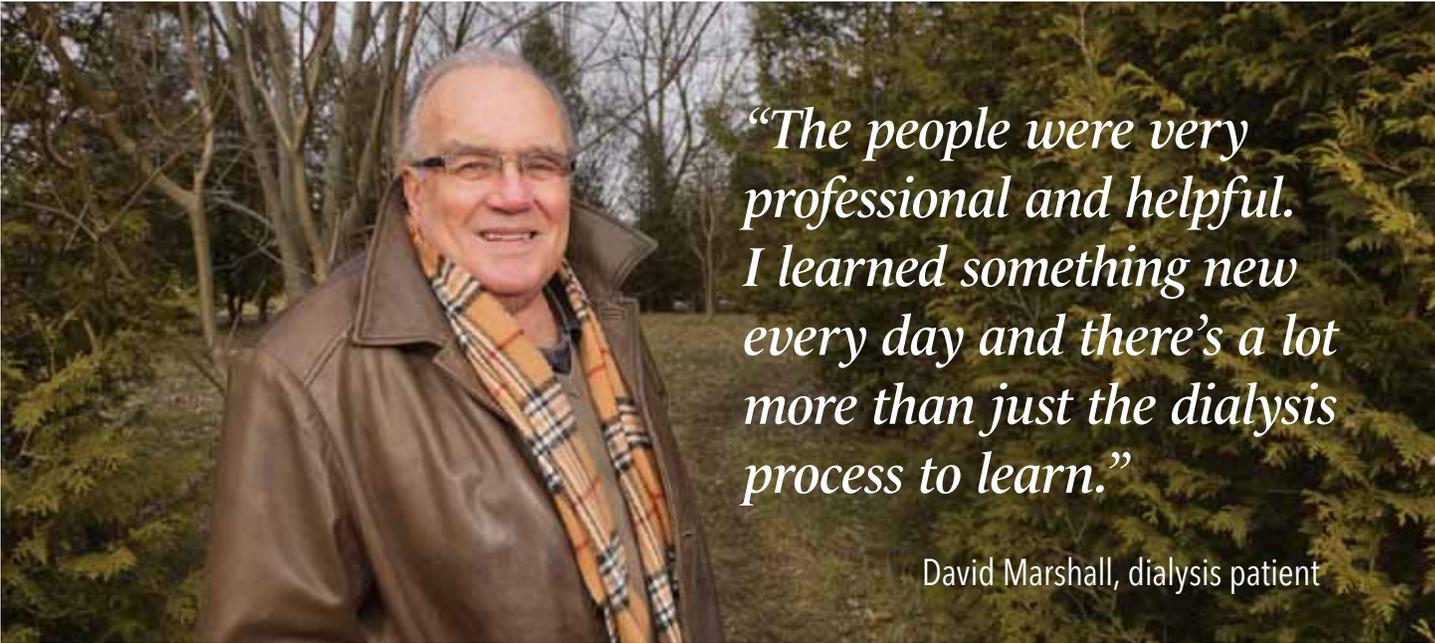


SPECIALIZED HEALTH FOR A GROWING COMMUNITY

GRAND  RIVER  
HOSPITAL





*“The people were very professional and helpful. I learned something new every day and there’s a lot more than just the dialysis process to learn.”*

David Marshall, dialysis patient

## **As the largest hospital in Waterloo Region, Grand River Hospital plays a vital role in providing specialized health services to area residents.**

You may be familiar with GRH’s regional cancer centre, which is among the top cancer centres in Ontario. You may know about GRH’s role as the region’s largest childbirth and children’s health provider, our work to provide acute and specialized mental health services, and the hospital’s district stroke centre.

But did you know about the hospital’s role as Waterloo and Wellington’s provider of specialized care for patients with kidney disease?

Patients like David Marshall depend on this life-sustaining service. His long-term journey has involved health advice to sustain his kidney function for as long as possible, on-going dialysis treatment to remove toxins from his body and now the wait for a kidney transplant.

“I knew there was a problem with my kidneys about 28 years ago,” explains David. “At my yearly medical exam, I was surprised to hear that my doctor found microscopic amounts of blood in my urine. I was diagnosed with glomerular nephritis which is a form of kidney disease.

“With medication and changes to my diet, I managed for 25 years before I needed to start dialysis three years ago.”

Many patients with kidney failure receive dialysis treatment several times a week for hours at a time. This takes place at GRH’s two largest sites, or in GRH-operated clinics at partner hospitals across Waterloo and Wellington. The treatment uses sophisticated machines to filter waste products from a patient’s blood.

David is among a growing number of patients who receive dialysis at home (currently at 25), thanks to the hospital’s home dialysis program. It helps to outfit patients’ homes with dialysis machines, allowing individuals to avoid frequent hospital visits and receive treatment in the comfort of their own home.

Patients in training for the home dialysis program attend a six-week program to learn how to set up, take down, clean and maintain the dialysis machine. Grand River Hospital renal program staff members help with questions and problems as they arise.

“The training for the home dialysis program was very good,” says David. “The people were very professional and helpful. I learned something new every day and there’s a lot more than just the dialysis process to learn.”

“The benefit for me is the flexibility. If I want to take a day off, or rearrange my treatments, I can do that.”

While dialysis is supporting David for the time being, his ultimate wish is for a kidney transplant... a process which GRH helped to facilitate for over 40 patients in 2011-2012. He’s asking area residents to make sure they register to become organ donors at [www.beadonor.ca](http://www.beadonor.ca).

“I want to compliment GRH for the people and the programs,” says David. “It’s a world-class organization and I’m happy to be with them. I will be on dialysis for the rest of my life or until I find a kidney donor. Please sign your organ donor cards everyone.”

# GRAND RIVER HOSPITAL

## Smart spending - better patient care

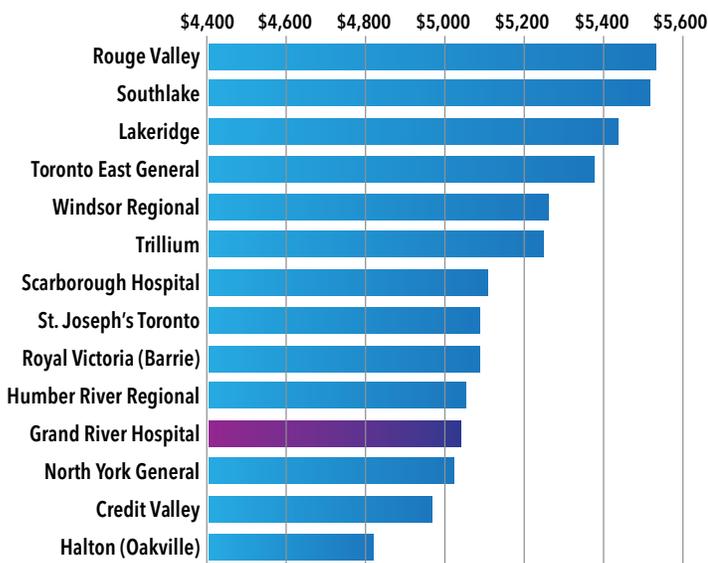
Accountability at Grand River Hospital is more than just providing exceptional care. It's making sure that the dollars we're provided are used effectively and responsibly. That allows us to serve patient care needs while ensuring the financial health of our hospital.

### Balanced budgets, lower costs

GRH has again achieved a balanced budget for the fiscal year that ended on March 31, 2012. Our surplus was approximately \$1.2 million for our \$325.7 million operating budget for the year.

### Grand River Hospital: High-quality care at moderate cost

COST PER WEIGHTED CASE



In comparing costs of hospital stays among similar-sized hospitals, Grand River Hospital has the fourth lowest cost per weighted case. This demonstrates our commitment to high-quality care while remaining a cost-effective hospital.

GRH's actual unit costs of providing care when compared to expected costs were the lowest among hospitals in the Waterloo Wellington Local Health Integration Network.

We're also providing the same care at a lower cost than many other similar-sized hospitals in Ontario. Using a measure called cost per weighted case (which provides an average cost for hospitals' cases), GRH has the fourth lowest cost among our peer hospitals.

### Small changes, big savings

GRH has worked to make small changes that do not impact patient care, but lead to savings that can be re-invested into new equipment and supporting programs.

In 2011, GRH brought its information systems department back as an in-house service from a previous external contract. This resulted in no impact on patient care, but a savings of nearly \$1 million a year while providing the same service to staff.

Another example of finding savings while maintaining patient care happened in our renal program. A recent request for proposals helped to secure specialized solutions and supplies needed in the delivery of dialysis at a much lower cost... resulting in a savings of more than \$700,000.

### Maintaining high standards

GRH remains focused on devoting as much funding as possible towards initiatives that improve quality and patient safety. Strategic spending is a big part of that.

For example, the hospital has targeted hand hygiene as part of its infection prevention and control service. Over the past two years, GRH has installed hundreds of brightly-coloured hand sanitizer dispensers throughout the hospital. These stations provide staff, physicians, patients and visitors with easy access to hand cleaners that can help reduce the spread of infections in our hospital. Combined with the hard work of our infection control staff as well as housekeeping personnel, we're working to provide a safer experience for patients at our hospital.

# Welcome to our 2011-2012 annual report



D'Arcy Delamere

On behalf of the board of directors, staff and physicians of Grand River Hospital, welcome to our annual report for 2011 and 2012.

Our staff and physicians have done a great deal in the past year. Our hospital has received provincial recognition for our work to bring the best evidence to nursing care. We've opened renovated facilities in mental health, day surgery and inpatient care. We've added new beds in intensive care, mental health and medicine. We've worked to shorten emergency department waits.

We've done all of this within a balanced budget, with some of the lowest administrative costs for hospitals of our size.

As we move forward, we're committed to being more responsive to our community's health needs based on what we've heard from our community surveys. We want to make sure every encounter a patient has with our hospital is caring, compassionate, respectful and excellent.

We want to do more to fulfill our role as Waterloo Region's largest provider of specialized hospital programs and services. We want to support the growth of our community by providing a strong and dependable range of health programs and services.

In this report, we're very proud to feature a look at our regional renal program. It demonstrates the high-quality, specialized care provided to patients with kidney disease in both Waterloo Region and Wellington County. It's just one of the many specialized services our hospital is pleased to offer to our region.

We want to continue to be part of a system of care that meets the widest range of patient needs. We appreciate our close relationships with hospitals and health partners within our local health integration network, all focused on providing the highest quality of care.

We hope you find our annual report informative, and appreciate your interest in Grand River Hospital.

Thank you.



Malcolm Maxwell

A handwritten signature in black ink, appearing to read "D'Arcy Delamere".

D'Arcy Delamere  
Chair of the GRH Board of Directors

A handwritten signature in black ink, appearing to read "Malcolm Maxwell".

Malcolm Maxwell  
GRH President and CEO





*"I like working with patients who have a wide range of health needs. Given the long-term relationship we have, we get to know each other very well over the years." Dr. Jerry Rosenstein, pictured with GRH dialysis patient Joyce Tucker.*

## Why your kidneys matter

**Imagine a pair of organs working around the clock, filtering a litre of blood for bodily waste every minute, producing two litres of urine a day.**

What would you do if they slowed down or stopped working?

Kidneys are serious business, according to GRH nephrologist Dr. Jerry Rosenstein. Without functioning kidneys, normal bodily waste can build up to fatal levels. Patients also generally feel unwell with symptoms including loss of appetite, nausea, fatigue, shortness of breath, swelling and many more.

A nephrologist for 27 years, Dr. Rosenstein is one of eight nephrologists in GRH's regional renal program caring for patients with limited or no kidney function.

"Kidney disease often results from other illnesses such as diabetes and hypertension. Genetics and medications also play a role," he explains.

"Our job is to slow its progression, provide dialysis to remove waste products when kidneys fail and prepare patients for transplants."

Nurses, dietitians, social workers and pharmacists at GRH help patients to control their blood sugar, work to lower blood pressure, provide consultations on kidney-friendly diets and manage medications that can impair kidney function.

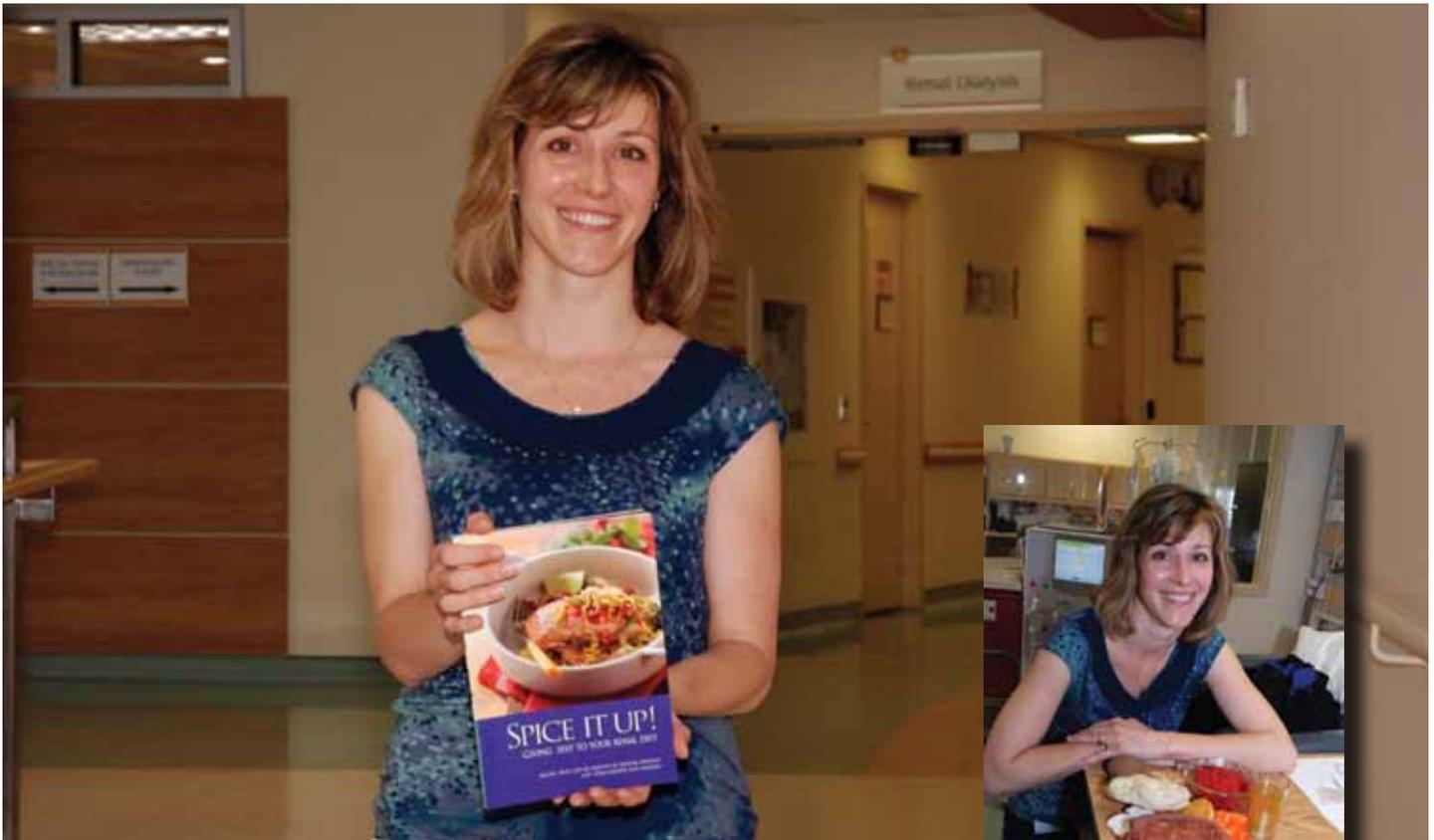
Patients with kidney failure need dialysis several times a week for hours at a time. Newer technology has improved the efficiency of dialysis, while home options are increasingly available. GRH also supports acute dialysis for patients in intensive care.

"As our population ages, we expect our case loads to grow," adds Dr. Rosenstein. "We want to help patients manage all the health conditions related to kidney disease, provide appropriate treatments and improve quality of life."

Renal = kidney

Kidneys = vital organs

Nephrologist = kidney specialist



*Renal dietitian June Martin showcases some healthy food options and a few kidney friendly cookbooks that she helped to write; Spice it Up!*

## Changing kidney health for the better...

**Your mom used to say that you are what you eat... and your kidneys are no exception.**

That's why registered dietitian June Martin is so passionate about working with patients from Grand River Hospital's regional renal program.

"Nutrition plays a huge role in managing chronic kidney disease," says June. "Eating a healthy diet and maintaining a healthy weight are important to keep your kidneys working well and to prevent things like high blood pressure, obesity and cardiovascular disease. These complications can lead to, or worsen, kidney disease."

GRH's dietitians provide ongoing education and consultation to all dialysis patients and their family members. Adopting nutrition plans aimed at improving health and slowing the progression of chronic kidney disease can be a challenging lifestyle adjustment. But June finds a way to make it fun.

"We've tried to offer our patients helpful resources that provide information, recipes and tools that support their life change," explains June. "Through the use of a web-based diet management resource for patients, chef-led cooking demonstrations and a series of cookbooks I've been involved in creating called Spice It Up, we do our best to make change as fun, interactive and tasty as possible."

Following a healthy, low-sodium diet that limits processed foods is good for anyone's health but will also help to improve the health of patients who already have chronic kidney disease.

For more information about diet management or June's cookbook, visit [www.kidneycommunitykitchen.ca](http://www.kidneycommunitykitchen.ca) and [www.myspiceitup.ca](http://www.myspiceitup.ca)



*Thanks to the GRH emergency department, Candice can get back to enjoying life and doing what she loves most... spending time with family. Here, Candice 'hams it up' with her nephews Logan, age seven (left), Cameron, age three (right) and mom Kim Coghlan.*



## Dedication and hearts of gold: emergency department staff make a difference in the renal program

**During the scariest two days of her life, the dedicated nurses and doctors in the region's busiest emergency department helped Candice Coghlan to cope... both physically and emotionally.**

"When I arrived in emergency, I was in a lot of pain," explains Candice. "Everything they tested was abnormal. They hooked me up to an IV with all kinds of fluids, some of which stung but the emergency staff were by my side to help me cope with the pain and anything else my family and I needed."

As Grand River Hospital's emergency department staff worked determinedly to find out exactly what was wrong, Candice underwent multiple ultrasounds, biopsies and tests.

"We tried to keep track of how many blood samples they took trying to help me," says Candice. "But we soon ran out of writing space on the whiteboard in my room."

After numerous tests, the on-call nephrologist arrived in her room to inform Candice and her family that her body was in end-stage renal failure.

"I will never forget that day because it was the scariest day of my life," explains Candice. "I am so thankful that the emergency doctors and nurses acted so quickly. If they hadn't, I wouldn't be here today."

After being diagnosed, staff in the emergency department were by Candice's side during the night when she couldn't sleep. They also helped with her transition to a new unit where she began her hemodialysis treatment.

"The emergency department staff have hearts of gold," says Candice. "Each one treated me like I was a member of their own family. I hope they know that they helped me and my family through the scariest and toughest days of our lives."

**Learn more about Candice's incredible journey on page 7.**



*Mike Hammond of Guelph receives dialysis alongside his caring nurses Laura Bateman (left) and Jackie McCann (right).*

## Healthcare teams work to ensure patients feel their best

**Kidney disease can be life-altering, but the staff at Grand River Hospital's regional renal program work to ensure patients feel their best.**

The team of dedicated, caring staff are the sole providers of kidney care to over 500 patients in the region. These patients depend in large part on hemodialysis, a process of filtering the blood using specialized machines when a person's kidneys can no longer do the work.

The program offers a full-service, in-centre hemodialysis program for people with chronic kidney disease. Both inpatient and outpatient services allow people to maintain their independence, while still under the support of care staff. Dialysis satellite clinics located at partner hospitals allow patients to receive care closer to home.

Care providers in GRH's medical imaging program support the renal program by providing vascular access procedures for patients preparing for dialysis.

When a patient begins dialysis, the time commitment needed to be connected to a dialysis machine can be a life-altering experience.

Mike Hammond, a 39 year old resident from Guelph, credits the staff in the regional renal program for improving his overall well-being after being diagnosed with kidney disease a year ago.

"I can't ask for better care," says Mike since receiving dialysis at the Guelph satellite clinic.

Mike receives dialysis treatment five hours a day, three times a week.

"I can't say enough about each and every one of the nurses who have taken care of me. They are not only professional, but the added touch of personal care has made a big impact under the stress of living with kidney disease."

Approximately 475 patients received dialysis last year, and benefited from almost 60,000 hemodialysis treatments.



**Regional renal program partners:**

- Cambridge Memorial Hospital
- Forest Heights Long Term Care
- Guelph General Hospital
- Kidney Foundation of Ontario
- Ministry of Health and Long-Term Care
- North Wellington Healthcare
- Ontario Renal Network
- Royal Terrace Long Term and Residential Care
- Stirling Heights Long Term Care
- St. Joseph's Healthcare Hamilton
- St. Mary's General Hospital
- Waterloo Wellington Community Care Access Centre
- Waterloo Wellington Local Health Integration Network
- Wellington Terrace Long Term Care Home

# A growing network of partnerships to enhance patient care and promote independence

**The regional renal program at Grand River Hospital offers specialized kidney services to residents of Waterloo Region and Wellington County, but couldn't possibly do it alone.**

Community partners are vital to supporting patients and their families throughout the areas GRH serves.

By working collaboratively with the Ontario Renal Network (ORN), a provincial agency that leads the management of renal services within Ontario, GRH works to improve the quality of kidney care across the region.

Partner hospitals in Cambridge, Guelph and North Wellington work with GRH to provide dialysis services across Waterloo Region and Wellington County. This allows patients to receive care closer to home, outside of GRH's two main sites.

"The partnerships between GRH, the ORN and our partner hospitals allow us to offer various dialysis options to patients, closer to home," says Peter Varga, renal program director at GRH.

"About a third of our patients use these services.

The reduced travel time for treatment increases personal time and quality of life."

Partners like the Waterloo Wellington Community Care Access Centre and an increasing number of long-term care facilities allow patients to take control of their kidney disease and gain back their independence. Under the support of these caring partners, patients are able to receive treatment from the comfort of their home or community.

"Working along side our many partners, it is our goal to offer as many possible treatment options outside of the hospital so that patients can minimize the impact of kidney disease," adds Peter.

Approximately 100 patients receive peritoneal dialysis (abdominal dialysis treatments that can be done at home) throughout the year.



*Candice (left) enjoys some precious time with her kidney donor and mom, Kim Coghlan (right).*

## Kidney disease didn't define Candice Coghlan

**When Candice was rushed to Grand River Hospital's emergency room in July of 2008, she was very, very sick.**

"I've always been a sick person, but it started to get worse after high school," says Candice. "I had dark circles under my eyes, no appetite, was absolutely exhausted and was hardly urinating at all. I was weak all of the time and unable to concentrate at school."

Following a battery of tests with her family doctor, Candice received a call at three in the morning with an urgent message to go to Grand River Hospital's emergency department right away. After receiving exceptional care in the region's largest emergency department, Candice was told that she was in end-stage renal failure and extremely lucky to be alive.

"It was a shock," explains Candice. "I was put on three days a week of hemodialysis treatments immediately. Hospital staff were amazing; they make you feel like you're part of a family. My social worker and dietitian helped me to adapt and see that I could live a healthy life with this disease."

Feeling tied down by a rigorous treatment schedule, renal staff helped to evolve her care to the home dialysis program that would better support the young woman's active lifestyle.

Today, Candice no longer needs life-sustaining dialysis. Grand River Hospital's renal program worked with Candice and her family to secure a kidney donor...her mother.

"I received my mom's kidney in September 2009," says Candice. "Grand River Hospital continuously worked with us to provide compatibility tests and counselling, and to get me into the St. Joseph's operating room as soon as possible. My life has completely changed and I feel like I can do anything!"

GRH helped facilitate 43 kidney transplants in the 2011-2012 fiscal year.



*Pictured above: GRH has achieved the Registered Nurses' Association of Ontario's best practice spotlight organization designation, recognizing the hospital's commitment to the highest-quality nursing care. Pictured are the nursing leaders who helped make the designation possible, along with local elected officials.*



*Pictured right: Vince D'Mello (left) is the administrative director of the laboratories at Grand River and St. Mary's hospitals, while Dr. Dimitrios Divaris (right) is the medical director for both. They are responsible for innovative changes that have helped shorten wait times for pathology studies.*

## Grand River Hospital: Highlights from our 2011-2012 fiscal year

GRH has achieved the Registered Nurses' Association of Ontario's best practice spotlight organization designation after a three-year effort. The designation recognizes GRH's work to put in place the latest evidence-based practices to ensure the highest quality nursing care for patients and families. Find out more at [www.grhosp.on.ca/bps2012](http://www.grhosp.on.ca/bps2012)

GRH continues to see the benefits of construction funded by the Government of Ontario, the Region of Waterloo and generous donors through the Grand River Hospital Foundation. Renovations have been completed for medicine beds, day surgery facilities, operating rooms and a patient registration atrium... with more work underway. In addition, \$13 million in new operating funding has allowed GRH to open additional beds in intensive care, medicine and mental health.

GRH marked the fifth anniversary of the Waterloo Wellington Breast Centre this past February. Located at GRH's Freeport Site, the breast centre brings together a wide range of imaging technologies and specialists for women with clinical breast concerns. It's also helped shorten a woman's diagnostic wait (from an abnormality to surgery) from 109 to 39 days.

Innovative changes in laboratory services have improved testing processes and dramatically reduced turnaround time for results at GRH and St. Mary's General Hospital. The pathology lab located at GRH's KW Site conducts testing on potentially cancerous tissue from breast, prostate and lung biopsies. Since new processes went into effect in July 2011, nearly 90 per cent of lab studies are finished in five days... up from half the reports before the changes had taken place.



*Grand River Hospital volunteers work at the KW and Freeport sites to provide vital services such as providing directions, helping patients and visitors to appointments, working in the hospital shops and generally bringing comfort and smiles to staff, patients and visitors.*

## Grand River Hospital thanks its many dedicated volunteers

**GRH is a hub of activity, buzzing with intensity 24 hours a day, seven days a week.**

While staff and physicians work around the clock to provide exceptional care with compassion, there is another group of dedicated people without whose service and skills the hospital could not function.

“Our volunteers are often the first people our patients see,” explains Jennifer MacKinnon, administrative director of the medical imaging department at GRH. “They are integral to the functioning and efficiency of our department.”

GRH volunteers provide support throughout the hospital. Whether offering directions, providing comfort or delivering flowers, volunteers support patients and care delivery at GRH.

“We have more than 800 active volunteers at GRH across our two main sites,” says Nancy Hewat, executive director of the hospital’s Foundation and volunteer services. “Positions are available in office and retail work and in specific care-related programs.”

An area like an emergency department is bustling day and night with cuts and scrapes, broken bones and trauma. The difference that volunteers make there is crucial.

“They’re invaluable,” says Jane Foster, education practice leader for the emergency department. “They provide special details that supplement care, and support our staff. We feel they are our partners and we certainly see a difference when they are not there!”

“Seeing so many of our community members give back in such a personal, natural way is truly heart-warming,” adds Nancy Hewat. “This is a shining example of how people in our community care for the community.”

To find out more about becoming a volunteer, please contact volunteer resources at 519-749-4300 ext. 2613.



Waterloo Wellington CCAC case manager Elizabeth Pilarski (left) and GRH registered nurse Amy Bouwmeester (right) review a patient case in the hospital's medicine unit. The CCAC's case managers work closely with GRH staff to plan and coordinate care for patients returning to the community.

## GRH and community partners: supporting patients during and after their hospital stay

**When someone leaves a hospital, they often need a system of care to support them as they recover.**

GRH works hard to make sure patients receive the highest quality care while in hospital, and link them with community services to help them return home.

GRH has a strong and unique partnership with the Waterloo Wellington Community Care Access Centre. Some of the CCAC's staff members work in the hospital as discharge planners, helping patients and their families plan for a return to the community.

The CCAC and its network of care providers look at a patient's unique health needs and set up a system of care to support them in their homes. This can include home support workers to help with bathing, home care nurses to monitor a patient's health, therapy and

rehabilitation and/or referrals to housing more suited to someone's health condition.

The focus of discharge planning is to help a patient return home to recover from their illness. This home first strategy provides major benefits. Patients can often live in their own home after a hospital stay with the right supports. They can make better decisions about their future needs from a familiar setting.

This means more hospital beds are available for acutely-ill patients, rather than people waiting for placement to an alternate facility. At GRH, the number of patients hospitalized while waiting for a different level of care has dropped from 125 a day in 2008 to about 50 a day now.

# Financial report for 2011-2012

## STATEMENT OF FINANCIAL POSITION

(Expressed in Thousands of Dollars)

March 31, 2012, with Comparative Figures for 2011

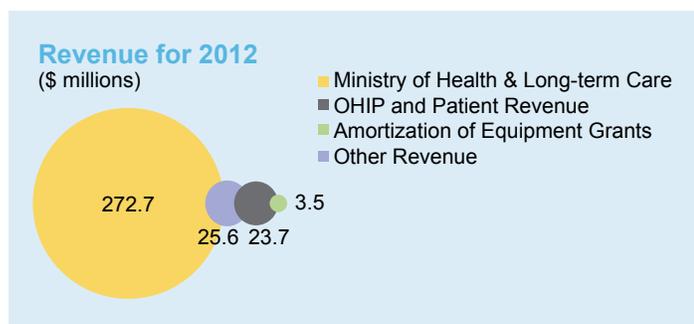
	2012	2011		2012	2011
<b>ASSETS</b>			<b>LIABILITIES AND NET ASSETS</b>		
Current Assets	70,508	54,937	Current Liabilities	73,809	51,539
Capital Assets	183,127	185,599	Deferred Capital Contributions and		
Accrued Pension Benefit	29,945	27,511	Other Long-term Liabilities	168,163	176,148
			Net Assets	41,608	40,360
	<b>283,580</b>	<b>268,047</b>		<b>283,580</b>	<b>268,047</b>

## STATEMENT OF OPERATIONS

(Expressed in Thousands of Dollars)

Year Ended March 31, 2012, with Comparative Figures for 2011

	2012	2011
<b>REVENUE</b>		
Ministry of Health & Long-term Care	272,718	261,840
OHIP and Patient Revenue	23,746	22,558
Amortization of Equipment Grants	3,599	3,377
Other Revenue	25,685	24,830
	<b>325,748</b>	<b>312,605</b>
<b>EXPENSES</b>		
Salaries and Employee Benefits	204,136	187,117
Medical Staff Remuneration	24,581	22,234
Drugs	18,663	19,305
Medical and Surgical Supplies	18,652	18,714
Equipment Amortization	7,175	6,919
Other Expenses	49,129	50,527
	<b>322,336</b>	<b>304,816</b>
<b>Surplus from Operations</b>	3,412	7,789
Amortization of Building Grants	8,335	7,069
Building Amortization	(10,499)	(9,314)
<b>HOSPITAL SURPLUS</b>	1,248	5,544



Excerpted from the 2011-2012 Audited Financial Statements

# GRH employee award winners: exceptional people providing exceptional care



Grand River Hospital's monthly employee award of excellence program has finished its second year recognizing those who exemplify GRH's values of professionalism, teamwork, positive attitude, respect and communication. The program is open to all GRH employees and physicians who excel at bringing the hospital's values to life. Congratulations to all the award recipients of the past year! (Photos are left to right, top to bottom)

- Connie Creed of facilities development has been the logistical mastermind of dozens of moves in the hospital by being extremely organized and keeping everyone involved on track.
- Catherine Hoare has been helping patients as an intensive care nurse at the hospital for more than a decade through her compassion and empathy while always lending a hand to her peers.
- Rhonda Howroyd of the rehabilitation program is known through the hospital for her 12 years as president of GRH's social club, helping to encourage staff membership with a positive attitude and a "smile" in her voice.
- By always providing a helping hand at Freeport pharmacy, Robert Kapy is a great team member who always takes extra time to assist his colleagues and patients.
- With 33 years of service to the hospital, Patty Wilson of nutrition and food services is dependable and resourceful in her leadership roles in annual staff events that always include her amazing attention to detail.
- Cheryl Shoemaker is always working toward the patient's benefit in the cancer centre's outpatient clinics by working well with GRH's external partners and being a dedicated nurse who cares for the people she works with.
- Never hesitating to give it her all, communications officer Cheryl Evans always looks for the best way to represent GRH by skillfully organizing events and encouraging staff participation.
- Janette Klaver of inpatient oncology leads by example by taking on new challenges with an exceptional positive and infectious charm while always being enthusiastic and quick to share knowledge.
- Tricia Royle is a valuable resource and mentor from inpatient surgery who is helpful, encouraging and respectful of her patients while always having a positive attitude and smile.
- Goran Podobnik of GRH's crisis clinic is extremely positive, knowledgeable, and supportive, which makes him a great role model who promotes teamwork and collegiality within his program.
- For more than 40 years at GRH, Margaret Balatoni of the childbirth program has provided family-centred, compassionate care while demonstrating respect for her patients and other staff.
- As the first winner to be nominated by a grateful patient, Jeremy Welsman of inpatient surgery is recognized for providing excellent physical, psychosocial and emotional care to patients, with a strong ability to empathize.

# Grand River Hospital Foundation

## Message from the Board Chair, Ron Caudle



This has been an incredible year to chair the Grand River Hospital Foundation.

It has been my pleasure to represent the Foundation throughout the past year at numerous events and see first hand the passion that exists in our community.

Every month I attended one event or another, from the Motorcycle Ride for Dad to service club events. No matter the size of the event, it always touches me to see the enthusiasm of the volunteers as they strive to support their local community despite the challenging economic times.

It has been an honour to work with the dedicated volunteers on our Foundation board and committees and with the hardworking staff of the Foundation.

Our successes could not have occurred without the ongoing support of our community.

Through your generosity in the past year, Grand River Hospital has been able to launch such programs and services as the nurse navigator program for men with prostate cancer, purchase a paediatric cinemavision unit for children who need an MRI and grant access to educational tools and resources to ensure our staff continue to provide exceptional care with compassion.

In closing, we are moving forward with our campaign for interventional radiology. This new unit will allow Grand River Hospital to continue to provide you with the exceptional healthcare that you deserve!



### Officers

Ron Caudle, Chair  
 Jim Kearns, Vice-Chair  
 Mike O'Neill, Treasurer  
 Theresa Fischer, Past-Chair  
 Nancy Hewat, Secretary

### Board Members

Carolyn Dysart  
 Rod Foster  
 Helen Friedman  
 Larry Gravill  
 David Kohler  
 Dr. Warren Law  
 Malcolm Maxwell  
 Sara McLennan  
 Dr. Bob Rosehart  
 Dr. Yasmin Shamji  
 Diane Wolfenden

### Foundation Condensed Financial Statement Condensed Statement of Operations & Changes in Fund Balances

	2011	2010
<b>REVENUE</b>		
Donations received from annual giving	\$ 6,514,838	\$ 5,481,459
Donations received from Campaign K-W	-	500
Donations repayment to One Voice One Vision	(17,754)	(207,982)
Investment income	587,527	1,630,987
Donations-in-kind	4,755	63,687
	<u>7,089,366</u>	<u>6,968,651</u>
<b>EXPENSES</b>		
Annual giving expenses	1,309,920	1,674,183
Major and planned giving expenses	179,600	229,184
Operating expenses	565,582	528,415
	<u>2,055,102</u>	<u>2,431,782</u>
<b>GRANTS</b>		
Grants to GRH Corporation	3,499,942	6,394,263
In-kind grants to GRH Corporation	4,755	63,687
	<u>3,504,697</u>	<u>6,457,950</u>
Excess (deficiency) of revenue over expenses and grants	1,529,567	(1,921,081)
Fund balances beginning of year	26,016,379	27,937,460
Fund balances end of year	<u>\$ 27,545,946</u>	<u>\$ 26,016,379</u>

Year ended December 31, 2011, with comparative figures for 2010

### Condensed Statement of Financial Position

	2011	2010
<b>ASSETS</b>		
Cash and cash equivalents	\$ 1,159,622	\$ 1,736,496
Marketable securities	6,050,057	5,101,642
Accounts receivable	44,287	61,368
Prepays	10,541	44,050
Investments	20,856,672	20,508,060
Capital assets	27,288	44,086
	<u>\$ 28,148,467</u>	<u>\$ 27,495,702</u>
<b>LIABILITIES AND FUND BALANCES</b>		
Accounts payable and accrued liabilities	\$ 104,060	\$ 268,153
Due to Grand River Hospital Corporation	498,461	1,211,170
Fund balances	27,545,946	26,016,379
	<u>\$ 28,148,467</u>	<u>\$ 27,495,702</u>

Year ended December 31, 2011, with comparative figures for 2010

\* Available on our website at [www.grhf.org](http://www.grhf.org)

In 2012, Grand River Hospital Foundation granted \$3.5 million to GRH for patient care equipment, clinical research and staff education purposes. Here are a few examples of items our donors have helped fund.



# Thank you for your ongoing support!



In 2011, GRH purchased a paediatric cinema vision system which allows children to watch a program while they are undergoing an MRI. The system was funded by a grant from the GRH Volunteer Association, the Optimist Clubs of Lakeshore Village and Petersburg and the Kitchener and Waterloo Community Foundation - Emmerton Fund.



GRH staff members were able to participate in a PALS (paediatric advanced life support) course. This was made possible through a grant from the GRH Volunteer Association.

The goal of the course is to aid paediatric healthcare providers in developing the knowledge and skills necessary to efficiently and effectively manage critically ill infants and children, resulting in improved outcomes.



Jordan Bender and baby Jessica enjoy the new recliner funded by community donors. Childbirth and children's services are pleased to provide a new quiet space in the childbirth outpatient area on 3A for patients and visitors who wish to breastfeed or pump breast milk.



GRH staff are able to "tap" into the tuition assistance program (TAP) to gain tuition support while pursuing professional development goals. GRH believes continuing education is key to a highly effective organization.

TAP is partially funded through GRH and grants made from the K-W Hospital Nurses Alumni Fund, the Elsie Trowse O'Brien and the Margaret Froehlich Endowments.



GRRCC staff Sarah Kendall and Craig Cunningham holding a DVD entitled "Men talking to men about prostate cancer." The video is loaned to all oncology patients with prostate cancer. It was made possible through the Motorcycle Ride for Dad event.



TD Bank Financial group is committed to investing in the future by helping nurses and other caregivers have access to funds to upgrade their skills or further their education. As a result, TD has established the TD Grants for Medical Excellence, which provides funding for educational courses that contribute to professional development of nurses or other practicing caregivers. TD Grants for Medical Excellence is supporting GRH's obstetrical program through a \$75,000 education grant. Their gift will make a tremendous difference to the women and newborns who rely on the care of our staff.



The 2011 Grand River Motorcycle Ride for Dad raised \$166,768 for prostate cancer research and education. In total, 1,122 motorcycle enthusiasts rode in the event. Funds from the ride directly supported the creation of a nurse navigator program for men with prostate cancer. To date, the Grand River chapter has raised more than \$900,000. The 2013 ride will mark their 10th anniversary. Goals for next year's ride are to reach \$1 million in donations and to have 1,200 riders.



Grand River Hospital extends its appreciation to local artist Jane Hamilton for her generous donation of beautiful pieces of art to the hospital. In September 2010, Jane and Derek Hamilton's 16 year old daughter, Carly, died suddenly following a brief illness. As an artist, Jane wanted to give back to Grand River Hospital through a gift of art. In Jane's words "through painting, collage and textiles, I have found a way to

express the unspeakable - when there are no words or too many." The artwork is dedicated to the loving vivacious spirit of their daughter Carly.



### 2011 Ride with Lance raises funds for GRH's cancer programs

Cancer survivor and seven-time Tour de France champion Lance Armstrong rode in his final "Ride with Lance" for GRH on August 27th, 2011. Local cancer survivor Marcel Portelance wore the yellow jersey when he joined Lance at the head of the peloton.

50 riders including cycling legends Steve Bauer and Craig Hummer rode 117km and raised more than \$1.2 million for cancer programs at GRH.

Stay tuned for the 2012 GRHF Ride for Cancer taking place on September 1st, 2012. It will keep the legacy alive!



### 2011 Community Appeals

Thank you to all of our donors who supported Grand River Hospital in 2011 through one of our three community appeals. In total, donors in Kitchener, Waterloo and surrounding communities gave more than \$600,000.

Funds raised from these appeals supported an ultrasound machine, cancer programs and intravenous patient pumps. Your support helps Grand River Hospital provide exceptional care in our community.



Celebrating its 20th year, the Betty Thompson Golf Classic has donated more than \$750,000 locally to breast cancer and other women's health issues. Thank you to the Zonta Club of Kitchener-Waterloo for their ongoing support of Grand River Hospital through this event.



### Ride of Your Life

In late September 2011, a team of 12 Waterloo Regional Police officers, one GRH physician and four support crew members departed from the Grand River Regional Cancer Centre on their third Ride of Your Life tour.

After four days and more than 600km, the team arrived on Parliament Hill. It was a successful conclusion to a ride dedicated to those dealing with cancer, and fellow officers who have given their lives in the line of duty. Over \$30,000 was raised for GRH cancer programs, bringing the team's cumulative three year total to over \$85,000.



### The Grand Experience...Passport to Paradise

On November 5th, 2011 more than 350 community leaders, elected officials, medical staff and other friends of the hospital attended and enjoyed an evening filled with great food, music and amazing company in support of Grand River Hospital.

Through the support of WILDCRAFT WHEREVER Catered Events, the Foundation was able to transform the Waterloo Wellington Flight Centre's hangar into a unique and authentic tropical paradise. The Grand Experience...Hooray for Hollywood is scheduled for Saturday, November 3rd, 2012.



The second Annual Asparagus Festivus for cancer was held on July 1st, 2011 at Barrie's Asparagus farm. More than \$19,400 has been raised for cancer programs at GRH over the past two years.



Hockey for Health was held on February 11th, 2012. It was presented by the City of Kitchener and the Kitchener Minor Hockey Association. \$75,000 was raised for the two local hospitals.



Thank you Chill Bar & Grill in Waterloo for the \$6,600 gift to GRH from proceeds of the eighth annual golf tournament. More than \$56,000 has been raised for GRH's cancer programs and other charities in the community through this tournament.

# GRAND RIVER HOSPITAL

## A regional hospital that's responsive to our community

Grand River Hospital is Waterloo Region's largest hospital and provider of a wide range of specialized programs. We are very interested in being responsive to our community's needs.

Since early 2011, we've done several community surveys to hear what residents think of the hospital and how they want us to improve. We've come up with action plans to ensure GRH is doing more to meet our residents' expectations of us.

### Reducing emergency waits

Our emergency department cares for nearly 60,000 patients a year. Our residents feel the quality of emergency care they receive at GRH is excellent. They'd simply like shorter waits for care.

Thanks to the hard work of staff and physicians, we're making progress. In the last year, we've seen a big drop in the length of stay for admitted patients from when they first enter emergency and then go to an inpatient bed.

This spring, we've seen improvements in minor treatment waits. Patients who have less urgent needs now have their care completed within the four-hour provincial target 85 per cent of the time. That's up from 65 per cent of the time earlier in the year.

### Improving parking

Following our community survey and from feedback in the hospital, we've made improvements to parking at both our KW and Freeport sites. In the last year, we have:

- Moved staff to off-site parking whenever possible to provide additional patient spaces;
- Made sure parking rates are in-line with those at other hospitals, universities and municipalities; and
- Brought in additional discounted rates for long-term patients of the hospital.

We're also planning to spend nearly \$3 million over the next several years to improve parking facilities at KW and Freeport.



### Specialized health for a growing community

Residents also want to hear more from the hospital about how our specialized services help in the community. One key example is in our medical imaging service, which provides 126,000 exams every year to support treatment decisions in our specialized programs.

Medical imaging is acquiring a new, fully digital, state-of-the-art interventional unit. When installed, the unit will use digital images combined with minimally-invasive instruments to provide a wide variety of procedures. Without this service, these procedures would otherwise need much more invasive surgery. GRH operates the only interventional radiology unit in Waterloo and Wellington.

To learn more and help make this addition a reality, please turn to the back cover of this report.

# GRH Foundation is committed to raising \$1.5 million for a new interventional radiology unit.

## What is interventional radiology?

Interventional radiology uses image guidance and minimally invasive catheters and probes to diagnose and treat a range of illnesses. It offers a minimally invasive alternative to open surgery. The benefits for patients are significant. State-of-the-art interventional radiology equipment will enable us to provide oncology treatment not currently available with our existing equipment. Given the impact of our growing cancer program, this need is quite urgent. A full description of this equipment is available on the Foundation's website at [www.grhf.org](http://www.grhf.org)

## How to help

To date, \$480,000 of the Foundation's \$1.5 million goal has been reached. To participate in this campaign, gifts are gratefully accepted using the coupon in this publication, or online at our secure website: [www.grhf.org](http://www.grhf.org)

Follow us on twitter @grhf



\_\_\_\_\_  
First Name Last Name

\_\_\_\_\_  
Street Address City Postal Code

\_\_\_\_\_  
Telephone Number Email Address

Please accept my one time gift of: \$50 \$100 \$300 \$500 Other: \$\_\_\_\_\_

Gift To:  Orthopaedic Trauma Equipment  
 Interventional Radiology

Method of payment:  Visa  Mastercard  American Express  Cheque  
Please make cheque payable to Grand River Hospital Foundation

\_\_\_\_\_  
Card No:

\_\_\_\_\_  
Expiry Date: Signature of cardholder

## I WANT TO HELP

06/12

I authorize GRHF to process my donation as indicated above.

**Return to:** Grand River Hospital Foundation, 835 King Street West, Kitchener, ON N2G 1G3

Supporting GRH through monthly giving is another convenient and cost effective way to give.

Please contact us at 519-749-4205 or visit [www.grhf.org](http://www.grhf.org) to learn more.

**GRAND RIVER HOSPITAL**

**FOUNDATION**

A receipt will be issued for income tax purposes. No. 88918 0394 RR0001



## Working together for a healthy community

Grand River Hospital provides 14 specialized programs that address health needs throughout our residents' lives.

However, successful health care depends on a network of care and partnerships between different providers, focused on patients' wide-ranging needs.

We appreciate our close working relationship with St. Mary's General Hospital. Our partnership has allowed us to have a single medical staff for both hospitals, and a focus on the community's overall health needs. We also appreciate our links with Cambridge Memorial Hospital, and many other partners including the Waterloo Wellington Local Health Integration Network.

GRH works closely with the Waterloo Wellington Community Care Access Centre to support patients before, during and after their hospital stay. Many other agencies support patients outside of the hospital through community services, support groups and more.

We're grateful for this system of care focused on patients' needs. We're committed to ensuring patients at GRH receive compassionate, respectful and excellent care... every time.

**GRAND  RIVER  
HOSPITAL**

Exceptional Care With Compassion

*Sign up for GRH updates at <http://tiny.cc/grh-epulse>*