



# 2018/19 Annual Report

A year of opportunities

**GRAND  RIVER  
HOSPITAL**

Advancing Exceptional Care

[www.grhosp.on.ca](http://www.grhosp.on.ca)  
[www.grhf.org](http://www.grhf.org)

# Message from the 2018/19 Chair, Janice Deganis

Every year, a large community hospital like ours is faced with a good number of challenges. Our 2018-19 fiscal year, however, proved to have an unusual number of them. I'm happy to report that most every challenge also presented us with an opportunity.

This past year we bid a sad farewell to Malcolm Maxwell, our hospital president and chief executive officer for nearly twelve years. He leaves a legacy of focused quality improvement, medical learners on campus and growing research capacity at Grand River Hospital (GRH). In November of 2018 we welcomed Ron Gagnon as our new president and CEO. Ron's experience as president and CEO at the Sault Area Hospital has allowed us to navigate our challenges and to make the most of the opportunities.

Our challenges also included welcoming a new Ontario government in October 2018 and adapting to different expectations and a new way of doing things. But we're very pleased that the new way of doing things includes working more closely with all of our health care partners in the community. These are early days but we are excited to be a part of a new approach to health care that will provide a seamless experience for this community's patients and their families.

Perhaps our biggest challenge of all has spanned several years. In 2015 we learned that our health information system needed to be replaced - not a simple or inexpensive feat. By 2017 Grand River Hospital and St. Mary's General Hospital had agreed to join forces to design and build a new state-of-the-art system. Our two hospitals will "go-live" on the new system in the fall of 2019. This will enable us to provide world class care in our world class community.

As I write this, our new fiscal year has begun and the new opportunities are already presenting themselves. While this report reviews our past year, it also gives you a glimpse of what lies ahead. We're excited to share this with you.

Janice Deganis, Past Chair  
Grand River Hospital Board of Directors



## Our Mission, Vision and Values

WHAT WE ASPIRE TO BE

**OUR VISION**  
Exceptional care. Healthy community. One patient at a time.

WHO WE ARE, WHAT WE DO

**OUR MISSION**  
Grand River Hospital provides exceptional care through inspired people, innovative initiatives and strong partnerships in the communities we serve.

WHAT GUIDES OUR CARE

**OUR VALUES**  
Compassion, collaboration, innovation, positive attitude, professionalism and respect.

[www.grhosp.on.ca](http://www.grhosp.on.ca)



# Grand River Hospital at a glance

Grand River Hospital is the largest health service provider in Waterloo Wellington. It serves the Waterloo Wellington area and provides regional services in a number of programs.

GRH currently operates 570 beds, employs approximately 3,400 people, has 29 midwives, and 632 medical/dental/nurse practitioners credentialed through the Chief of Staff Office and is further supported by 1,000 volunteers.

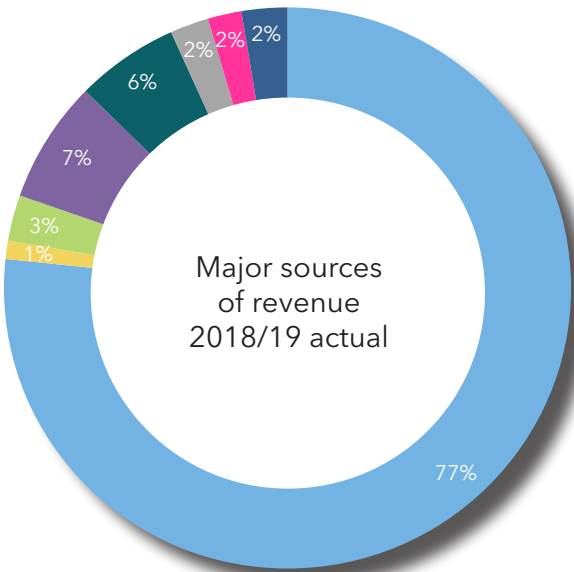
## Our care services:

- Cancer Care
- Childbirth
- Children's
- Complex Continuing Care
- Critical Care (ICU)
- Emergency
- Laboratory Medicine
- Medical Imaging
- Medicine
- Mental Health and Addictions
- Pharmacy
- Rehabilitation
- Renal (Kidney)
- Stroke
- Surgery

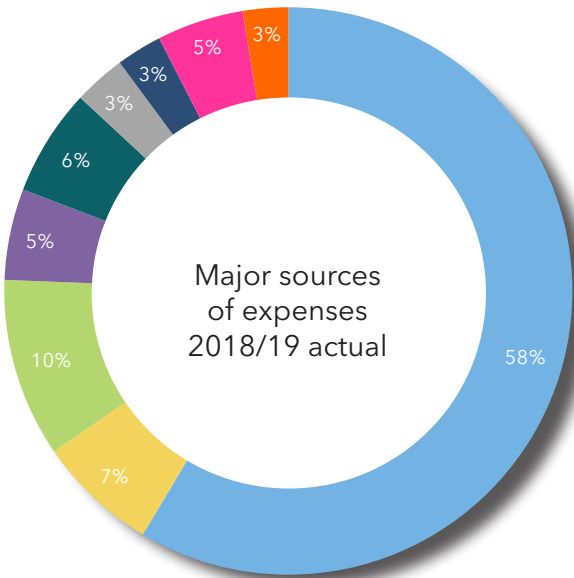
# Grand River Hospital funding

Grand River Hospital's 2018/19 revenue was \$400 million. It was mainly comprised of Ontario Health funding, with other minor revenue sources including patient revenues, grants from our Foundation, and commercial operations such as retail pharmacy and staff, patient and visitor parking. Ontario Health is a newly established agency that oversees health care delivery. Some provincial agencies are transitioning to the new agency in phases. These existing agencies include, among others: fourteen (14) Local Health Integration Networks; Cancer Care Ontario; Health Quality Ontario; eHealth Ontario and the Trillium Gift of Life Network.

Grand River Hospital's 2018/19 expenses were \$405 million. They were mainly attributed to compensation for over 3,400 staff, pharmaceuticals and gases, and medical, surgical and general supplies.



- Ontario Health
- Commercial
- Other Government
- Grants- Building
- Misc Revenue and Recoveries
- Grants- Equipment
- Patient Revenue
- Other



- Compensation
- Medical Staff
- Supplies and Other
- Medical & Surgical Supplies
- Drugs and Gases
- Amortization- Building
- Amortization- Equipment
- Commercial
- Other

## Stories of exceptional care

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The people who work, volunteer and learn at Grand River Hospital are committed to the health of our community and because of this, inspiring stories of care emerge. These are some of the highlights from 2018-19.

Click the links below to read our stories.

**New donor-funded service connects youth in mental health program to community activities**

**Nine-year-old Nathan raises \$7,000 for patients like his dad**

**GRH celebrates its first same-day hip replacement and discharge**

**GRH Volunteer Association donates \$200,000 to patient care during National Volunteer Week**

**Alex's story: Living better with GRH cystic fibrosis clinic**

**Pain management centre at GRH's Freeport Campus to offer new care options for patients with chronic pain**

**Reuniting families and staff at Neonatal Intensive Care Unit Fun Day**

**GRH partners with University of Waterloo on new biomedical technology graduate program, the first of its kind in Canada**

**International program supports high-quality general surgery care at GRH**

To read more stories of exceptional care visit [www.grhosp.on.ca](http://www.grhosp.on.ca) and [www.grhf.org](http://www.grhf.org).

## Sara's story

When my doctor told me I had triple negative breast cancer, my life changed. Suddenly, I had difficult decisions that I never thought I'd have to make. It was all overwhelming. It was difficult to tell my employer, Advocate Insurance Group. I

felt badly because I had just recently joined their team. When I shared this concern, their reaction and response blew me away. They said the timing was just as it should be and said, "You were brought here so we could go through this with you and support you."

When I started my treatment, they surprised me with #SaraStrong, a campaign to sell pink bracelets with the proceeds donated back to Grand River Regional Cancer Centre, the place where I was being treated.

I've been fortunate to work with many great people in my career, but the team at Advocate brings new meaning to words like compassion and integrity. They're a very special group of people and encouraged me to make getting better my number one priority.

The #SaraStrong campaign raised \$5,000. Having been a member of the Board of Governors with Grand River Hospital Foundation I have always recognized the great work our hospital provides. But receiving the care for myself, I have a whole new appreciation and gratitude to the staff at this incredible facility right here at home.

Today, the cancer is gone and I'm back to my healthy, active lifestyle sporting my bracelet. For me it represents love and support and that goes with every outfit!

Sara's story has been edited for length. Read the full version at [www.grhf.org](http://www.grhf.org).



# 2018/19 update: Making good on our promises

## **We promised to focus on providing quality and safe patient care for our community.**

- A team at the hospital has started work to improve how patients move from the emergency department, to being admitted to other areas of the hospital to receive care.
- We're investigating the potential for having a Hamilton Health Sciences neurosurgery program clinic location at Grand River Hospital.
- We are working with the Ministry of Health to replace our MRI, which will result in an advanced technology that will upgrade imaging quality, improve patient comfort and shorten scan times.
- The Grand River Hospital Pain Management Clinic opened in October 2018 and had more than 500 patient visits and created 100 plans for treatment in its first five months.
- We performed our first successful same day hip replacement surgery.

## **We committed to planning for our physical space needs for the near term and our growing community of the future.**

- St. Mary's General and Grand River hospitals are working together to address the future space and facilities needs at both hospitals.
- We began the work needed to replace the aging parking garage at our KW Campus in order to better serve our patients, families and staff.

## **We committed to find opportunities to generate additional funding/revenue and ways to reduce costs to achieve a balanced budget and investment in patient care.**

- We identified and began executing on various revenue generating and budget saving initiatives, which will enable GRH to operate in an effective and efficient manner.

## **We committed to attracting and keeping the best people at GRH.**

- We began to engage with our KW pension plan members and experts to analyze options that continue to provide stability and strong benefits to members as we look towards the future.

## **We committed to cultivating relationships and partnerships in the areas of research and innovation to advance care here at home and across the country.**

- GRH has a research and innovation team that focuses on new and existing research opportunities and partnerships to advance quality care and generate revenue to support hospital operations.
- We partnered with local company KA Imaging to complete a study on the use of high-resolution multi-energy digital x-ray images on patients with lung nodules.
- We also worked with the University of Waterloo School of Optometry to develop a tool to identify patients with poor vision to health care providers in order to ensure their safety.

## **We committed to ensuring our patients' health information is secure and protected.**

- GRH continued to advance data security through process and technology changes.

## **We committed to implementing a health information system to guide and document care.**

- We are well on our way to designing and building a new electronic system that will support our health care and office staff in providing and documenting care and carrying out the functions of their roles. To learn more about PRISM, see page seven.



## Our plans for 2019/20 and beyond

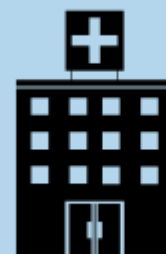
### Improving the patient experience

We're focused on improving the experience of our patients and their friends and family. We're looking to other hospitals and health care providers to find ways to engage with our clients in ways that improve their experience at Grand River Hospital and their health care outcomes.



### Master planning

Waterloo-Wellington is growing quickly so we are working with St. Mary's General Hospital and our other health care partners to ensure we will be able to provide our patients of the future with the right care, at the right time and in the right place.



### Research & innovation

We'll continue to create and enhance opportunities for researchers, start-ups and innovators to access and partner with our clinical and corporate staff.



### Ensuring financial health

We'll continue to engage our patients, staff, physicians and health partners to redesign our work to ensure our fiscal health and the best possible care for our community.



### Clinical system transformation

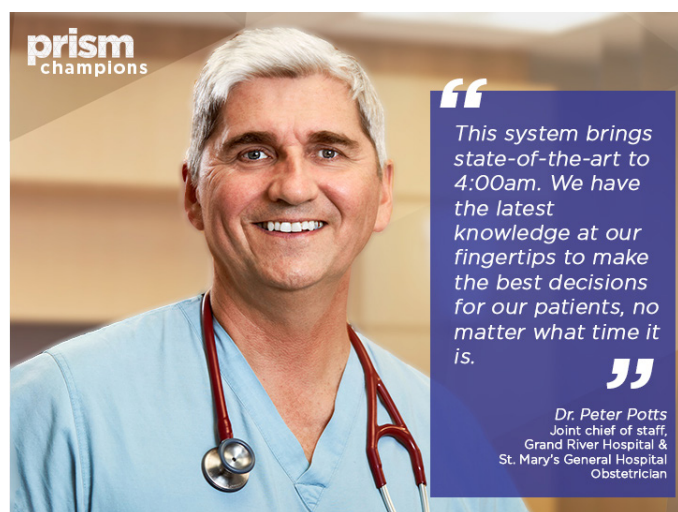
In September of 2019, three years of planning and design of our new health information system will culminate in a state-of-the-art system for this community. We'll work with our partners, St. Mary's General Hospital, to ensure the system results in significant improvements to the way we provide care and the health outcomes experienced by our patients.



## Our new health information system

Partnering to transform health care in Waterloo-Wellington, Grand River Hospital and St. Mary's General Hospital share the vision of a single health information system enables health care providers to access secure, accurate and comprehensive patient information quickly and efficiently. We call this initiative PRISM as it is transforming the way we work with our colleagues and our patients and families.

With a shared commitment to our community, and building upon our close working relationship, we have been working with St. Mary's for two years to jointly develop the system. Grand River Hospital will go live on the new system in September of 2019. SMGH will join the new system in November.



## PRISM: Delivering safer, faster, smarter care at Grand River Hospital

### Safer



Health care providers will have quick and easy access to standardized care protocols. At their fingertips, will be the latest clinical evidence and checklists that trigger alerts and warnings. There will be more checks and balances for care providers, and fewer opportunities for medication errors.

### Faster



A patient's medical history will be found in a single patient record and available to all care providers within the circle of care, in multiple locations, in real time. Our care teams will spend less time looking for information, be able to make care decisions more quickly, and spend more time with the people they are looking after.

### Smarter

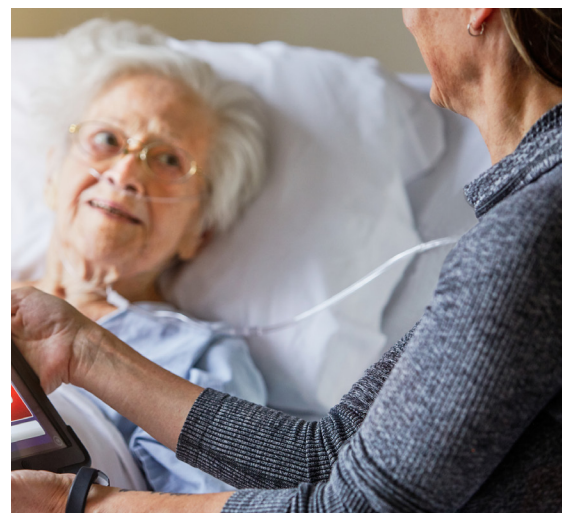
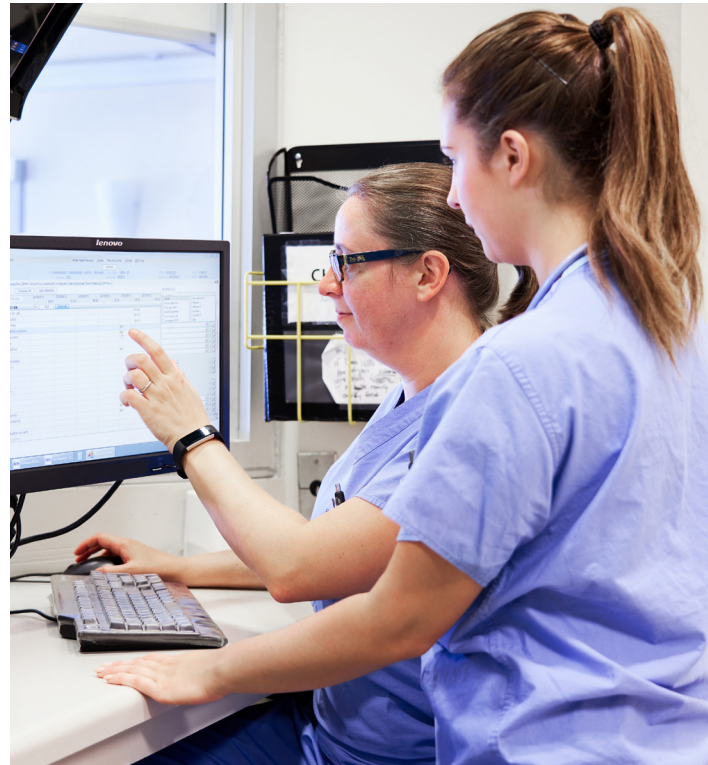


The patient becomes the centre of the new system. We will be able to bring together all of their information and history, respond to changes in each moment, allow for the best clinical decision, and respond immediately to a patient's needs.



# GRAND RIVER HOSPITAL

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