

Earning Your Complete Confidence

Making a lasting difference.

St. Joseph's is committed to earning complete confidence in the care we provide and making a lasting difference in the quest to live fully.



CARING FOR THE BODY, MIND & SPIRIT SINCE 1869



St. Joseph's...

...is earning your confidence.

"FROM THE SHORTEST VISIT TO THE LONGEST STAY, WE EARN COMPLETE CONFIDENCE IN THE CARE WE PROVIDE AND MAKE A LASTING DIFFERENCE IN THE QUEST TO LIVE FULLY."

This is our new vision. Introduced last June, we have started a movement across St. Joseph's – 5,000 staff and physicians, 55 programs and 5 major sites – to achieve the many dimensions that define confidence in care. We are reaching out and learning what matters most today, and how we can make a lasting difference for years to come.

Knowing there are many creating the strong tapestry that is St. Joseph's, confidence in care starts and ends with those we serve. To everyone – patients and residents, families, partners, volunteers, students, researchers, donors, suppliers and funders – your confidence is vital to all we do.

It also means that staff and physicians have the environments and supports to flourish. As well, each year more than 1500 students are trained and through our Lawson research collaborative, 1200 researchers are supported in their quest for new knowledge.

Today's hospitals require responsive, informed governance, recognizing that decisions made today will have impacts years from now. Voluntary board governance, representing our community, is a trust we carry from our founders. This includes our commitment to openness, service and mission, now more than 140 years in the making.

In many ways, this past year marked the end of an era and the start of a new journey for St. Joseph's. We took some key transformational steps and have prepared a path for the next ones.

Thank you for reviewing our 2011-2012 annual report.

For more information, please visit sjhc.london.on.ca and send us your questions and feedback.

"To everyone – patients and residents, families, partners, volunteers, students, researchers, donors, suppliers and funders – your confidence is vital to all we do."

Dr. Gillian Kernaghan



Marcella Grail,
Chair, Board of Directors
St. Joseph's Health Care London

Dr. Gillian Kernaghan,
President and CEO
St. Joseph's Health Care London

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Fiscal 2011-2012

THE 2011-2012 BUDGET WAS REDUCED BY \$7 MILLION TO ENSURE A BALANCED POSITION.

The year ended with an \$8.1 million GAAP surplus primarily through investment income and cost savings. Although certain volumes have decreased from the prior year due to program transfers and divestments, all volume performance accountabilities were met.

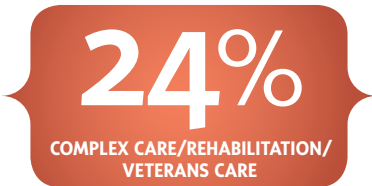
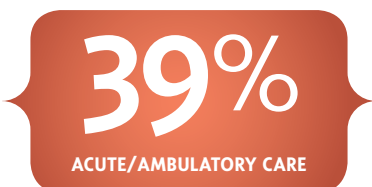
St. Joseph's working capital remains strong at a ratio of 1.3:1, and is well within the framework established through our H-SAA. For hospitals, a healthy capital position allows for the restriction of funds to ensure facility and equipment investment and renewal in the short and long term.

We are grateful to all who help bridge the gap between increasing costs and decreasing base funding levels.

For our full Fiscal 2011-2012 Resource Performance Report and Audited Financial Statements, visit: sjhc.london.on.ca/financialstatements

HOW OUR MONEY IS SPENT

The graphic below represents the resource allocation break-down for St. Joseph's major clinical care areas.



CONDENSED STATEMENT OF OPERATIONS

Year Ended March 31	2011-2012	2010-2011
	(000's)	(000's)
REVENUES		
Ministry of Health and Long-Term Care and Local Health Integration Network	\$320,765	\$364,487
Other	100,692	104,657
	421,457	469,144
EXPENSES		
Salaries and benefits	296,129	331,650
Other	114,339	126,888
	410,468	458,538
Excess of revenues over expenses from operations	10,989	10,606
Net restructuring expenses	(7,322)	(2,487)
Investment income	5,246	3,472
Unrealized investment (losses) gains	(814)	4,425
Excess of revenues over expenses	\$8,099	\$16,016

INPATIENT DAYS

	2011-2012	2010-2011
Acute care	10,491	36,612
Rehabilitation care	39,211	37,647
Complex continuing care	57,072	60,534
Long term care	142,233	139,862
Mental health care	116,394	135,516
Veterans care	50,129	51,718

OUTPATIENT VOLUMES

	2011-2012	2010-2011
Acute same day surgeries	20,516	20,584
Day/night visits	31,306	36,167
Urgent care visits	29,995	41,230
Acute outpatient visits	280,842	300,563
Rehab, complex continuing outpatient visits	10,485	11,270
Mental health outpatient visits	140,158	176,241

Because of St. Joseph's...

...Wes is off to the races.



Eight years ago Wes (on cover) was thrown off his bike and was air-lifted to London. He spent three weeks in intensive care, then two months in the Spinal Cord Rehabilitation Program at Parkwood Hospital learning how to live life as a paraplegic. And live life he does. In addition to riding a functional electrical stimulation bike three times a week, Wes is a part-time

university student, plays sledge hockey and volunteers with the Canadian Paraplegic Association.

...there's comfort in passing.

To make Mount Hope Centre for Long Term Care residents comfortable in their final days residents are provided flannelette sheets, soft new pajamas, journals and CD players to aid in a gentle passing. When one resident whose life was nearing the end was dressed in a new gown and tucked into bed, she sighed and said, "Oh, it feels like home." A testament to the difference these small comforts are making.



Year in Review... 2011-2012

APRIL

A groundbreaking ceremony was held on April 1 to celebrate the start of construction for St. Joseph's new forensic mental health care building. It will provide specialized care and support services to individuals with a mental illness who have come into significant contact with the criminal justice system.

A groundbreaking ceremony was held on April 8 to celebrate the start of construction for St. Joseph's new specialized mental health care building. The facility will be adjacent to Parkwood Hospital and will accommodate both inpatient and outpatient services.

MAY

St. Joseph's ran a six-week program called *Get Fit St. Joseph's* which promoted health and well-being by encouraging all staff to incorporate more physical activity into their daily routines. The challenge ran May through June with participants tracking physical activity online. Kicking off the program was a giant Zumba class.

JUNE

An era came to a close at St. Joseph's Hospital with the transfer of perinatal care. In a little under four hours, 38 patients, including 23 neonatal infants, were safely moved from St. Joseph's Hospital to the new facility at London Health Sciences Centre's Victoria Hospital. With expert, professional staff on-hand, Father Michael Prieur blessed each infant and ambulance as they departed St. Joseph's.

Colposcopy services at St. Joseph's Health Care London and London Health Sciences Centre came together when the programs moved into 5,600 square feet of newly renovated, specially-designed space at St. Joseph's Hospital.



...the beat goes on.

Connor has a passion for music, but an abnormality in his hand prevented him from playing the drums. Upon examination at St. Joseph's Hospital's Hand and Upper Limb Centre, Connor was told he had thumb hypoplasia. The only solution was surgery – taking a tendon out of his ring finger and putting it into his thumb. With the help of therapy he can now manipulate things more easily and pinch with strength. Today, Connor plays on.



...Kevin has a different stroke.

After a stroke paralyzed the right side of his body, Kevin Arding began to regain mobility through Parkwood Hospital's Stroke Rehabilitation Program. Through a unique partnership between Parkwood Hospital and Chelsey Park Health Club, the *Transitional Accessible Aquatic Program for Seniors* has also helped improve his balance and sent his confidence soaring.



JULY

St. Joseph's continues its commitment to finding new ways to improve care; and under new legislation, a patient and resident statement of values was created to declare what patients can expect from St. Joseph's.

St. Joseph's contributed \$800,000 to a mental health transition team whose goal is to ensure a safe and positive discharge for patients. The team has helped over 20 patients successfully transition from hospital to community, where the team continues to care for and connect with patients until full community supports are in place.

AUGUST

Dismantling began of the old St. Mary's annex of Mount Hope Centre for Long Term Care, which has been vacant since 1997. When demolition is complete, a new façade will be constructed where the current annex joins the new St. Mary's.

SEPTEMBER

A team of surveyors conducted a comprehensive review of the organization in relation to Accreditation Canada standards. The surveyors were complimentary of the caring, supportive culture, enthusiastic loyal work force, focus on continuous learning, medication safety, seclusion and restraint minimization and infection control. St. Joseph's achieved accreditation with exemplary standing.

The St. Joseph's Employee Survey results showed notable improvements from previous years. St. Joseph's fared higher than the provincial average in 64 percent of responses to specific questions. In the area of employee engagement results were consistently higher than the Ontario hospital average.



...there is a REMOVAL of risk.

The Canadian arm of the diabetes REMOVAL (REducing with MetfOrmin Vascular Adverse Lesions) international trial is aimed at reducing the risk of heart complications in adults with type 1 diabetes and was launched at St. Joseph's Centre for Diabetes, Endocrinology and Metabolism.



...patients are active in recovery.

Feeling engaged in an important task can aid in the recovery of mental illness. Knowing the importance of meaningful activity, the patients' and family councils opened a drop-in centre. The centre supports recovery through skill-building activities and interaction with peers in a welcoming environment. Foundation funding allowed for the creation of a cozy atmosphere; while beautiful murals, portraying messages of hope and healing, hang on the walls – adding to the inviting space.



OCTOBER

Using televideo, the Concurrent Disorders ambulatory team at Regional Mental Health Care (RMHC) launched a consultation clinic for service providers in the Grey-Bruce region to improve support for clinicians and care for individuals with concurrent disorders. RMHC provides case reviews and consultation through the televideo system. The services have now expanded to reach other partners across the region.

Drs. David Hill, John Bend, Aaron Fenster, Joy MacDermid and Joaquin Madrenas were inducted as fellows of the Canadian Academy of Health Sciences. Membership is considered one of the highest honours for members of the Canadian health sciences community and carries with it a covenant to serve the academy and Canadian society.

St. Joseph's Hospital celebrated the official start to the last phase of acute care restructuring with a sign unveiling and an exclusive tour through the areas under renovation.

The second phase of mental health divestment began with patients, staff and resources transferring to Windsor Regional Hospital. Included in the transfer were 40 staff members associated with two Windsor Assertive Community Treatment teams and ten additional staff members. In six days, 17 patients made their way closer to home to be cared for by the specialized services now available in Windsor.

NOVEMBER

The Primary Care Diabetes Support Program of St. Joseph's hosted a diabetes screening day for the Hispanic community. Held in partnership with Projenesis, a non-profit advocacy organization for Hispanic Canadians, the event was tremendously successful attracting 120 participants.



...researchers have a new PET.

Canada's first PET/MRI scanner, acquired by Lawson Health Research Institute, opens the door to early disease detection and superior patient care. The new hybrid imaging scanner, which combines magnetic resonance imaging (MRI) and positron emission tomography (PET) will be used by researchers to help improve diagnosis and treatment for cardiovascular disease, neurological diseases, mental illness and cancer.



TO READ MORE ABOUT THESE AND OTHER STORIES, ACCESS THE ST. JOSEPH'S WEBSITE USING YOUR SMARTPHONE AND THIS QR CODE, OR VISIT:

SJHC.LONDON.ON.CA/ANNUALREPORTSTORIES



FEBRUARY

Dietitian Chris Fraser represented Parkwood Hospital as a medal-bearer in the Rick Hansen 25th Anniversary Relay. The relay retraced the Canadian segment of the original world tour with 7,000 participants who have made a difference in the lives of others.

An innovative patient tracking system was launched at St. Joseph's Hospital as a way to keep families informed at every step of their loved one's surgical journey. The system addressed the need to improve the tracking of surgical patients and was funded through the President's Grants for Innovation.

St. Joseph's Health Care London receives Canada's first PET/MRI scanner. The new hybrid scanner will open the door to early disease detection and superior patient care.

To mark the 10th anniversary of the Neurobehavioural Rehabilitation Centre at Parkwood Hospital participants and staff worked with a Fanshawe College student to create a vibrant mural that symbolizes the care journey of those with an acquired brain injury.

St. Joseph's Quality Improvement Plan included improving access to the diagnosis and treatment of patients with breast cancer, reducing hospital acquired infections, improving access to cancer surgical care, raising the staff influenza vaccination rate and improving hand hygiene. Major efforts were made in all areas with significant improvements in decreasing cancer surgery wait times from 124 days to 62; and increasing hand hygiene rates from 70 to 82.7 percent.



St. Joseph's Strategic Plan 2012 – 2015

FROM THE SHORTEST VISIT TO THE LONGEST STAY, WE EARN COMPLETE CONFIDENCE IN THE CARE WE PROVIDE, AND MAKE A LASTING DIFFERENCE IN THE QUEST TO LIVE FULLY. St. Joseph's range of services is one of the most unique blends of roles found anywhere in Canada. This gives us the opportunity to impact care, teaching and research in a host of ways. As we continue to focus on all our areas of care we have an exciting corporate and clinical focus for the next three years. St. Joseph's is guided by three corporate strategic priorities:

OUR PATIENTS

- Be a national leader in quality and patient safety
- Provide integrated, patient-centred care
- Leverage technology to enhance quality and patient safety
- Achieve annual Quality Improvement Plan objectives

OUR PEOPLE

- Build on the cultural dimensions that make St. Joseph's a strong, vibrant community of care and service
- Achieve improvements in staff and physician well-being and safety
- Develop our leadership capabilities to respond to the changing health care environment

RESEARCH AND INNOVATION

- Foster system-wide dissemination, translation and implementation of knowledge to improve teaching and care delivery throughout the organization and its partners
- Enhance our research focus in existing and emerging areas of excellence

Because of St. Joseph's...

more people are living full, independent and healthier lives.

St. Joseph's will continue to focus on care, teaching and research in areas where care is needed most. Over the next three years, there will be a particular emphasis on three strategic clinical care priorities:

BREAST CARE

Realizing the vision and potential of our unique model, centering care around the patient and advancing knowledge within the integrated breast care journey.



COGNITIVE VITALITY

Creating a centre for research, education and care across disciplines, focused on disorders of the brain and their impact on living fully.

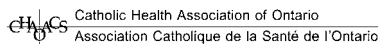


INTEGRATED COMPLEX CHRONIC DISEASE MANAGEMENT

Coordinating our specialized services around each person's multiple, complex, continuing needs and individual priorities; supporting system navigation and care, teaching and research partnerships with others.



A Proud Member of the Catholic Health Association of Ontario.



St. Joseph's Health Care London is affiliated with Western University Canada.

CARING FOR THE BODY, MIND & SPIRIT SINCE 1869

Renowned for compassionate care, St. Joseph's is one of the best academic health care organizations in Canada dedicated to helping people live to their fullest by minimizing the effects of injury, disease and disability through excellence in care, teaching and research.



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