Delivering On Our Promise

Bluewater Health
Annual Report 2010 / 2011

We Create Exemplary Healthcare Experiences for Patients and Families Every Time
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We create exemplary healthcare experiences for patients and families every time.

In a year filled with very visible hospital activity, Bluewater Health made tremendous strides in delivering on our Mission: We create exemplary healthcare experiences for patients and families every time.

Our new community hospital was almost two decades in the making, but in June 2010, we celebrated its opening – and the fulfillment of a promise. The bright, new building features state-of-the-art technology and an eco-friendly environment to facilitate patient care. We are grateful for the community’s support and patience as we settled into our new facilities.

The renovations to our facilities will continue through to fall 2011, when the remaining patients and staff will move from the Mitton Site. Having all of our Sarnia staff and patients in one location promises to be a significant positive step for our future development.

The opening was not our only milestone this year. In January 2011, through the efforts of a community-led planning committee, Petrolia and the Sarnia-Lambton community celebrated 100 years of patient care at Charlotte Eleanor Englehart Hospital (CEEH) of Bluewater Health.

We also delivered on our promise of greater transparency and accountability. We developed a community engagement framework, enhanced our web site, and involved the community in discussions about Emergency Department coverage at CEEH of Bluewater Health and in the creation of our Patient Declaration of Values. We refreshed our strategic plan with goal-setting for 2011 and 2012, and initiated a Quality Improvement Plan to advance our quality and patient safety culture. We continue to look for ways to involve our healthcare partners, community leaders and the public in our journey.

Our staff, physicians and volunteers remained focused on patient safety and quality of care as we continued to advance our strategic priorities.

Less visible, but no less significant, we kept our promise to act on opportunities identified in our Employee Engagement Survey of late 2009. In 2010/2011, we focused on some key activities to involve our hospital family in making meaningful changes – and we will report on our progress, after our next employee survey later this year.

Our quest for quality is never finished – our commitment to our mission is unwavering.

Sue Denomy, President and CEO
Bruce Davies, Chair, Board of Directors
After years of fundraising, construction and planning, the hospital team was joined by elected officials, donors, and community leaders in June 2010, to celebrate the opening of the new seven-storey building at Bluewater Health's Norman Site in Sarnia. The new hospital features a number of welcomed changes, including a larger surgical centre and Emergency Department (ED); expanded acute care units; and a consolidated Maternal/Infant/Child program.

More than 18 months of preparations, including special orientation sessions for staff, physicians and volunteers, culminated in our patient moves. It was “All Hands on Deck” as specialized teams were formed to handle every aspect, including cleaning, information technology, and lifting and portering patients, among others. In addition, various support departments moved in the week leading up to the patient moves.

In July, Bluewater Health moved current hospitalized patients within the new Norman Building. They were joined by 54 patients from our Mitton Site, with the use of 9 patient vehicles. The second phase of moves was completed in 2 hours and 27 minutes, or an average of just under three minutes per patient. It was an enormous undertaking, but together, our move teams rose to the challenge.

The relocation company hired to manage the moves, Health Care Relocations, characterized the moves at Bluewater Health as among the best in which they had participated.

The same day, Bluewater Health simultaneously opened the doors of our new ED on the corner of London Road and Norman Street, and permanently closed our ED location at the Mitton Site. The new ED is three times larger, with five new trauma rooms outfitted with new equipment including articulating arms and patient monitoring systems.

Also three times as large as its former home at the Mitton Site, Bluewater Health’s new Dialysis Unit can now treat more patients, saving the anxiety and discomfort of driving to London for treatment.

“My room was bright and beautiful, painted in warm colours and thoughtfully arranged for my comfort and care. Through large windows I could see the trees and catch the sunlight. It renewed me and made me feel better.”
In January 2011, Charlotte Eleanor Englehart Hospital (CEEH) of Bluewater Health celebrated 100 years of providing quality, compassionate care. Charlotte Eleanor Englehart, wife of Jacob "Jake" Englehart, had bequeathed their home to the Town of Petrolia to be used as a hospital.

“Charlotte’s House” opened with a staff supported by two doctors and a capacity of 13 beds, governed by a Board of Trustees.

In the years following 1911, Jake also donated funds for a maternity wing and an operating suite.

CEEH of Bluewater Health’s development over the years reflects commitment to the hospital’s continuing success, through an enduring legacy of giving and local advocacy.

In recognition of this historic milestone, celebratory events have been scheduled throughout the year.

“My care at your hospital was fantastic. The nurses were wonderful and I was well taken care of.”
Bluewater Health has undergone many changes in this reporting period. Some are physical – the result of the largest reconstruction project in Sarnia-Lambton’s history. Others are due to changing trends in healthcare, and our endless pursuit of quality and performance improvement.

We have broadened our implementation of Releasing Time to Care® (RTC), an international quality improvement program. RTC is a patient-focused program that helps clinical teams identify their vision for the provision of care on their unit and care processes that need improvement.

After being chosen to participate, Bluewater Health piloted the program on our Medicine Unit, where staff implemented best practices for shift handover, organized the unit to function more efficiently, improved patient satisfaction and demonstrated a high degree of staff engagement in testing and implementing change to their work flow and environment. RTC expansion began in January 2011, with the Complex Continuing Care Unit.

The program will roll out to other inpatient units over the next two years.

We began planning for our new cancer care program to shorten the time from suspicion to diagnosis and from assessment to treatment, as close to home as possible. Early steps included recruitment of a Patient Navigator/Manager for the pending Cancer Care Diagnostic and Assessment Centre. This new role was designed to coordinate timely care and provide patient and family support, education and assistance as the patient moves through the cancer care system.

We combined the surgical and medical critical care services in a new Intensive Care Unit, to more effectively provide life-sustaining interventions to an increasingly aging population.

The trend in healthcare is to provide this care through an intensivist-led program for the needs of all surgical, medical, Emergency Department, and primary care patients who become critically ill. The intensivist is a specialist (in, for example Surgery, Medicine, Anesthesia, or Emergency Medicine), with extra training in Critical Care Medicine. This approach has shown a 40% decrease in mortality in the U.S.

“I have nothing but high praise for the doctors and nurses who looked after me. The new hospital is top-notch.”
We Create Exemplary Healthcare Experiences for Patients and Families Every Time

Measuring Our Performance

“I honestly can say my hospital stay was great, no, excellent.”

Our efforts have resulted in measurable improvements in our performance. Specifically, Bluewater Health has been recognized by the Erie St. Clair Local Health Integration Network (LHIN) and by the Minister of Health and Long-Term Care, for the significant reductions made in our ALC (Alternate Level of Care) rates. ALC patients no longer require the services of the hospital, but are waiting in a hospital bed for another service or discharge location to become available.

An average of 13.18% of inpatient acute care beds were occupied by ALC patients in December 2009 versus 5.54% in December 2010.

Improvements in our ALC rates have been the result of hard work by the hospital team and our partner, Community Care Access Centre, through better discharge planning.

This means that beds are more readily available for patients requiring hospital care.

In January 2011, the Honourable Deb Mathews, Minister of Health and Long-Term Care (above), recognized Bluewater Health for significantly reducing wait times for key healthcare services including hip and knee replacement surgery, MRI and CT scans, and cataract surgeries. Since 2005, Bluewater Health has reduced wait times for: hip replacement surgery by 77%; knee replacement by 63%; MRI scans by 48%; CT scans by 79% and cataract surgery by 91%.

To identify potential cases of colorectal cancer earlier and save more lives, Cancer Care Ontario has urged improvement in colon cancer screening. Bluewater Health has met and exceeded this goal and is a provincial leader in colonoscopy wait times.

Since 2005, Bluewater Health has reduced wait times for the following procedures:

<table>
<thead>
<tr>
<th>Procedure</th>
<th>2005</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hip Replacement</td>
<td>77%</td>
<td></td>
</tr>
<tr>
<td>Knee Replacement</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>MRI Scans</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>CT scans</td>
<td>79%</td>
<td></td>
</tr>
<tr>
<td>Cataract Surgery</td>
<td>91%</td>
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</tr>
</tbody>
</table>

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Bluewater Health completed work on our first annual Quality Improvement Plan (QIP), a requirement for all hospitals as part of the new Excellent Care for All Act (ECFAA). Developed in collaboration with medical and clinical leaders and endorsed by the Board of Directors, the QIP identifies key priorities aimed at improving quality, performance and public accountability. The goal of the QIP is to make Bluewater Health more safe, effective, accessible and patient-centered. Specific improvement targets for 2011-2012 are aimed at hand hygiene, infection prevention and control, falls prevention, wait times for emergency and cancer surgery, patient outcomes, patient satisfaction and financial health. The plan contains specific indicators and targets for improvements, and outlines how these targets will be achieved. To view Bluewater Health’s Quality Improvement Plan, visit www.bluewaterhealth.ca and click on Performance/Quality Improvement Plan.

Bluewater Health began seeking public input on a Patient Declaration of Values – a document that describes the values that are most important to patients and families while in the hospital. Feedback was received from staff, physicians, volunteers, patients, families and other key groups through an online survey and focus group sessions. The development of a Patient Declaration of Values is one requirement under the Excellent Care for All Act. For more details, visit www.bluewaterhealth.ca and click on Patient & Visitor Information/Patient Declaration of Values.

Bluewater Health accepted $8.65 million in Post-Construction Operating Plan (PCOP) funding from the Ministry of Health and Long-Term Care, plus $2.3 million in trailing costs to cover the operational costs of the Mitton Site to the end of 2011. This is the first year’s increase in a three-year growth plan. The injection of PCOP funding will make it possible to expand services by up to 57 new beds depending upon the future growth in demand across health-related services.

In 2010/2011, Bluewater Health achieved an operating surplus (an excess of revenue over expenses) in its healthcare activities of slightly over $300,000.

“"The care I received was the very best in every way."
In the quest for continuous improvement, Bluewater Health conducted an Employee Engagement Survey in late 2009. The results identified areas of opportunity related to the work environment at Bluewater Health. Leaders prioritized these areas in terms of impact and resources, and identified departmental “Champions” to work on solutions and plan implementation. Work is underway, with the next survey scheduled for the end of 2011.

Tied to employee satisfaction, Bluewater Health launched a new recognition program, called the Bridging Excellence Awards, with the first recipients being named in May 2011 at the annual recognition ceremony. The Bridging Excellence Awards honour individuals and teams for their contribution, dedication and commitment to excellence in their role at Bluewater Health.

Bluewater Health was honoured with the Environmental Award by the Sarnia-Lambton Chamber of Commerce at its Outstanding Business Achievement Awards in March 2011. The award recognizes an organization or business whose primary mandate is not environmentally based, but through its actions, has made a significant contribution to the environmental health of its place of business and the greater community. We have enabled greener hospital practices throughout the organization by implementing leading-edge technologies, green thinking and innovation. These include the creation of healing gardens; use of natural light; an ongoing energy conservation awareness program; environmentally responsible purchasing; and work towards Leadership in Energy & Environmental Design certification.

“I commend the staff for the excellent service. This is excellent healthcare.”
Bluewater Health Foundation

2010/2011 was an extremely rewarding year for the Bluewater Health Foundation. In the months leading up to the opening of our new hospital, we were able to show our donors the progress being made, through “Construction Tours” of the new building. Changes were evident, week by week.

Then in June 2010, we opened our doors to the public. More than 5,000 staff, neighbours and community members walked our halls to see the new Emergency Department, Diagnostic Imaging, and Ambulatory Care areas, and witness the culmination of years of planning and millions of dollars in gifts from people and businesses in our community.

It was also an opportunity to release “A Commemorative History of Bluewater Health,” an award-winning history book that highlights the rich legacy of Bluewater Health. Our thanks go to Vic Dudek who volunteered his time to write the book and to our sponsor for this project, Hogan Pharmacy, who have a long legacy with our hospitals. Copies are available at our hospital gift shops in Sarnia (poppies) and Petrolia (Charlotte’s Boutique) with proceeds toward purchasing much-needed equipment.

In November 2010, we unveiled the donor wall, proudly located inside the front door of the Norman Site, to recognize the financial gifts of all our supporters over the years. Each year, we will update the wall with new donors and donor levels reached. And in February 2011, we announced the grand-prize winners of the Dream Home Lottery, a group of 11 co-workers from Sarnia Insulation Supply.

We also transferred an additional $13 million to Bluewater Health that had been held in trust from the Growing Expectations, Project Lambton Hospitals and State of the Heart campaigns over the years. The funds have been used for the building project and to purchase state-of-the-art equipment, technology and supplies that will enhance patient care and comfort.

We are humbled by the opportunity to play a role in the healthcare of Sarnia-Lambton residents and know that it would be impossible without the steadfast financial support of this wonderful community.

Liz Kenny, Executive Director
Gord Bristo, President, Board of Directors

We Couldn’t Have Done It Without You

3,161 gifts were made to Bluewater Health Foundation in 2010/2011.

“I am very happy and proud to have a hospital like the one we have now.”
We Create Exemplary Healthcare Experiences for Patients and Families Every Time

CEEH Foundation

A small group of dedicated and hard-working volunteers on the Charlotte Eleanor Englehart Hospital (CEEH) Foundation Board of Directors concluded the campaign to raise $655,000 for the Pat Mailloux Eye Centre and is grateful for the community’s generosity. The eye centre’s dedicated staff and volunteers have reduced wait times in the area for cataract surgery by 699 days, or 91%, from 2005 to November 2010. A donor wall has been installed, to recognize the generous gifts from community residents and businesses.

In celebration of CEEH of Bluewater Health’s 100th anniversary, Bluewater Health Foundation built the 2011 Dream Home in Petrolia. As such, $100,000 of the proceeds from the Dream Home Lottery was allocated for the purchase of colonoscopy equipment, cautery equipment and two fluid pressure mattresses for the hospital.

The CEEH Foundation has been actively participating in the anniversary celebration committee, and plans to host the final event, with proceeds directed to laboratory equipment. While the CEEH Foundation currently has no major capital campaign underway, it continues to be involved in physician recruiting, the Central Lambton Family Health Team located on site, the many in-memorium donations, as well as encouraging estate donations, such as the one that started it all.

Owen Byers, Chair, Board of Directors

“We are very lucky to have such an excellent hospital.”
## Financial Statement

### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount (USD)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Erie St. Clair Local Health Integration Network / Ministry of Health and Long-Term Care</td>
<td>$134,177,931</td>
<td>74.87%</td>
</tr>
<tr>
<td>OHIP</td>
<td>$19,245,434</td>
<td>10.74%</td>
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<tr>
<td>Patient Billing</td>
<td>$5,222,141</td>
<td>2.91%</td>
</tr>
<tr>
<td>Deferred Grants</td>
<td>$10,985,577</td>
<td>6.13%</td>
</tr>
<tr>
<td>Administered Programs</td>
<td>$3,720,468</td>
<td>2.08%</td>
</tr>
<tr>
<td>Other</td>
<td>$5,852,269</td>
<td>3.27%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$179,203,820</strong></td>
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</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (USD)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$105,629,206</td>
<td>58.24%</td>
</tr>
<tr>
<td>Medical Staff Remuneration</td>
<td>$19,221,304</td>
<td>10.60%</td>
</tr>
<tr>
<td>Medical &amp; Surgical Supplies</td>
<td>$7,332,735</td>
<td>4.04%</td>
</tr>
<tr>
<td>Drugs</td>
<td>$5,466,136</td>
<td>3.01%</td>
</tr>
<tr>
<td>Amortization</td>
<td>$15,804,296</td>
<td>8.71%</td>
</tr>
<tr>
<td>Administered Programs</td>
<td>$3,787,097</td>
<td>2.09%</td>
</tr>
<tr>
<td>Other</td>
<td>$24,138,156</td>
<td>13.31%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$181,378,930</strong></td>
<td></td>
</tr>
</tbody>
</table>

For full financial statements, visit our website at [www.bluewaterhealth.ca](http://www.bluewaterhealth.ca). Click on Performance/Financial Statements.
We Create Exemplary Healthcare Experiences for Patients and Families Every Time

Bluewater Health, with locations in Sarnia and Petrolia, is a 326-bed community hospital that cares for the residents of Sarnia – Lambton. With close to 2,500 staff, Professional Staff and volunteers, Bluewater Health provides an array of specialized acute, complex continuing care, allied health and ambulatory care services. State-of-the-art facilities, which opened in 2010, contribute to Bluewater Health's Mission: We create exemplary healthcare experiences for patients and families every time.

This report is but a brief synopsis of the incredible work of the entire Bluewater Health family. To list all of our achievements would require many more pages. It does, however, represent the breadth of our commitment to this community, today and for generations to come.

April 1, 2010 – March 31, 2011

Hospitalizations 11,205
Emergency Visits 82,567
Surgeries 11,179
Staff, Physicians & Volunteers 2,500
MRIs 6,925
Babies Born 967
Construction Completed 96%

Did You Know

For more information about Bluewater Health, visit www.bluewaterhealth.ca