

# ross memorial

2005 ANNUAL REPORT TO THE COMMUNITY



## Our Next Chapter of Care





# Report from the Chair, Board of Governors, President/CEO, and the Chief of Medical Staff

## Ross Memorial Hospital Board of Governors 2004/2005

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City of Kawartha Lakes  
Sandra Jack

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Kathleen Leenders

President/CEO  
Anthony Vines\*

\* these trustees represent  
Ross Memorial Hospital  
on the Haliburton-Kawartha-  
Pine Ridge Joint Executive  
Committee

# served until September 2004

+ served until February 2005

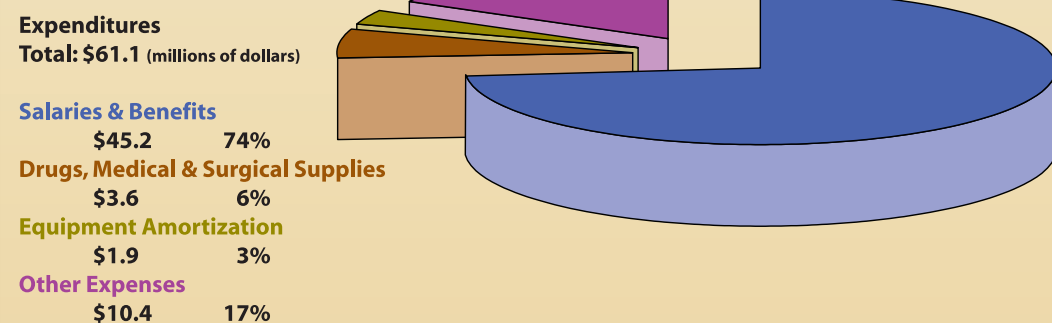
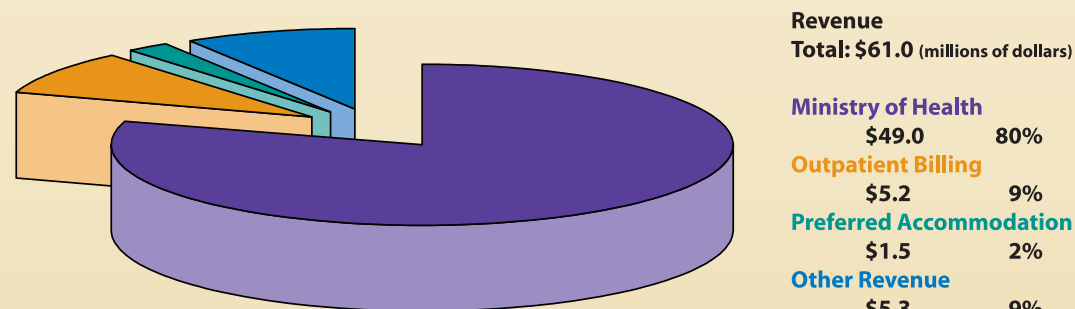
++ appointed March 2005

The year 2004 was a year of challenge, achievement and vision. Ross Memorial Hospital faced some financial challenges, celebrated the opening of newly expanded and renovated facilities and launched a strategic planning process that will lead the organization in meeting their vision over the next 5 years.

### Our Challenges

At the beginning of the fiscal year, Ross Memorial faced an operating deficit of \$3.3 million before the Ministry of Health funding was announced. Throughout the year, cost-saving ideas were implemented and Ministry revenues increased. As a result, our year end operating deficit was virtually eliminated through mainly the provision of Ministry funding and the diligence of our staff.

However, despite this favourable financial outcome, there are still challenges ahead. Earlier in 2004, the Minister of Health & Long Term Care directed that all hospitals develop Balanced Budget Plans. However, the government has not approved all of the steps required to bring the Hospital's operating budget to a balanced position. Consequently, the Board of Governors and Administration remain concerned about the possibility of continued operating funding pressures.



### Our Achievements

On April 14, 2005 we celebrated the completion of our \$50 million expansion and renovation. This extensive capital project took approximately 3 years to complete and has prepared us to serve our community well into the future. (See "Celebrating Our Next Chapter of Care" inside)

As a community hospital, we believe in being accountable to the people we serve and we have been delighted to have been enthusiastic participants in a voluntary and independent Hospital Report Card process, conducted annually through the University of Toronto. This process included our participation in the largest voluntary patient satisfaction survey in North America, with over 1,000 of our inpatients and Emergency patients randomly surveyed by an external firm.

Following the 2004 survey, we were advised that Ross Memorial continues to be identified as one of the *top 4 performing hospitals in the province*. This designation means that we have consistently scored high on all of the major Hospital Report Card ratings. This is a significant achievement and is a well-deserved tribute to all of our staff, physicians and volunteers.

In the past year, we also celebrated the contributions of our medical staff by recognizing the long service of a number of our physicians including Dr. Ralph Manmohansingh who has been with Ross Memorial Hospital for 30 years. We were also pleased to welcome Dr. David Kazhila as our newest internal medicine specialist and Dr. Robert Forgeron who joined our team in the Emergency Medicine department. As well, family physician Dr. Sarel Vorster was a most welcomed addition to our community. Our physician recruitment efforts have also included working closely with the Kawartha Lakes Community Health Care Initiative as they assume the responsibility for recruiting family physicians to our community.

The Dr. R.J. Watson Medical Student Bursary is one program that we hope will assist medical students in choosing to return to the area. This \$1000 bursary is provided to qualified candidates who fulfill the application requirements. Local recipients for 2004 were Melissa Graham, Adam Stewart, Erin Stone, and Mark Stone, all from the Lindsay area. The Hospital maintains contact with bursary recipients during their residency program and will seek to provide recipients with clinical elective opportunities as they become available.

### Our Vision

In 2004, the Ross Memorial Hospital Board of Governors launched and completed the development of our next Strategic

Plan. This Plan covers a timeframe of the next 5 years and will be of much assistance to the Hospital in the development of its future role and functions in order to be a leader in the development and delivery of a dynamic and integrated health care system in our community.

As this was an important project, which helped to determine the future development of hospital programs and facilities, we provided opportunities for input from our staff, physicians, volunteers, external stakeholders and the local community. As a corollary of the new strategic plan, we are also developing new vision and mission statements that will represent the culmination of ideas and input we received throughout the strategic planning process.

With our new vision of the future and our expanded and renovated facilities now virtually complete, we look forward to the next chapter in our history. We continue to appreciate the support and contributions of everyone on the Ross Team, including staff, physicians and volunteers. We also continue to be blessed with outstanding support from our Foundation Board, and we thank them for their participation and partnership with the community, which helped us to achieve our major expansion plans.

A hospital is an ever-changing environment, and at Ross Memorial, we have all been entrusted by those who rely upon us, to ensure that when someone in our community requires our services, we are ready and able to serve them well in a caring, professional and compassionate way.

This cannot be accomplished by one person, or one group of people alone. We are ever mindful that the provision of health care services and more specifically, the operation of hospitals in the 21st century, is a complex undertaking that requires the full commitment of everyone working together as a team.

This teamwork enabled Ross Memorial Hospital's first chapter of care. With this latest expansion project complete, our legacy continues - and a new chapter of care lies ahead.



From left: Peter Fraser, Chair, Board of Governors; Anthony Vines, President/CEO; Dr. Ron Sears, Chief of Medical Staff.

# Celebrating Our Next Chapter of Care

## April 14, 2005

The vision of an expanded and renovated Ross Memorial Hospital began in the hearts and minds of our community several years ago as growing health care needs began to outpace our existing facilities.

This vision began to take shape in June 1998 when the Health Services Restructuring Commission (HSRC) proposed a significant enhancement of services and expansion of our facility. Since 1998, a major investment of time, energy and finances has seen inspiration become reality for our community.

On April 14th, 2005 we celebrated the official opening of our newly expanded and renovated Hospital. Through innovative design, and the continued caring and compassion of our staff, this most recent transformation of Ross Memorial Hospital is now complete.

Ross Memorial Hospital's \$50 million expansion project provides for the addition of a number programs and services and has increased our bed capacity from 156 to 218 beds. As well, the Hospital's square footage has almost doubled in size.

This major expansion project included:

- a new Complex Continuing Care wing
- a new Rehabilitation unit including inpatient and therapy spaces
- a new Palliative Care unit featuring family spaces and individual rooms
- additional medical inpatient beds
- a new Mental Health Unit with inpatient and day programs
- a new Ambulatory Care Unit for outpatient procedures

- an Emergency department doubled in size
- a new suite for the CT scanner
- expanded and renovated public and staff spaces such as the main lobby, cafeteria, gift shop and cafe

The Official Opening included presentations from all levels of government and also included a performance from the newly formed "RMH Choir". Directed by our own staff member Brian Eberts, and accompanied by his wife Ruth, this group performed three numbers for our 150 guests.

The celebration also launched a legacy for the future as we dedicated a time capsule into the wall of our new main lobby. The capsule aimed to capture a snapshot of the hospital's operations and included: "A Day in the Life of an RMH Nurse" - a story complete with photos that walks the reader through a typical day, a stethoscope, the guest book used during the public tours that also includes a pictorial view of the expansion project throughout its various stages, and historical documents marking the 100th anniversary of both Ross Memorial Hospital and its Auxiliary.

On hand to dedicate the time capsule were Peter Fraser, Chair of the Ross Memorial Hospital Board of Governors, Anthony Vines, President & CEO, Dr Ron Sears Chief of Medical Staff and Linden Mackey, Chair of the Ross Memorial Hospital Foundation Board.

A new plaque dedicating the hospital to the community marks the time capsule.



## “Part of the Team” Ross Memorial Hospital Auxiliary Report

### 2004 marked the 100th Anniversary of the Ross Memorial Hospital Auxiliary



J.D. Flavelle would be amazed at what the auxiliary has achieved since the inception of the auxiliary on a November day in 1902.

At that time, the then 2-year-old Ross Memorial Hospital was already in debt and the Board of Governors decided to get the ladies of the community involved, to alleviate some of the expenses. Mr. Flavelle, chair of the board, approached a group of ladies who would work tirelessly in twisting the arms of the community to make the necessary donations. And they did.

Sixteen ladies were at that first meeting held in Lindsay’s Council Chambers on Saturday, November 26th, 1904 to discuss the formation of a Ladies Committee for Hospital Aid work. At this meeting, it was decided, “That an Auxiliary Committee to the Board of Governors be formed”.

The auxiliary committee contributed many things, such as bedding and clothing, in those first years. It is also recorded that in 1907, their contribution in kind and cash amounted to \$128.52. The auxiliary continued this way for many years growing in size and increasing their finances. By 1955 there were 100 members and the treasury had a balance of \$1,025.33. The ladies auxiliary also initiated TAG day for the hospital.

**And the more things change, the more they remain the same.**

In 1960 auxiliary members acted as tour guides for the new building and the auxiliary also did this in 2004 and 2005 for the expansion. In 1967 there were teen volunteers at the Ross and teens continue to volunteer today.

In 1968 a fashion show was held at the Academy Theatre and last May a show was held there highlighting 100 years of fashion.

In 1969 awards were presented to Registered Nursing Assistants. Today we award bursaries amounting to \$10,000.00 to hospital employees for further education.

In the last 40 years the financial contributions of the auxiliary have climbed from \$28,000 to the \$750,000.00 that was turned over in November of 2004, three years sooner than anticipated.

In 1972, the word **women’s** was dropped from the Auxiliary’s name paving the way for broader recruitment efforts, and in 1997, the first man was elected as president. Today four men are on the auxiliary board of directors, and many, many more serve in the general ranks.

Today there is also a very different board, which deals with governance. There are managers and coordinators in all areas of the auxiliary’s work to manage the day to day affairs of the organization. There is a new constitution and new policies and procedures to reflect the new ways things are done. There is a mission statement, a vision for the organization and strategic plans. The Auxiliary knows where it is going.

RMH Auxiliary is a vital, vibrant organization of over 400 men, women and teens, dedicated to support the Ross Memorial Hospital by providing support to staff in patient care areas as well as providing financial support through fundraising and retail operations. Due to the continued efforts of our membership, the Auxiliary has once again donated to the hospital through its foundation.

At our annual meeting, an additional \$100,000.00 was presented to the Hospital from 2004 earnings. Of this sum, \$30,000 goes to the refurbishment of the Cafeteria’s outside patio, for use by staff, auxiliary members and visitors, while the remaining \$70,000 will purchase equipment such as pressure relief mattresses to assist patients with severe pain.

Aside from the monetary aspects of the last year, the Auxiliary also donated 37,953 hours of time to the hospital. Of these, 1712.5 hours were provided by our teen volunteers and adults donated 7246.5 hours directly to patient care.

Auxiliary members donate their time, but it is the public who are our biggest supporters. Without the continued participation of the public in our concerts, raffles, bake sales, silent auctions, fashion shows, cookbook sales, tag days and of course our Reflections Café and Gift Shop, we would never be able to raise the funds that we do.

J. D Flavelle would be flabbergasted at what the auxiliary has grown into, but at the same time, immensely pleased.

## Report from the Foundation Board Chair



Linden Mackey,  
Foundation Board Chair

Through his gift in 1902, James Ross became an inspiration. His donation was a hopeful sign that in a rapidly changing world, one person could still make a difference. That remains true today.

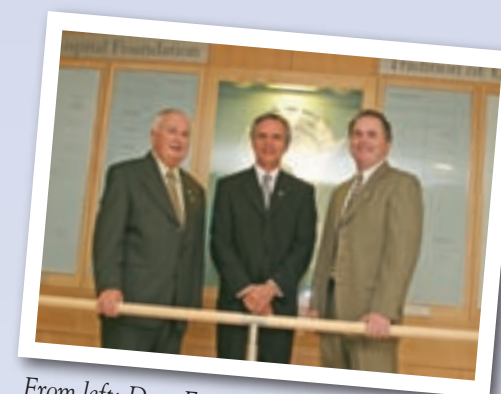
The positive support from our community

continues to amaze me, as our 2004 Spring Appeal met its target to provide two new scopes for our Endoscopy Suite and the Christmas Appeal was successful in allowing us to purchase ten new critical care monitors for our expanded Emergency department. We have also seen extra-ordinary legacies provided for our Hospital through planned gifts and had the opportunity to celebrate the generosity of our donors such as Herbert & Dorothy Gent and Grant & Shirley Brayley (as listed in the “Tradition of Giving” section on the back cover).

During the fall of 2004, the Foundation took part in the Ross Memorial Hospital Auxiliary’s Centennial Celebration at L.C.V.I., where I had the distinct honour of participating in the Foundation’s most unique cheque presentation to date; a larger than life cheque for \$750,000, representing the Auxiliary’s lead gift to the capital campaign, passed by every Auxiliary member in attendance. It was very meaningful for me to receive this amazing gift that represents the hard work and efforts of over 400 Auxiliary members.

As Chair of the Foundation Board, I had the opportunity to showcase Phase II of our new facility to the community during public tours in February 2005. The interest in our new facilities and the pride of the residents on the tour highlighted the fact that our community is truly dedicated to their hospital.

The spring of 2005 brought the official opening of the capital expansion project and also the celebration of the completion of our new donor wall that will continue the acknowledgement of



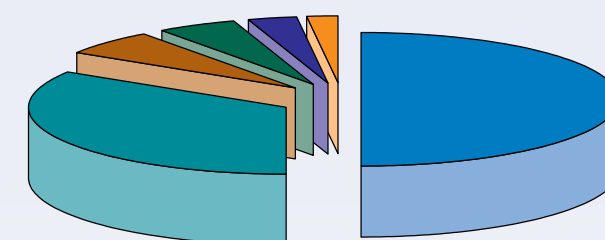
From left: Dom Fox, artist Calvin Nicholls and John Fox seen with the new donor wall.

the tradition of giving we have seen from our community over the years. This new wall is in addition to the existing donor wall and is located in our new main lobby.

Our original donor wall was established in 1996 through a donation by City of Kawartha Lakes resident Dominic Fox. Dom, his son John and their families have once again come forward to sponsor the new wall, and I would like to sincerely thank them for their continued generosity. I would also like to recognize the support of local artist and paper sculptor Calvin Nicholls who created the artwork once again for the new donor wall. His inspiration always adds a special and unique touch to our projects.

Thanks to the outstanding efforts and contributions of our Foundation board members, donors and volunteers, local patients now have an expanded and renovated facility. The Foundation is proud to have your support as we continue the legacy of giving that began with the first donation by our founder, James Ross.

The satisfaction we all feel as we celebrate the new programs and services that are now available for our community, is only matched by the pride we feel in knowing the expansion was made possible by local generosity.



Planned Giving & Major Gifts	50%
Caring for Tomorrow Campaign	34%
Direct Mail	6%
Investment Income	5%
Memorial Giving	3%
General Donations	2%

## Ross Memorial Hospital Foundation Board of Directors 2004/2005

Chair  
Linden Mackey

Vice-Chair  
Rick Dunsford

Treasurer  
Greg Evans

Past Chair  
John Bennett

Members  
Brenda De Koker  
Erik Ellis  
Drew Gunsolus  
Tony Orecchio  
Ivan Reynolds  
Gail Thomassen

RMH Auxiliary Representative  
Margot Fawcett

RMH Board of Governors Representative  
Al Goard

RMH Medical Representative  
Dr. Ron Sears

RMH President/CEO  
Anthony Vines

Foundation Executive Director/Secretary  
Erin Coons

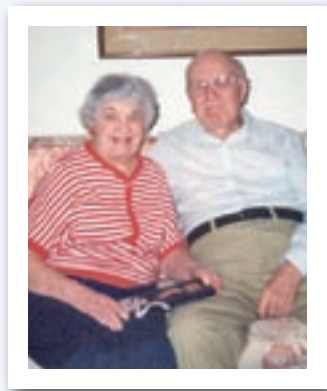
Donor Relations Coordinator  
Karen Scott

# Tradition of Giving

*“What you leave behind is not what is engraved in stone monuments,  
But what is woven into the lives of others.”  
- Pericles*

Ross Memorial Hospital decided that he would fund the \$80,000 cost of establishing a community hospital in memory of his parents.

Since then, the Hospital has seen our community continue that Tradition of Giving with the generosity of people like Herbert & Dorothy Gent and Grant & Shirley Brayley.



## *Herbert & Dorothy Gent*

Following Herbert's retirement from MacLean Hunter in 1973, 'Bert' and his wife Dorothy left the city and purchased a cottage on Birch Point, Balsam Lake near Cambray. The Gents later sold their cottage in May 1983 and moved to Lindsay to spend the rest of their long lives.

It can be said that most people who were well acquainted with the Gents became friends. At the time of Herbert & Dorothy's deaths in 1999 and 1998 respectively, and among more modest bequests to several family members and their longtime friends, the Gents bequeathed \$1,287,974 to Ross Memorial Hospital.

This substantial gift to Ross Memorial Hospital was contributed during the "Caring for Tomorrow Capital Campaign". It was directed to the largest component of Ross Memorial's expansion project, namely the two-storey Continuing Care Program wing. This new wing provides accommodation for the 49 existing Complex Care beds, as well as 10 Palliative Care beds and 16 Rehabilitation beds. The new space has allowed the continuing care program to more than double in size, while providing a more comfortable setting for patients and their families.

It is interesting to note that when you calculate the value of James Ross' \$80,000 gift from 1902 using 1998 value standards, it would have equated to just over \$1.2 million - the value of the Gent gift to Ross Memorial Hospital.

A plaque recognizing Herbert & Dorothy Gent can be seen at the entrance to the new Continuing Care wing.



## *Grant & Shirley Brayley*

In 2001, Mr. & Mrs. Grant and Shirley Brayley made an extraordinary pledge of \$250,000 to Ross Memorial Hospital's Caring for Tomorrow Campaign. However, more recently, the Brayleys have added to that initial gift bringing their pledge to Ross Memorial Hospital to a total of \$1 million.

The Brayleys said choosing to give to the Hospital was not a hard decision, saying, "Although I was impressed by the unique design and the great things you can do with bricks and steel, I was even more impressed with the staff of the Hospital. They made our decision to support the campaign quite easy."

Mr. Brayley added, "What really struck me was that the organization itself seemed well managed and efficient. It made us feel really good about our choice to invest in the Hospital."

Residents of Bobcaygeon, the Brayleys feel comfortable knowing that there is a health care facility nearby, and they hear the same thoughts from within their community. "A lot of my neighbours chose to relocate to the area specifically because we have a great hospital within reach."

A plaque recognizing the Brayley family's generosity can be seen in the expanded and renovated Emergency department waiting room.

## *Legacies* that last

*Estate of George K. McBride  
Estate of Roby Rose Lotton  
Estate of Ruth I. Downey  
Estate of Nelson L. Thurston  
The William, Thomas and Elizabeth  
McCullough Endowment Trust  
Estate of Bertrus Lillian Nichols  
Estate of Dorothy Isabella Atkins*

*Estate of Margaret Grawe  
Estate of Catherine J. Balcom  
Estate of Estelle Gilchrist  
Estate of Dorothy Katherine Elliott  
Estate of Margaret Jessie Dancey  
Estate of Maxine Barbara Brasier  
Estate of William James Cundill  
Estate of Dorothy Tewksbury*

*Estate of Zelma Grandmanis  
Estate of Olive G. Porter  
Estate of Inga M. Weeks  
Estate of Rhoda Humphreys  
Estate of Lottie Margaret Gillespie  
Estate of John Harold Liberty  
Estate of Irene Dora Hood  
Estate of Jean H. Dayman*