

Putting Patients First





Executive Message

Contents

Executive Message	1
Delivering on Our Commitments	3
Caring for Our Patients	6
Patient Care Stories	8
Partnering on Health Care	10
Lifelong Learning	12
Our Commitment to the Future	16
Financial Performance	18
St. Joseph's Health Centre Foundation	20
Good Governance	22

This year's Annual Report celebrates both an ending and an exciting new beginning for St. Joseph's Health Centre. We celebrate the completion of our 2005-2008 corporate plan and launch a new strategy that builds on our successes of the last three years and positions us for the future. Since 2005, the healthcare landscape in Ontario has fundamentally changed and St. Joseph's has changed right along with it. The strategic plan launched in September of 2005 was a road map that helped us to successfully navigate the significant changes driven by the transformation of the Ontario Healthcare system. A significant landmark in the transformation of the healthcare system was reached on April 1, 2007, when the Local Health Integration Networks (LHINs) took on accountability for planning and health service provider funding. As the Toronto Central LHIN (TCLHIN) took on its full role within the system, St. Joseph's continued to deliver on the commitments we laid out in our 2005-2008 plan, while adjusting to the new demands of a changing healthcare agenda. We delivered outstanding quality and service to the communities of Southwest Toronto - more than a quarter of a million patients and their families received care at St. Joe's - from the most complex surgery and medical care to ambulatory care and community outreach. We worked with the province and LHIN partners to

successfully reduce waiting times for hip and knee replacements, cataract removal, cancer surgery and advanced diagnostic imaging using CT and MRI. We collaborated with community agencies to develop new ways to deliver services to those in need. We developed new ways of working together by collaborating as interprofessional teams. As a community teaching hospital, we provided over 23,000 days of training to the next generation of healthcare professionals. Our ambitious building plan was launched in earnest with the demolition of the Our Lady of Mercy wing, making way for a parking garage and a new state-of-the-art clinical building. In October, we became one of the first hospitals in Ontario to deliver on a commitment to full transparency by making our corporate performance available on our external web site. Finally, we continued to demonstrate our commitment to stewardship of the public resources entrusted to us. While we continued to work to deliver on our commitments set out in 2005, we developed a plan to move us into the future. Over the summer of 2007, we conducted a wide ranging consultation process that we called "Listening for direction at St. Joe's" to help us answer the question: "What will make us successful in the future?". After listening to the wisdom of nearly a 1,000 people, we have committed to becoming

Canada's Best Community Teaching Hospital by:

- Putting Patients First
- Enhancing the Health of the Communities we serve
- Inspiring Our People
- Creating a Culture of Inquiry and Innovation, and
- Using Our Resources Wisely.

For more information about how we will deliver on our commitment to our communities and how we will measure our success [please click here](#). Together, we are proud to lead in partnership with the communities we serve and those who serve with us. We hope that you will take a moment to celebrate with us the achievements of the last year and will join us in making St. Joseph's Health Centre Canada's Best Community Teaching Hospital.

Carolyn Baker
President and CEO

Richard Ross
Chair, Board of Directors

Tom Harmantas
Chief of Staff

Delivering on Our Commitments

2007-2008 marks the end of a three-year strategy launched in 2005. This plan provided a road map to help us achieve our Vision to become Canada's Best Community Teaching Hospital. The plan committed us to achieving success in four areas: Providing Outstanding Quality and Service; Establishing a Dynamic Environment; Creating Effective Linkages and Delivering Excellent Performance. As we look back on an exciting year, we are proud to update you on just a few highlights of our success in delivering on our commitments to the communities we serve.

Outstanding Quality & Service - Creating a Superior Patient Care Experience

Our patients are our first priority. Providing safe high quality care is central to our success. By focusing on providing the right care, in the right place and at the right time, we improved timely access to services to meet the growing demands of our changing communities. Our commitment to improving access and flow helped us to provide outstanding care to

those who visit our Emergency Department - and we did it over 85,000 times! Working with our community partners and our physicians and staff, we improved access to patients who require inpatient care for complex medical conditions. Innovations in our General Internal Medical Units helped us to provide care to more patients while improving clinical outcomes and increasing patient and family satisfaction. Keeping a focus on patient safety helped us to assist patients and their families to be informed about their role in providing the safest care. "Your Healthcare: Be Involved," a program developed by the Ontario Hospital Association, was rolled out to the bedside during October's National Patient Safety Week.

Effective Linkages - Being a Valued Partner

St. Joe's is recognized as a good partner and we work hard to seek out new ways of working with others to help us achieve our Vision. We partnered with our staff, physicians, the [Ministry of Health](#)

and the [Toronto Central LHIN](#) to reduce waiting times for cancer surgery, cataract removal, hip and knee replacement and CT. Our wait times are at or well below the provincial average for these procedures. Our new state-of-the-art MRI installed in March is helping us to reduce waiting times for MRI. Working with the ER Mental Health Alliance, a consortium of six hospitals committed to improving access to high quality acute mental health services, we are creating new and innovative ways to deliver mental health and addictions services. Working with our partners in education we provided over 23,000 training days, educating the next generation of nurses, physicians, social workers and rehabilitation professionals.



Being a great place to work means working together as a team - from the boardroom to the bedside.

Dynamic Environment - A Great Place to Work

Being a great place to work means working together as a team - from the boardroom to the bedside. Our Board of Directors works with our community and our senior leadership team to make sure that we meet our commitments to the Ministry, the LHIN, the communities we serve and those who serve with us. Our directors and managers work with staff and community partners to design and deliver programs that meet community needs. Our healthcare professional staff work with patients and their families to improve health outcomes and our corporate support staff ensure that we have systems and processes in place that help all of our staff to achieve success.

Being a great place to work also means having the best environment in which to deliver care. Over the last year, we have made significant progress in preparing for our [new patient care wing](#). We said goodbye to the Our Lady of Mercy wing, and watched as the building was demolished. The complex excavation is complete and the new parking garage, on which four stories of 21st century hospital will rest, is slated for completion in November of 2008. Our new wing will help us to provide care for our tiniest patients in a state-of-the-art Neonatal Intensive Care Unit, a new Paediatric Unit, and an expanded Family Birthing Centre - all of which will help us to provide the highest quality of care closer to home.

Excellent Performance

Our three-year plan provided direction about how we care for our patients, our communities and support our staff, but it also committed us to creating a culture of transparency and accountability. We believe that it is important to be open and honest with the communities that we serve about how well we are doing in delivering care to patients, but also how well we are using the resources entrusted to us - and so, in October of 2007 we went public with our performance. We became one of only a few hospitals to post our corporate “[scorecard](#)” on a public website (www.stjoe.on.ca). The scorecard shows the community that excellent performance is our priority and that we’re continuously monitoring and improving our programs and services.



Caring For Our Patients



As a community teaching hospital, our priority is to provide the highest quality of patient care and safety throughout our Clinical Support Services and five program areas: [Women's, Children's and Family Health; Emergency, Critical Care and Access Services; Medicine, Ambulatory and Seniors' Health; Mental Health and Addictions Services; and Surgery and Oncology Services.](#)

Empowering our Patients

Ask. Talk. Listen. This is the message St. Joseph's Health Centre has brought to its patients to empower them to take their care and, as a result, their safety into their own hands. A hospital-wide patient safety initiative has been launched in partnership with the Ministry of Health and Long-Term Care and the Ontario Hospital Association. Patients and their families are to ask the healthcare team questions. [Five common sense tips help empower patients](#) to speak up and share valuable information like allergies

or any current medications they are taking and play an important role in each stage of their care.

The Right Care in the Right Place at the Right Time: Improving Access and Flow

Access to care, and the seamless and timely movement of patients as they receive care is crucial to outstanding quality and service and the best outcomes. St. Joseph's is on the cutting edge of providing the right care in the right place and at the right time. In November we were recognized by Toronto Emergency Medical Services for having the [highest performing Emergency Department in the Greater Toronto Area for ambulance offload times.](#) Short offload times mean that a patient is transferred quickly from the care of the ambulance crew to hospital staff - allowing the patient to get the right care in the right place putting the crew back on the road to help the next patient in need. Our success was built on developing a series of leading

practices as well as using technology to help us move our patients through the Health Centre efficiently while ensuring care of the highest quality. St. Joe's was one of the first hospitals in Canada to implement an electronic system that functions like a hospital version of "air traffic control". This system built by Teletracking Technologies provides a real-time status of every patient in every hospital bed, following patients from the admission to discharge process and allows us to place the right patient in the most appropriate bed. We decrease delays by increasing communication among staff and having a clean bed ready for the next patient as soon as someone is discharged. St. Joseph's vision of being the leader in improving access and flow was recognized with the Medtronix Leading Practices Award at the OHA HealthAchieve 2007, North America's premier healthcare show. The award was for our presentation: "A Better and Safer Patient Experience of

Care: Setting New Standards in Patient Access and Flow", an outline of the Health Centre's groundbreaking initiative to provide better, safer and more timely care by improving patient access and flow.

Our Role in Educating the Next Generation of Healthcare Professionals

An integral part of St. Joseph's Vision to be Canada's Best Community Teaching Hospital is educating the next generation of healthcare professionals. This is evident in our commitment to life-long learning and in our ingrained philosophy of interprofessional collaboration. We teach and help each other grow as healthcare professionals so that we can provide the best, most efficient, care to our patients - both now and in the future.

Happy 80th Birthday to Josephine Margret Jones

Gwyneth Jones sent a letter of thanks to St. Joseph's Health Centre following her mother's stay on the sixth floor. Due to the extreme seriousness of her mother's condition, Gwyneth caught a flight from Edinburgh, Scotland to Toronto to be with her mother for a week - witnessing firsthand the work of those who contributed to her recovery. "I really had not been sure whether my mom was going to see her 80th birthday, what with all the problems she had this past year," said Gwyneth. She truly believes that the staff at St. Joseph's played a large part in her mother's recovery. "She made so many bonds with many of the nurses and other staff such as physiotherapists and cleaners, who managed to help her endure what must have felt like a very long five weeks in hospital," said Gwyneth.

"I believe it was the constant presence of those around her to keep her positive that played a huge part in the outcome: being able to return home." As a nurse herself, Gwyneth describes her mother's treatment as the epitome of family-centred care, nursing someone back to health so they can return home to pursue the things that matter. Ultimately, this meant that she reached her 80th birthday and, not only that, got to welcome her first great-grandchild to the festivities.



Josephine Margret Jones with her family and first great-grandchild



“I instantly knew that with having Liz there, she would provide the kind of care and compassion that Abby would have received in her own home.”

- Mrs. Greenwood

Mr. & Mrs. MacDonald-Huen and their daughter

Patient Centred Care.



Patient Care Stories

It was the small things that impressed Mrs. Baker about the Health Centre. From the friendly, courteous manner of the Environmental Services staff, to the ‘little packets’ brought along for bed baths.

Caring for Little Abby in the ED

Emergency Departments can be very intense and intimidating, especially for children. Thanks to St. Joseph’s uniquely structured Emergency Department, parents arriving in the ED with young children are immediately triaged to the Paediatric Emergency side of the department. This was the path that Mr. and Mrs. Greenwood followed when their daughter Abby fell ill in December, 2007.

“Once inside the Paediatric ED I felt relieved and reassured because I felt they really supported and listened to us,” said Mrs. Greenwood. Child Life Specialist, Liz Siydock had been introduced to the family on a previous visit, and met with Abby

after she had been admitted to the Paediatric Unit. The interactions with Liz immediately comforted Abby at a time when her parents could not seem to calm her.

“I instantly knew that with having Liz there, she would provide the kind of care and compassion that Abby would have received in her own home.” After just days of being discharged from the Health Centre, the Greenwoods received an invitation to the annual Paediatric Christmas Party, allowing them to come back and celebrate the great work that helped and healed the entire family. “I was so overjoyed to receive the invitation to the party because I thought it was for longer term patients. We went to the party and had a great time - I just love coming back here!”

Small Things Creating Lasting Impressions

The community served by St. Joseph’s often stretches far beyond the physical lines of our catchment area, due to our specialized services and programs. Patricia Baker, who used to live in our community, came back to us under the care of Dr. Yaron Shargall when a major crisis in her life occurred.

“I feel fortunate to be in the care of Dr. Shargall and hope to remain so for many years,” said Baker. As a retired Nurse Manager, Patricia Baker is well versed in the hospital environment. It was the small things that impressed her about the Health Centre. From

the friendly, courteous manner of the Environmental Services staff to the ‘little packets’ brought along for bed baths, Mrs. Baker found St. Joe’s to be a modern and efficient hospital.

“The pre-op nurse was very comforting and reassuring as she accompanied me into the OR, explained the procedures, and held my hand as I was anesthetized. These may seem like small issues, but they created a lasting positive impression.”

The care throughout her treatment was professional and informative, particularly by the two nurses who cared for Mrs. Baker following her surgery. “I don’t believe I have ever seen anyone manage to cope with the substantially challenging duties in such a calm and reassuring manner.”

The Importance of a Friendly Face

Mr. & Mrs. MacDonald-Huen never had a reason to visit a hospital in the Greater Toronto Area until they adopted their beautiful baby girl from China. As part of the adoption process, routine blood work had to be done. St. Joseph’s Health Centre was the nearest lab where the tests could be done. “As a new mom that had never had to deal with that type of thing, the experience was quite overwhelming,” said Mrs. MacDonald.

That was until the family walked through the Main Entrance of St. Joe’s and was greeted by two smiling and helpful volunteers. “It was just great to have people there to escort you wherever you

needed to go. It instantly reduced my stress,” said the new mom. The MacDonald-Huen’s say their introduction to St. Joe’s only got better from there. On their way to the registration desk, the volunteers pointed out where they would need to go after they had checked in. Once they left the registration office, another friendly volunteer was there to guide the way, making their first hospital visit a very quick and smooth one. “We live in the Roncesvalles area, so if I ever have a problem, I know where I’m headed.”



“The Seniors’ Population Panel is a forum that supports open dialogue among patients and/or their families, community providers and Health Centre staff. It is familiar with, and interested in, issues that affect health outcomes for seniors. This important panel engages community and hospital stakeholders in sharing information on seniors’ health care and advocating service recommendations based on need.”

- Vija Mallia, Administrator for Castlerview Wychwood Towers and Chair of St. Joseph’s Seniors’ Population Panel

Working Together. Delivering Exceptional Service.

“As Co-Chair of the St. Joseph’s Mental Health & Addictions Population Panel, I have been thrilled to witness the hospital’s efforts to link with consumer survivors and community service agencies for recommendations on how to enhance services that will benefit the patient and family experience. I encourage the Health Centre to continue to strive to find innovative ways to engage the community and to

hear the stories of their patients. This is especially important for those that so often don’t have a voice due to the barriers of stigma, discrimination and poverty.” They have critically important experiences to share and they must be equally heard and valued.”

- Victor Willis, Executive Director of Parkdale Activity-Recreation Centre and Chair of St. Joseph’s Mental Health & Addictions Population Panel

Partnering on Health Care



Collaboration is crucial to providing high quality care and, at St. Joseph’s Health Centre, it is the foundation of how we work together. For us, collaboration means working with community agencies to deliver direct care to patients and their families, improving the ability of our healthcare teams to work together to deliver exceptional service and teaming up with agencies to improve business processes that help us use our resources more wisely.

Engaging with our Communities:

Collaborating with our community partners to enhance the health of the communities we serve is critical to our success. The staff in [Community Engagement & Urban](#)

[Health \(CE&UH\)](#) help to facilitate partnerships and linkages between our programs and service areas and community agencies and groups with a goal of improving service. CE&UH works with groups and communities as well as LHIN partners to develop creative solutions to improve the health of the diverse communities that we serve. CE&UH seeks to create partnerships, build coalitions, mobilize resources and leverage the unique abilities of local community agencies.

CE&UH provides ongoing support for St. Joe’s Population Panels. Our Panels help us to collect input from our communities to guide planning for innovative programs and services. The Mental Health & Addictions Population Panel, Seniors’ Population Panel and

Women’s Population Panel work with the Health Centre to design programs that will best meet the future healthcare needs of the community. Each of our panels has a diverse membership that includes service users, family members, community healthcare providers and staff from St. Joe’s.

[Interprofessional Collaboration](#)

St. Joe’s is working hard to break down the boundaries between disciplines. We empower our health professionals to take on more responsibility and work together as a team. In that spirit, point-of-care teams at St. Joseph’s have been taking part in Interprofessional Practice workshops, where they are encouraged to use their own experiences and diversity to solve

problems together. This strategy has the direct result of a more efficient and improved patient experience and is in line with our philosophy of valuing patients above all else.

Collaborating with our Partners:

[Healthy Child Screening](#)

Early identification of health concerns in children is important so they can receive the appropriate level of care and treatment quickly. CE&UH helped to support the development of the Healthy Child Screening Initiative. It is a partnership between St. Joe’s and Early Years II, Four Villages Community Health Centre, Parkdale Beach Child Care

Centre, Parkdale Community Health Centre, Queen Victoria Public School (Toronto District School Board), St. Christopher House, The Child Development Institute, Toronto Public Health, and a community Ophthalmologist. The program provides screening services that includes dental, hearing and speech, nutrition, social and emotional development, physical health and vision. The service is provided at local community schools and has reached children in isolated and marginalized communities who otherwise would face barriers to accessing health care due to fear, lack of knowledge and/or difficulty navigating the healthcare system.

[A Soft Landing for Seniors](#)

Safe and timely discharge is important for all our patients, but is particularly important for seniors who live alone and are returning home from the hospital. St. Joe’s is working with a number of community support agencies to ensure there are home services in place at the time of discharge. Soft Landing provides a personal support worker who arranges escorted transportation home, helps with food shopping and meal preparation, medication pick-up and other activities of daily living. This innovative service is a collaboration between St. Joe’s and West Toronto Support Services, St. Clair West Services for Seniors, St. Christopher House and Storefront Humber.

Lifelong Learning



Promoting a culture of lifelong learning is key to helping us to achieve our Vision of Canada's Best Community Teaching Hospital. When you provide health care, learning never stops! At St. Joseph's we are committed to helping our staff and volunteers to gain the skills that they will need to excel in a rapidly evolving healthcare system. By providing innovative on-site continuing education programs, interprofessional skills fairs and through financial assistance and support for on-going professional development, we help our staff to achieve their professional goals while providing exceptional care to the communities we serve.

Our partners in education recognize St. Joe's as a rich learning environment where the next generation of healthcare professionals can learn the skills and get the experience that they need to succeed. Together we are helping to create a healthcare workforce that is truly committed to clinical excellence and making a difference. And by

partnering with the [HealthForceOntario](#), we have helped to ensure successful transitions from student to skilled professional for a growing number of nurses.

Developing our Leaders Through Quality Improvement Training

Last year, St. Joe's rolled out a leadership development program consisting of six training modules as a way of improving organizational effectiveness: Root Cause Analysis, Building Trust, Influencing with Integrity, Meeting Management, Coaching and Feedback and Lean Operations. Everyone who works in the Health Centre is responsible for patient care, even if they do not work directly in a clinical role. This education program was established at the request of the hospital's management team with the goal of helping the organization work more effectively by giving all staff a common approach and common vocabulary to resolve challenges and work smarter, not harder.

Our Learners and Teachers

A measure of how successful we are in achieving our Vision is seen each year in the number of times our staff are recognized for their contribution to training the next generation of health care professionals. We are proud of the following individuals and groups who were recognized for their teaching excellence by the University of Toronto:

Teaching in the Family Medicine Clerkship (Hospital-Based):

- *Natascha Crispino, MD.*

Teaching in the Family Medicine Clerkship (Community-Based):

- *Keith Loukes, MD.*

Interprofessional Health Teaching Award:

- *Kathleen Fahy*

Educational Excellence for Community Care Award:

- *Anna Banerji, MD.*

Community Paediatrics Postgraduate Award for Excellence in Teaching:

- *Brian Chisamore, MD.*

Community Paediatrics Undergraduate Award for Excellence in Teaching:

- *Eddy Lau, MD.*

In 2007-2008:

We delivered over 23,000 days of training to students in medicine, nursing, rehabilitation sciences, respiratory therapy and laboratory medicine to name just a few.

We provided more than \$256,000 in educational assistance to 295 staff enrolled in job or career-related certificate, diploma, undergraduate and/or graduate degree educational programs.

Twenty-three professional staff from a wide range of healthcare disciplines including Nursing, Respiratory Therapy, Pharmacy, Social Work, Speech-Language Pathology and Nutrition received Learning Is For Life Scholarships. These scholarships, ranging from \$1,000 to \$5,000 each, were sponsored by TD Bank Financial Group to support educational opportunities for our healthcare professionals. A total of \$50,000 is awarded annually through the Learning is For Life Scholarship program.

Recognition Award in the category of Clinical Instructors:

- *Sarah Couperthwaite, PT*

Recognition Awards, in the category of Small Group Facilitators:

- *Lynda O'Callaghan, PT*

- *Kinny Quan-Velanoski, PT*

Recognition Award from the PT department to an OT at a clinical site

- *Nancy Mirza, OT*

Lifelong Learning at Work

Mary Kapetanos began her career in the Emergency Department after obtaining her diploma as a Registered Nurse. Mary is now completing her Masters in Education and already has a host of certifications and professional development activities under her belt.

As her educational path evolves, her career goes hand in hand. Supporting this is Mary's desire not only to learn, but also to share that learning with others.

"I truly believe in the power of sharing experiences and modeling a passion for continuous profes-

sional development. Supporting each other has been pivotal in transitioning lifelong learning from an abstract concept to a shared journey that we have jointly embarked upon."

This philosophy has been central in her role as the Education Coordinator in the ED and in her current role as the Interim Professional Practice Leader for Nursing. She reinforces to staff the need to continue to evolve as teachers and learners throughout their careers. "One of the benefits of my role is that I have the opportunity to learn with and from my colleagues as we build capacity and inspire one another." Through the Health Centre's educational support programs, employees have the opportunity to develop as professionals and gain skills and tools to assist them in excelling at their jobs.

"The Educational Assistance Fund has greatly assisted my continuing pursuit of excellence both professionally and academically and is one way that as an employee, I can demonstrate my commitment to supporting the organization in achieving its Vision."

Our partners in education recognize St. Joe's as a rich learning environment where the next generation of healthcare professionals can learn the skills and get the experience that they need to succeed.

From Student to Practitioner: The New Nursing Graduate Guarantee Program

The Health Centre has helped more than 64 new graduate nurses to make the transition from student to competent practitioner through an innovative provincial program supported by HealthForceOntario. This provincial initiative is designed to give new nurses specialized orientation and on-the-job experience following graduation from college or university. Participants are guaranteed a 7 ½ month work placement that transitions to a full-time permanent position. St. Joseph's patients and staff benefit from the enthusiasm and commitment to our Mission that these young men and women bring with them.

New Grad Nurse, Monica Da Silva meets former Health Minister George Smitherman at a Nursing Graduate Guarantee program event.

Easing the Transition from the Classroom to the Emergency Department

Monica Da Silva started as a new graduate in the Emergency Department at St. Joe's in January, 2008 after doing a pre-grad placement in the Orthopedic Department.

"The Nursing Graduate Guarantee program provides us with time to

adapt to the hospital site and to the environment we are working in. It's an opportunity to experience and shadow in different areas of the hospital."

Monica fell in love with the fast paced environment of the Emergency Department at the age of 15 when she was a patient having her tonsils removed. "I was attracted to the clinical side, the idea that what I am doing is helping to save a life."





Health care is always changing and at St. Joe's we need to change right along with it.

Our Commitment to the Future

Half a million people in Toronto's West end rely on us for their healthcare needs. Health care is always changing and, at St. Joe's, we need to change right along with it. The next three years will transform the way that we provide care to meet the rapidly evolving needs of the communities we serve.

We're committed to, and excited by, the opportunities that the future holds for us and we have worked hard to develop a plan to take us forward. Our plan was developed after an innovative consultation process that included conversations with

almost a thousand people - staff, patients and stakeholders. The result: a recommitment to our Vision to be Canada's Best Community Teaching Hospital and sound advice on what it will take for us to be successful. In November of 2007, the Board of Directors endorsed our new strategy. The strategy is supported by five success factors that define our commitment to the communities we serve.

Over the next three years, the St. Joseph's Health Centre Board and Senior Leadership Team in partnership with professional and support staff are committed to:

- Putting patients first,
- Enhancing the health of the communities we serve,
- Inspiring our people,
- Creating a culture of inquiry and innovation, and
- Using our resources wisely.

Please [click here](#) for details of St. Joseph's Strategic Plan 2008-2011.



Financial Performance

St. Joseph's Health Centre continues to operate within a framework of fiscal responsibility, providing proven value for the valuable public resources entrusted to us. Through the efficient management of these resources, the Health Centre recorded an operating surplus, before building and interest on long-term debt, of \$1.8 million on operating revenues of \$233.3 million.

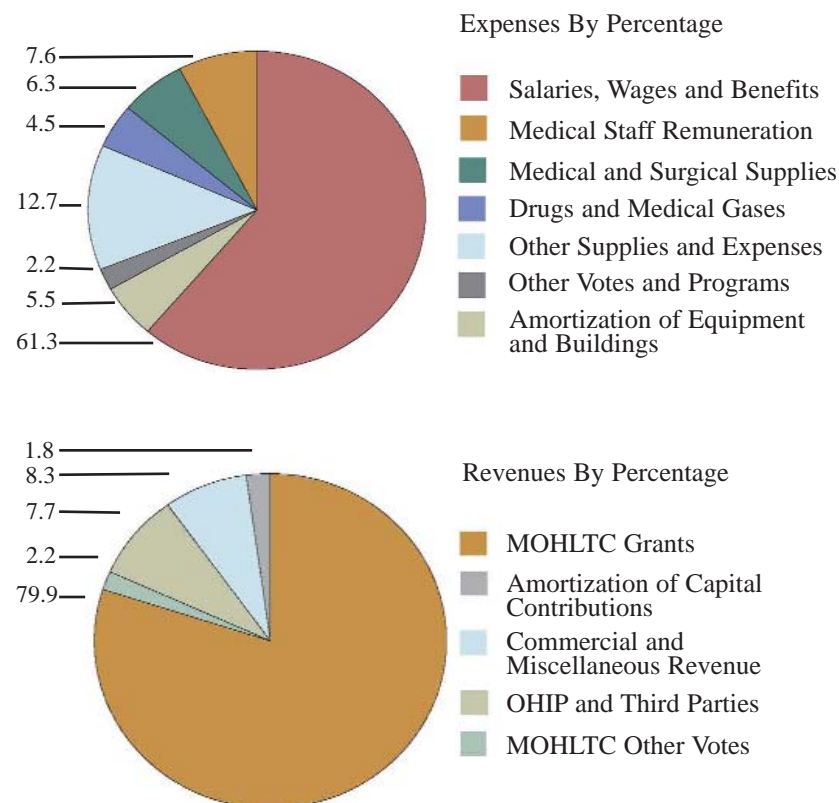
We are a member of Plexxus, a not-for-profit company dedicated to providing business support functions to 12 member hospitals in the areas of supply chain management, transactional finance, and benefits and payroll services. In its second year of operations, Plexxus exceeded its forecasted savings. This work in maximizing non-clinical efficiencies has resulted in savings that are able to be reinvested into patient care.

We continue to benchmark our financial performance to that of comparable hospitals. Using this

information we ensure that we are providing services to the community in an efficient financial manner. To support the management of risk, important work continues in order to advance our Enterprise Risk Management Framework. This work guides our financial and

business practices, quality of care and human resources.

The financial performance of the Health Centre was assisted by the dedicated work of the St. Joseph's Health Centre Foundation and its generous and committed donors.



St. Joseph's Health Centre Statement of Financial Position

As of March 31, 2008

	2008	2007
(in thousands of dollars)		
ASSETS		
Current Assets		
Cash and short-term investments	\$ 50,543	\$ 42,331
Accounts receivable	7,456	5,100
Inventories	3,032	1,829
Prepaid expenses	1,814	1,618
Total current assets	62,845	50,878
Cash and investments - restricted for redevelopment	28,035	40,684
Property, plant and equipment	105,882	102,578
Total assets	\$ 196,762	\$ 194,140
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	16,778	12,803
Accrued salaries and employee deductions	11,443	9,097
Accrued vacation and sick leave benefits	5,813	5,626
Current portion of long-term debt	688	656
Due to Ministry of Health/Toronto Central LHIN	1,083	1,755
Deferred revenue	1,675	2,248
Total current liabilities	37,480	32,185
Long-term debt	4,063	4,751
Employee future benefits	6,000	4,988
Provision for sick leave benefits	773	887
Deferred capital contributions	60,493	61,463
Total liabilities	\$ 108,809	\$ 104,274
NET ASSETS		
Investment in property, plant and equipment	73,424	81,799
Unrestricted	14,529	8,067
Total net assets	87,953	89,866
Total liabilities and net assets	\$ 196,762	\$ 194,140

St. Joseph's Health Centre Statement of Operations

For the year ended March 31, 2008

The above information is extracted from the audited financial statements that were examined by Pricewaterhouse Coopers LLP, Chartered Accountants. Copies of full financial statements, including notes thereto, may be obtained upon request.

	2008	2007
(in thousands of dollars)		
REVENUES		
Ministry of Health and Long-Term Care		
Grants	\$ 188,130	\$ 185,869
Other votes and programs	5,256	4,843
Patient revenue from other payers	15,668	14,697
Preferred accommodation and co-payment revenue	2,579	2,514
Other income	19,669	18,441
Amortization of deferred capital contributions-equipment	2,010	2,543
	\$ 233,312	228,907
EXPENSES		
Salaries, wages and employee benefits	163,219	151,056
Medical and surgical supplies	14,855	13,582
Drugs and medical gases	10,582	9,847
Other supplies and expenses	30,083	29,842
Other votes and programs	5,302	4,856
Amortization of equipment	7,483	7,647
	231,524	216,830
Surplus for the year before the undernoted items	1,788	12,077
Amortization of deferred capital contributions related to buildings and building equipment	2,289	2,208
Less: Amortization of buildings and building equipment	(5,748)	(5,944)
Less: Interest on long-term debt	(360)	(279)
(Deficit) surplus for the year	(2,031)	8,062



The Foundation works together with our vibrant community to support the Vision and Mission of St. Joseph's Health Centre. Inspired by the remarkable work of our healthcare teams, we join our efforts to help realize the Health Centre's aspirations.

St. Joseph's Health Centre Foundation



The Year Ahead

The Foundation looks forward to continuing to support the Health Centre's key priorities of creating new and revitalized healing environments for our patients, our employees and our communities. Having completed the *Medicine and Beyond Campaign* last year, the Foundation's main focus for fundraising is the replacement of the Our Lady of Mercy (OLM) building. The new OLM wing of the Health Centre will allow us to continue to deliver superior patient care. The new wing will offer expanded service and facility capacity, and state-of-the-art space that is family-focused. The OLM wing is expected to be fully operational by 2011.

New to the Foundation

The Foundation is extremely pleased to welcome a new President this year, Amelia Canto Ellis. Amelia brings over 20 years of fundraising experience in healthcare and education and will lead the Foundation as it continues to work with our community partners.

We also proudly welcomed Kathleen O'Neill as Chair of the Board in April of 2007. Prior to joining the Foundation Board, she served on the St. Joseph's Health Centre (Toronto) Board of Directors from 1995-2004 and was Chair from 2001-2003.

We value the opportunity to work with such dynamic leaders as we reach out and partner with our proud and supportive community.

In the Community

The Foundation benefitted from several fantastic events this past year. We had our 5th annual Fall Classic Golf Tournament at Copper Creek Golf Club which was sold out as usual and raised over \$100,000. In addition to this, there were two events arranged by members of our caring community. The Knights of Columbus hosted their annual Mardi Gras event, which was a wonderful success, and the Lori's Legacy Committee held their 8th annual Lori's Walkathon which was bigger than ever. We are very grateful for these volunteer efforts. They have made such a difference to St. Joseph's Health Centre and we will continue to work with our community partners in planning these events.

Our Thanks

We would like to recognize four members of our Board of Directors who completed their service this year: Doug Swarhout, Ray Protti, Robb Chase and Victor Dodig. And, the Foundation would like to extend special thanks to Len Gamache, who stepped down as Foundation President in December, 2007.

Thank you to everyone who got involved and contributed to the Health Centre. In addition to funding an essential part of our community, you also inspire others to join us in supporting the outstanding work of our healthcare teams.

Community support and generosity has enabled the purchase of new equipment and expansion of facilities that help us achieve our

Vision. We invite you to visit our donor recognition area in the Melnyk Pavilion, which is the Health Centre's new main entrance. Every one of our supporters is listed in the computer kiosk. The Donor Wall also recognizes gifts from individuals, corporations, foundations and community groups.

To find out how you can get involved, we invite you to visit the Foundation's new website, www.foundation.stjoe.on.ca. In addition to finding out how we can work together, there is an opportunity to donate online, which is secure and easy. We look forward to your continued support of St. Joseph's Health Centre, as it achieves its Vision.

Linda Cochrane, Marilynne Day-Linton, Catherine Hyde and Danise Philips

Helping to create new and revitalized healing environments



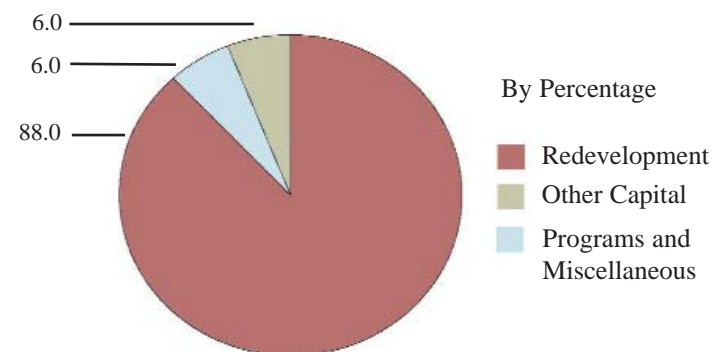
“It was the cheerful attitudes and sincere caring that had a meaningful and lasting effect.”

Mr. Patterson was so impressed that he wanted to show his appreciation by making a donation.



Nelson C. Patterson donating a new ultrasound machine for the Outpatient Rehabilitation Unit.

Where Your Donations Go



Nelson C. Patterson, C.G.A.: How He Made a Difference

It started with a shoulder problem. Then it escalated to a rotator cuff problem. By May 2007, Mr. Patterson was scheduled for surgery at St. Joseph’s Health Centre. The care provided throughout his treatment left him feeling better and he was greatly impressed by what he described as the professionalism, efficiency and teamwork of the medical and nursing groups. “It was the cheerful attitudes and sincere caring that had a meaningful and lasting effect.” Mr. Patterson was so impressed that he wanted to show his appreciation by making a donation. “Even though the nurses in the short-stay unit were very busy, they never

missed a thing. I wondered during the night how I could help ease their load even slightly,” said Mr. Patterson. “I decided to donate funds for a new hospital bed which is ‘labour light’ for the staff and so comfortable for the patient. I felt it was the least I could do!” Mr. & Mrs. Patterson spent a lot of time in the Outpatient Rehabilitation Unit following his surgery, where he met Gina who assisted him throughout his treatment. “Gina was tremendous. She would take care of me, and then go and chat with my wife.” Mr. Patterson also generously donated a new ultrasound machine for the Outpatient Rehabilitation Unit.

Good Governance

Board of Directors St. Joseph’s Health Centre:

- Carolyn Baker
- Kathryn Bouey
- Joseph Calderone
- Chris Compeau, M.D.
- John DeMarco
- Barbara Franklin
- Sister Roberta Freeman
- Tom Harmantas, M.D.
- Rev. Michael Hughes
- Umesh Jain, M.D.
- Paula Jourdain
- Shoba Khetrapal, *Vice Chair*
- Michael Lang
- Don McDermott
- Sister Anne Purcell
- Almerinda Rebelo
- Richard Ross, *Chair*
- Ivan Silver, M.D.
- John Spekkens

Board of Directors St. Joseph’s Health Centre Foundation:

- Kathleen O’Neill, *Chair*
- Carolyn Baker
- Sarmite Bulte
- Tony Cauch
- Thomas J.P. Carey, *Secretary*
- Marilynne Day-Linton, *Treasurer*
- Lucio Di Clemente
- Brenda A. Drinkwalter

Senior Management St. Joseph’s Health Centre:

- Carolyn Baker
President and Chief Executive Officer
- Dale McGregor
Executive Vice President Corporate Services and Chief Financial Officer
- Mark Vimr
Executive Vice President of Clinical and Professional Programs and Chief Nursing Executive
- Tom Harmantas, M.D.
Chief of Staff
- Amelia Canto Ellis
President
St. Joseph’s Health Centre Foundation
- Hazel Markwell
Director, Mission, Clinical Ethics and Spiritual & Religious Care
- Andrew Brearton
Corporate Director and Chief of e-Health
- Kathy Millar
Corporate Director, Patient Safety and Chief of Enterprise Risk Management
- Wendy Steele
Chief of People, Learning and Leadership
- Richard Edwards
Director, Community Engagement & Urban Health



Our Vision is to be
Canada's Best Community
Teaching Hospital.

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This Annual Report was produced by St. Joseph's Health Centre's Corporate Communications & Public Affairs Department. As part of the Health Centre's Strategic Plan to reduce our environmental footprint, this report is available on CD or electronically on our website www.stjoe.on.ca.