



A Credit to your Health

A publication of THE CREDIT VALLEY HOSPITAL

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Knocking On Wood – A Signature Design

by KEITH MARNOCH
Publicist, Community Relations
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If a hospital is meant to be a place where people can receive personal care and healing from the professionals who work there, why shouldn't that place offer a caring, healing environment to complement that experience?

The idea of creating a healing environment by transforming natural products like wood, natural light, water and flowers into a building that would otherwise be comprised of steel, artificial lights and piped in music makes most people think of expensive, unworkable designs.

However, wood advocate Gary Williams of Timber Systems in Markham, Ontario, knows it doesn't have to be that way. The company that he founded in 1980 has been extolling the natural benefits of engineered wood products, or wood framing, in large commercial structures for nearly 25 years.

When The Credit Valley Hospital officially opens The Carlo Fidani Peel Regional Cancer Centre and Ambulatory Care Centre next year it will become a signature project for Williams. The wood design will come to life in the new hospital lobby and as part of the lantern structures along the west side of the building that will flow healing, natural light to those who need it the most.

"Upon completion, the Credit Valley project will be the most complicated and ambitious wood structure in North

America," says Williams. "It will become a trademark design for our company."

The Douglas fir wooden beams from the forests of British Columbia will adorn the new main lobby and cancer treatment areas. The frames are called 'glulams' – or glued laminates and can be engineered into virtually any shape. In the case of Credit Valley's design, they are meant to resemble large trees that let light flow through to an open and inviting complex.

The beams that are exposed at this point of construction are a story unto themselves. They were transported across the country on 12 tractor-trailers. The total load would be roughly equal to delivering 60,000 residential two-by-four blocks of lumber.

And although the wood materials and overall feel of the new building has a certain cache, Credit Valley president and CEO Wayne Fyffe insists it is a cost-efficient project for tax-payers and the right design for patients.

"It is no costlier than steel," says Fyffe. "And, as we learned from 9/11, steel melts in a fire. We have adapted a European fire retardant technology in the new building, especially designed for wooden structures like ours."

Similar wood glulams will also overhang the cancer treatment bunkers to support a glass facing that will allow patients and their caregivers to benefit from the warmth and brightness of natural light. Patients will be able to see through the glass, while, those on



These wood 'glulams' were put together like a jigsaw puzzle to create the hospital's new main lobby and to adorn the cancer centre waiting areas.

the outside won't be able to see in; only the sunlight will penetrate this unique outer shell.

"We are doing our best through the use of wood, water, plants, fish and so on, to create a healing environment for our patients," says Fyffe. "It has been proven that patients heal faster if they are in a pleasant, healing environment. This expansion of Credit Valley is merely the latest adaptation of that commitment to those whom we serve."

Until then, we ask for your continued patience and cooperation.

The theme of this year's report to the community, found on the centre-page spread, is "Knocking on the Future". When this hospital opened its doors in 1985, it was unlike any other. The words most often spoken as patients and visitors walked through the main doors and into the lobby were: "It doesn't look like a hospital!" We're proud of that because we have done everything we can to enhance an atmosphere conducive to healing. This includes a children's zoo, stores, patio gardens, natural lighting and plants. Over the years we've incorporated more "healing touches". Our new cancer centre and ambulatory care centre will take our healing philosophy even further with tree-like wooden structures stretching upward to the clouds to embrace the sun and its healing power. The cost of these structures is the same as steel, and we have incorporated new technology to make the wood even safer than steel in the event of a fire. Our hospital has always been on the leading edge and truly one that is "Knocking on the Future".

We hope you enjoy this snapshot of our year in review. Until our next issue, please accept my best wishes for your good health.

Parking At Credit Valley

Ground level parking at Credit Valley has been reduced due to construction activity. Please proceed to the parking garage.

Handicap parking is now located on the ground level of the parking garage as well as outside the parking garage. Please see diagram.

Parking costs \$2.25 per half hour to a maximum \$12.00 per occasion.

If you are a frequent visitor it would be economical to purchase a monthly parking pass for \$57.50.

Daily passes are available for \$15 with three in and out privileges only.

Parking passes are not transferable.



Wayne's World

by WAYNE FYFFE
President & CEO

This four-page issue of *A Credit To Your Health* incorporates a "mini" annual report found on the centre-page spread. This will give readers a capsulated version of noteworthy events that have occurred over the past year at Credit Valley. This is an abridged version of our newspaper for several reasons. As you will read in the joint report from me and our chairman of the Board of Governors, Credit Valley is in the enviable position of being the most efficiently run hospital of its size in the entire province. But with that accolade comes even more responsibility – to maintain that standard. In doing so, Credit Valley is embarking on yet another hospital-wide review of our processes to determine what we can do better and how we can save even more money to channel those savings back into improved programs and services for our patients. One of our cost-saving measures is to reduce the size of *A Credit to Your Health*, but not the frequency. We believe in order to remain accountable to you, we must continue to keep you informed by providing

useful information on healthy living, health tips and illness prevention as well as information about our programs and services. However, we welcome sponsors to help us defray the costs of this important communication tool.

We are very proud of our staff, physicians and volunteers who never cease to amaze me with their resourcefulness and ongoing commitment to our patients. They are the reason we are able to sustain our reputation as a world-class facility, right here in Mississauga. Because of them, and our reputation, we continue to attract the best and brightest clinicians and support personnel as well as a very large volunteer population.

Thanks go to all patients or visitors at our facility over the past year. We appreciate your patience during this exciting, yet exasperating time of construction. We know it is often difficult to maneuver through our main entrance and into the parking garage, but it is all in the name of progress. A year from now, a new 400-space parking garage will provide much needed additional parking and convenience, when we open the combined regional cancer centre and ambulatory care centre.

Visit our website at www.cvh.on.ca

Knocking on the Future

Annual Report of the President and Chairman of the Board

We are now less than a year away from knocking on the future of ambulatory care and cancer care at Credit Valley Hospital. The Carlo Fidani Peel Regional Cancer Centre and Ambulatory Care Centre is slated to open in May 2005 and we are pleased and proud to tell you that it is on budget and on time. During the last year we adopted the slogan "World-Class - Right Here". The progressive patient-centered design elements of the new building, coupled with our desire to continue Credit Valley Hospital's reputation as the most efficient provider of health care in Ontario, means that we truly will have a world-class facility right here.

We are anxious to proceed with tendering of Phase II, which will provide inpatient back-up to our overcrowded emergency department. This will reduce wait times as well as provide desperately needed relief for mothers, babies and our staff who are currently working in a facility designed to deliver 2,700 babies a year, while actually delivering 4,700! The Board of Governors officially approved the project at an estimated cost of \$132 million, including \$63.9 million as the CVH share, which will initially be borrowed funds but paid back later by a combination of donor dollars from the foundation, parking revenues and contributions from operations. We expect that the province will provide us with permission to go to tender on this project in the very near future.

Our new strategic plan (to provide direction to the hospital to the year 2006 and beyond) was distributed at last year's Annual General Meeting and we have worked hard to ensure that it influences all that we do. It is the desire of the board that we find even further savings at this highly efficient hospital in order to create our own funds to pursue our strategic directions. In this way our strategic plan drives our annual operating plans and budget.

Last year we were happy to report that we had essentially a balanced budget (a deficit of less than one per cent of operations). This year we are extremely happy to report that we ended the year with a small surplus. This healthy financial position is as the result of two significant events in the last year. First, due to the hard work of our staff and excellent leadership from management and the board, Ministry of Health and Long-Term Care statistics now show that The Credit Valley Hospital is the lowest cost provider in the province for hospitals of its size or larger. Second, we were delighted that in the month of March the new government used a performance-based formula for determining hospital funding for the year ending March 31, 2004. Since Credit Valley is a high performance hospital, it benefited from an increase in its base funding (ongoing funding) of \$9.4 million plus \$507,000 for specific initiatives in nursing, plus \$507,000 of one-time funding for lift equipment to reduce the number of injuries amongst our nursing staff. In addition, \$1.9 million in one-time funding for diagnostic equipment was received as a result of a federal grant. These announcements were extremely positive for The Credit Valley Hospital, and we thank both the provincial

and federal government for these grants and the recognition of Credit Valley as a high-performing hospital.

Following election of the new government, the Minister of Health and Long-Term Care announced a desire for accountability agreements with hospitals to ensure that mutual expectations were clear and that accountability on behalf of the government and hospitals was transparent to the public. The Credit Valley Hospital welcomed this initiative as the hospital will clearly do well in future accountability agreements based on performance funding. The notion of accountability is not new at Credit Valley, since the board has had a standing committee called the Public Advocacy and Accountability Committee for a number of



years. Also, during the year the hospital board entered into a form of accountability agreement with Cancer Care Ontario. In this agreement it makes it clear that we are accountable to Cancer Care Ontario for appropriate use of funds for cancer services and adherence with province-wide standards for clinical care. We were delighted that the lines of accountability were clarified that The Credit Valley Hospital's Board of Governors is responsible for the provision of cancer care at the Credit Valley site and Dr. Sheldon Fine, as regional vice president for Cancer Care Ontario, as well as chief of oncology at The Credit Valley Hospital is also responsible for ensuring consistent standards for cancer care in the entire region served by The Carlo Fidani Peel Regional Cancer Centre at Credit Valley.

We began the fiscal year in the throws of the SARS crisis, during which approximately 60 directives were issued and following a declaration that the SARS emergency was over, another 15 directives and communiqués have been issued by the Ministry of Health and Long-Term Care. Each of these directives had legal consequences for the hospital and consequences for expenditure of funds as well as safety of staff and patients alike.

There is no question that we are knocking on the future of healthcare in Canada with increasing attention to infectious diseases. This was obvious over the December holiday period, when despite a record number of staff being immunized for influenza, several patients contracted influenza at the hospital. This was of grave concern for the hospital and the medical officer of health and a number of restrictions on visitation and on staff assignments were necessary in order to contain the outbreak. Once again this was a wake up call to the essential nature of hospital services in the province of Ontario, and our need to remain ever vigi-

lant with respect to infectious diseases. During the year, the Board of Governors adopted new visitor guidelines, which were more restrictive than in the past. While we regret that this impacts on families and patients alike, it is clear from recent experiences with infectious diseases, that we have no choice but to maintain these restrictions for the protection of patients, visitors, staff and the community as a whole.

On August 14, 2004 The Credit Valley Hospital and a majority of the eastern seaboard of Canada and United States, experienced the largest blackout in recent history. The demand for batteries to operate equipment and flashlights was suddenly a priority but we were delighted when staff and suppliers worked together to ensure that we had enough. Emergency back-up generators were immediately put into operation. As the days progressed and threats of rolling blackouts made the news, Credit Valley continued to provide its own electrical power drawing from our on-site generators to ease the burden to Mississauga Hydro and possibly overloading the system, putting the community we serve at greater risk.

Our board is comprised of 16 members elected by the membership of the Corporation at the Annual General Meeting and seven ex-officio members. There was significant turnover at the top of our Board of Governors during the year. In October, after four years on the Board of Governors, Harinder Takhar was elected MPP and appointed as Minister of Transportation in the cabinet of the new government. Our new chairman, Norm Loberg, accepted his responsibilities in November 2003, and been re-elected to a second term as chairman at the meeting of the Board of Governors immediately following the Annual General Meeting in June.

The construction project would not be possible without the efforts of our Foundation Board of Directors and the Foundation staff. As of the writing of this report we are 65 per cent of our way towards our goal of \$50 million with many significant milestones in the last year including the installation of a second CT scanner as a result of a gift from the WB Foundation. This CT scanner has already reduced our wait times from six months to two weeks. There were also two unique and precedent setting gifts in the past year, namely a \$1 million grant from the Bloch Foundation in the United States to build a cancer survivor park, the first outside of the United States. Second, the Kresge Foundation has provided a \$1 million challenge gift, which again is unique for a regional community hospital in Canada. The significance of this last gift is important for the community in that we do not receive the gift unless we have raised another \$4 million in the next 12 months. The challenge is on!

The Credit Valley Hospital is blessed with the support of over 700 volunteers in our volunteer department led by a volunteer Board of Directors. They have once again made an exemplary contribution to that

"tender loving care" so needed by our patients and at the same time have pledged \$1 million toward our capital campaign. We, and our volunteers, look forward to welcoming approximately 300 volunteers from the Canadian Cancer Society when the new cancer centre opens up.

We remain hopeful that with the high



priority placed on healthcare by both our federal and provincial governments, we are knocking on the future of more sustainable and predictable funding as well as capital construction projects which will provide us with the capacity to deliver high quality care with reasonable wait times to the ever growing community of Mississauga and surrounding area.

Respectfully submitted,

Norman Loberg
Chairman

Wayne Fyffe
President and CEO

Credit Valley Activity Snapshot

Admission Type	2001/02	2002/03	2003/04	Staffing	Programs
Surgery	12,930	13,535	13,082	Full Time Staff 1,837 Physicians with privileges 368 Volunteers 720 Total: 2,925	<ul style="list-style-type: none"> • Renal Dialysis • Oncology • Maternal/Child • Genetics • Medicine • Surgery • Cardiopulmonary • Mental Health • Emergency • Rehabilitation
Births	4,080	4,264	4,699		
Discharges	17,113	16,889	17,503		
Emergency	66,692	66,815	61,520		
Outpatient Visits	293,485	297,935	288,672		
Inpatient Services	129,504	128,328	124,479		
Laboratory Workload	10,746,322	10,892,060	11,349,788		
Diagnostic Imaging	3,037,165	3,341,273	3,333,235		

* You will note a reduction in activity levels in some areas of the hospital compared with previous years. This is due to fluctuations in inpatient and outpatient activity associated with restricted availability of these services during SARS (Severe Acute Respiratory Syndrome) during the fiscal year.



Knocking on the Future

They say it with pride. Credit Valley. Nothing more needs to be said. The eyebrows raise, the slight nod of the head in recognition. You work at Credit Valley? You're so lucky.

It's true. We belong to a *world-class* fraternity of men and women whose dedication is unparalleled ...men and women who have seen us through multiple crises over the last several years. Undaunted by the crush of activity, they continue to move forward with new initiatives and quality improvement with the same gusto that has been the trademark of this *world-class* facility.

Our vision is clear. The door is ajar.

We are knocking on the future. It is within our grasp!

2003/04 Operating Summary

Auditors' Report

The Credit Valley Hospital

CONDENSED BALANCE SHEET

As at March 31	2004 \$	2003 \$
	[000's]	000's
ASSETS		
Current Assets	24,080	17,137
Long-term receivable	2,633	1,393
Long-term investment	31,536	50,650
Capital assets, net	150,127	102,541
	208,376	171,721
LIABILITIES AND NET ASSETS		
Current Liabilities	33,367	20,440
Long-term debt	5,017	5,071
Accrued post-retirement benefits	4,163	3,798
Deferred capital contributions	134,547	113,023
Net Assets	31,282	29,389
	208,376	171,721

CONDENSED STATEMENT OF OPERATIONS

Year Ended March 31	2004	2003
REVENUE		
Ontario Ministry of Health and Long-Term Care Grants	172,602	151,696
Other revenue sources	39,738	38,615
	212,340	190,311
EXPENSES		
Salaries, wages and employee benefits	147,968	134,158
Supplies and other expenses	27,022	26,390
Drugs, medical and surgical supplies	25,031	22,456
Depreciation	10,426	9,852
	210,447	192,856
Excess (Deficiency) of revenue over expenses for the year.	1,893	(2,545)

Auditors' Report

The above condensed balance sheet and condensed statement of operations are derived from the complete financial statements of The Credit Valley Hospital as at March 31, 2004 and for the year then ended on which we expressed an opinion without reservation in our report dated April 30, 2004. The fair summarization of the complete balance sheet and statement of operations is the responsibility of management. Our responsibility, in accordance with the applicable Assurance

Guideline of The Canadian Institute of Chartered Accountants, is to report on the condensed balance sheet and condensed statement of operations.

In our opinion, the above condensed balance sheet and condensed statement of operations fairly summarize, in all material respects, the related complete balance sheet and statement of operations in accordance with the criteria described in the Guideline referred to above.

This condensed balance sheet and condensed statement of operations does not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned

that this condensed balance sheet and condensed statement of operations may not be appropriate for their purposes. For more information on the hospital's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Toronto, Canada
April 30, 2004.
Ernst & Young Chartered Accountants

Copies of the complete audited financial statements are available upon request.

THE CONSTRUCTION PROJECT

Knocking On The Future



The 5th day of the 5th month of the 5th year (May 5, 2005) will mark the mid-way "move-in" point into The Carlo Fidani Peel Regional Cancer Centre and Ambulatory Care Centre. Operation 555 is "code" for the activities surrounding

the preparation for the big move next year.

- By the end of December 2003 the centre was shelled in. Work was well underway for internal fittings.

- By the end of June 2004, tenders are expected to go out (pending MOHLTC approval) for the hospital's long-awaited "A" wing as well as "H" wing. "A" wing, located at the north-east end of the hospital will house two floors of complex continuing care and palliative care units. The upper two floors are designated for the regional maternal child program (paediatrics and perinatal inpatient care).

- "A" wing will provide an additional 150 inpatient beds. These

new beds will free-up acute care bed space in other areas of the hospital, which is urgently needed to support the patients admitted through the emergency department. Often the patients admitted via the emergency department must spend long periods of time (sometimes days) on a stretcher until an inpatient bed becomes available.

- "H" wing will include a second floor for the laboratory. The third floor will house portions of the regional maternal child program (labour and delivery and neonatal intensive care unit).

- Plans are being developed for a regional women's health centre and outpatient perinatal care.



A Look Back... A Look Forward

To make progress is to undertake a journey. Our journey this past year has been one of institutional self-discovery, of recognition of our *world-class* achievements in the delivery of outstanding health care, of financial success to date in our campaign and of the joy of increasing our donor family by more than 5,000 new members.

Our hospital received official approval to begin construction of The Carlo Fidani Peel Regional Cancer Centre. Construction began, our campaign for \$50 million was launched and many responsible citizens and companies began their pledges to help Credit Valley become more than it is and all that it can become.

Eight gifts of more than \$1 million each have been received to date. Our campaign has raised \$35 million, or 70 per cent of our goal. Revenue from our new donors grew to more than \$2.9 million, twice what we received last year. The average gift to our foundation doubled and our monthly giving program increased by 63 per cent. Our direct mail program grew by 12 per cent at a time when other charities experienced declining revenue. This past fiscal year, more than \$6 million in cash was received.

Our foundation created an outstanding stewardship protocol, now published for other charities to reference for their donor recognition programs. Our Valentine's Gala attracted more than 900 guests, our signature golf events attracted sponsorship from four private golf and country clubs as hosts of our tournaments and finally our foundation volunteers contributed approximately 2,400 hours to our work.

We believe our success on this journey is due to those in our community who recognize the importance of the availability of *world-class* health care *right here* in your neighbourhood. We salute the achievements of our physicians, who despite overcrowding, continued to provide round-the-clock care to our burgeoning number of patients. We are proud that Credit Valley has been designated one of five provincial satellite centres of the Paediatric Oncology Group of Ontario (POGO). We honour the dedication and overtime given by so many of

our caring staff whose first pledge is to the care of our patients.

We believe our hospital has a distinguished future and are proud as a foundation to collaborate with them, raising money for their urgent needs. To have a noted *world-class* hospital *right here* in our community is a privilege and a responsibility. We will continue to count on you to contribute to your health care needs and those of your family and friends.

In March 2004, Credit Valley's *world-class right here* \$50 million capital campaign was awarded a very prestigious and much sought-after fundraising prize – a Kresge challenge grant.

The Kresge Foundation, an independent, US private foundation located in Troy, Michigan, was established in 1924 through the personal gifts of Sebastian S. Kresge to promote the "well-being of mankind." Through grants, the foundation supports charitable organizations with significant capital projects and helps these organizations broaden their base of philanthropic support and build fundraising capacity.

The Kresge Foundation's support is a strong endorsement of the quality of Credit Valley's project and acknowledgement of the success of our fundraising campaign to date. It is mark of distinction to receive a Kresge challenge grant,

especially since very few grants are made to organizations outside of the United States.

Kresge grants are unique in that they are awarded on a challenge basis to help attract new donors. This means that The Credit Valley Hospital must raise another \$4 million in new gifts by May 2005 in order to receive the \$1 million grant from Kresge. It's an "all or nothing" proposition.

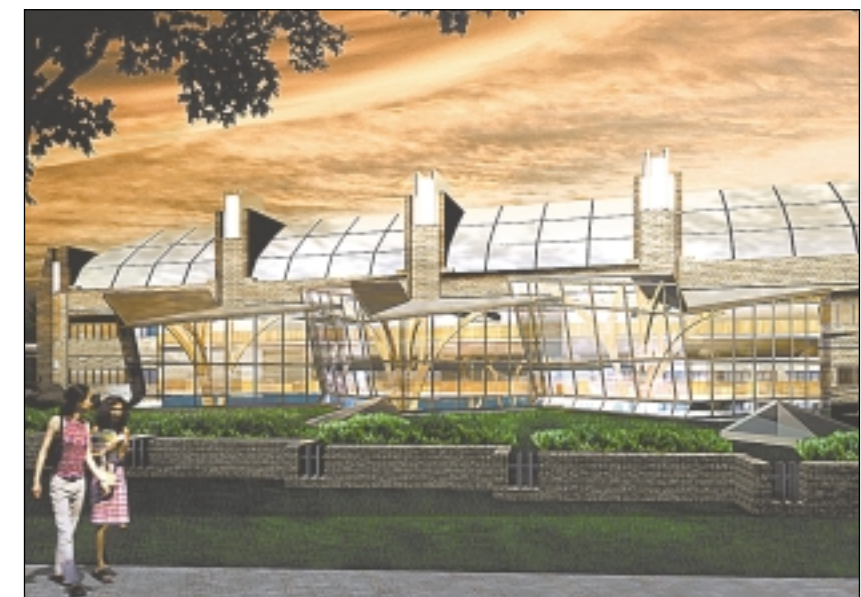
This grant from The Kresge Foundation will provide added momentum to lead us to the successful conclusion of our critical campaign to build the new Cancer Centre. We challenge all individuals, businesses and corporations in the community to build on our success and to make this grant a reality. Credit Valley needs everyone in our region to respond to the Kresge challenge to raise the required \$4 million and help us build your regional cancer centre.

???

Michael Murphy Norma Bandler
Chairman President

The Credit Valley Hospital Foundation

(Excerpted from Foundation Annual Report)



Architect's rendering of the new Carlo Fidani Peel Regional Cancer Centre opening in May 2005.



The WB Family Foundation has provided \$5 million to the CVH Foundation's capital campaign. Pictured in the photo (L-R) back row CVH board chair Norm Loberg, Robert Beamish, Marilyn Beamish, Heather Beamish and David Beamish. Front row CVH Foundation board chair Michael Murphy and Dr. Stephen Florence.

World Class. Right Here. Major Donor Support

- In February, the R.A. Bloch Foundation pledged \$750,000 (USD) to build the first Cancer Survivors Park in Canada at Erin Mills Parkway and Credit Valley Road. A Cancer Survivors Park is the brain-child of the renowned and much acknowledged Richard Bloch, founder of H & R Block. A cancer survivor himself, Mr. Bloch has devoted many years to the creation of a supportive environment for those who have been afflicted with cancer. The park will include three key elements to the garden: a positive mental attitude walk; an art presentation of eight life size bronze figures passing through a maze representing the experience of fighting cancer, and a road to recovery walk.

- The WB Family Foundation has provided \$5 million to the Foundation's capital campaign as a result of personal experience with long waiting times for diagnostic tests. The donation is designated for the purchase of an additional Magnetic Resonance Imaging (MRI) unit and a second CT scanner. While Credit Valley has yet to install the second new state-of-the-art Philips MRI machine (it plans to shortly) the second CT scanner has already led to a 40 per cent reduction in waiting times for diagnostic tests.