

**The 2000/2001
Annual Report
Of the
Credit Valley Board of Governors
June 7, 2001**



C R E D I T · V A L L E Y
THE CREDIT VALLEY HOSPITAL

Board of Governors

Board Executive

Jane Watson (*Chairman*)

Gordon Stovel (*Vice Chair*)

Stuart Smith (*Vice Chair*)

Wayne Fyffe (*Secretary*)

Paul Clayton

Dr. Jatinder Dhillon

John Dunn (*Chair, Foundation Board of Directors*)

Dr. Barbara Clive (*Chief of Medical Staff*)

Cheryl Englander

Louis Rene Girard

Carolyn Kovachik-MacNeil

Norman Loberg

Katie Mahoney

Eileen McMahon

Sheila Mosey

Jim Murray

Richard Podsiadlo

Wendy Roney

Peter Smith

Dr. Donna Strongitharm (*President, Medical Staff Association*)

Harinder Takhar (*Treasurer*)

Bart Wassmansdorf

Geoff Watson

OUR VISION

The Vision of the Credit Valley Hospital is to be the finest hospital in Canada in the hearts and minds of the people we serve.

OUR MISSION

The Credit Valley Hospital offers quality compassionate health care to the people of the growing communities of Peel and Halton.

OUR VALUES

Excellence in Patient Care

We will provide excellence in patient care by considering the individual's physical, emotional and spiritual needs. We see each patient as a special individual.

Respect

We recognize and treasure the unique contribution of each member of our CVH family (staff member, volunteer and physician) and value the rights of our patients and their families.

Leadership

We have a culture that facilitates and promotes innovation. We foster an organizational climate that encourages advancement of knowledge through education, experience and leadership.

Teamwork

We have found the best outcomes are achieved when we work together. The diverse skills and knowledge of our CVH family can be brought together to fulfill our service objectives.

Accountability

We acknowledge our responsibility to provide the best possible quality of care by managing our resources effectively and acknowledge our responsibility to act as advocates for our community to secure adequate resources to meet their needs.

Partnership

We seek the opportunity to develop effective partnerships to further improve the health of our community.

ANNUAL REPORT OF THE PRESIDENT & CHAIRMAN

“A year of intense planning for an exciting future! We need the continued support of the community we serve, more than ever before.”

It is our pleasure to report to the community we serve on our activities for the year ending March 31, 2001.

We began the year with concern about the uncertainty surrounding the timing and extent of approvals for funding from the Ministry of Health to operate the Hospital. Although funding approvals came very late in the fiscal year, we were extremely pleased that the Ministry of Health acknowledged the pressure on Credit Valley Hospital staff to deliver quality care to an aging and rapidly-growing population.

Support from Ministry officials and advocacy by our four local MPPs, John Snobelen, Rob Sampson, Tony Clement and Margaret Marland, resulted not only in our ability to maintain access to quality care, but also to remain competitive in a world where attracting and retaining the best and brightest has become more difficult. These advocacy efforts and the Provincial Government's recognition of the special circumstances of Credit Valley Hospital and other hospitals in the rapidly growing GTA/905 area have resulted in us being able to essentially balance our budget at March 31.

We want to acknowledge the courage of the Board of Governors to stay the course to maintain access and quality care, while waiting for funding decisions very late in the fiscal year.

It is a tribute to our medical and hospital staff and all the volunteers who support them that there continues to be evidence of high quality care at Credit Valley Hospital.

At the time of the last Annual General Meeting, *Maclean's* published a ranking of health care by region throughout Canada. We were pleased to be acknowledged as part of the Halton Peel Region's designation as number two in Canada in terms of health system effectiveness, quality outcomes and the subsequent impact on the overall health and lifespan of the citizens we serve.

We continue to participate enthusiastically with the Ontario Hospital Association in its province-wide report card on hospital outcomes. We understand the results of this report card will be released in July. Based on our knowledge of the information that is provided for this report card, we expect Credit Valley Hospital will once again be shown as administratively efficient with very high clinical outcome scores and reasonable patient satisfaction scores, despite the difficulties we experience with lack of space.

In terms of patient and staff satisfaction, the conclusion of our annual leadership summit this year was that we needed to spend more time on the concept of “customer service” so that our patients, visitors and employees are satisfied with all we do.

There were seven regular Board Meetings last year, as well as numerous meetings of the Board’s supporting committees: executive, corporate governance, public advocacy and accountability, quality care, resources, and strategic planning. In addition, we were fortunate to have the active participation of three new Board members, who were appointed at last year’s Annual General Meeting: Geoff Watson, Paul Clayton and Louis Girard. Also, we had two new ex-officio members, Sheila Mosey, President of the Associates, and Dr. Jatinder Dhillon, Vice-President of the Medical Staff Association. Moreover, we were delighted that Dr. Barbara Clive accepted the Board’s offer of a second five-year term as Chief of Medical Staff.

Regrettably, just after the completion of our fiscal year we accepted the resignation of Eileen McMahon, due to a change in employment during the year. She will be missed as a valued Board member; an individual to complete her term will be appointed by the Board of Governors this Fall.

In addition, Dr. Donna Strongitharm has completed her term as President of the Medical Staff Association. We have appreciated her input over the past two years.

We were pleased to appoint two Honorary Governors for the first time in the history of Credit Valley Hospital at a special Board meeting in December.

Mr. Doug Kilner and Mr. Henry Stewart are both past Chairmen of the Board of Governors, and they both continue to make valuable contributions through their participation in our Foundation fundraising activities. In accordance with our by-laws, the Board of Governors may appoint Honorary Governors in recognition of “contributions, or of long or special services to the Hospital.” An Honorary Governor may attend meetings of the Board and act in an advisory capacity without the right to vote.

In last year’s Annual Report, there were frequent references to the need to expand the Hospital and our plans to undertake various construction projects. We are pleased to report that the 400-space parking garage was constructed and opened during the year, and that the project was within budget. The construction contract for a 24-station satellite dialysis unit on Watline Avenue was let during the year, and it is expected that this clinical service will be available by the end of the summer.

In 1999, we moved a clinical service into the administrative offices to free up spaces on our wards for additional inpatient beds. To provide better working conditions for our staff and to accommodate the needs of our Foundation and construction project management offices, construction is now underway for a two-storey office building at the entrance of our site. When the main additions to the building are complete, it is intended that these offices will be vacated by these three groups, and the building will be made available either for related health services community programs and/or revenue producing private health care tenants.

During the year, we received tremendous support from the Region of Peel. A formal motion was passed to release \$20 million in development fees for use when needed for Credit Valley Hospital expansion projects. Additionally, the Region of Peel agreed to a signalized intersection at the entrance to the Hospital off Erin Mills Parkway. As the Hospital will double in size over the next five years, a great deal of attention was given to ensure the adequacy of our entrances/exits and parking capabilities. We were able to satisfy the concerns of neighbors and members of City Council, who passed the necessary by-laws, so our construction project could proceed.

This summer will see much activity on the site as roadway and parking changes take place and the heliport is moved. This is a necessary step to allow us to prepare for the major construction of the new wings that are required by the much-needed cancer centre and inpatient beds.

In September, the Board of Governors approved a new corporate communication plan, including new logo, to reflect our mandate as the provider of four regional programs (cancer, renal, genetics and maternal/child) while maintaining our strong roots as a community hospital.

Also in September, Bob Ferchat was appointed by the Foundation Board of Directors as chairman of our capital campaign to raise the necessary funds from our community to complement the funds provided by the provincial Ministry of Health and Long-Term Care and the Region of Peel for our construction projects.

In February, our capital campaign was given a huge boost by local resident, Carlo Fidani, who donated \$6 million to our capital campaign. We are extremely grateful to Mr. Fidani for this leadership, which we understand is the largest single gift to any community hospital capital campaign in Canada. A major component of our construction projects will be the provision of radiation therapy and all other cancer services in the Peel Regional Cancer Centre. This project is a joint venture between Cancer Care Ontario and Credit Valley Hospital, with partners including hospitals, homecare, Canadian Cancer Society, and other community agencies in Halton/Peel Regions and parts of neighbouring communities.

Finally, during the year, progress was made in discussions with ministry planning officials about the impact of the designation of CVH as a regional centre for maternal/child care. Now that we have an understanding of the scope of the entire project, we can calculate all of the construction and renovation of support services (such as, laboratory, imaging, food services, and materials management) needed to support the overall project. For example, planning is underway to construct a 4-storey inpatient tower ('A' wing) instead of the previously approved 3-storey tower (top floor unfinished only). These and other changes have been incorporated into a comprehensive master plan. The feasibility of this revised plan with regard to cost, source of additional funds (beyond the currently identified \$200 million master plan), and timing of construction will receive much attention over the next few months.

More encouraging news from the Ministry of Health during the year included approval in December to purchase and install MRI diagnostic equipment, and at year-end, an opportunity to purchase additional medical diagnostic equipment as part of the Federal/Provincial Health Accord. We are pleased to report that a purchase decision has been made, and that an MRI is expected to be operational by the end of this calendar year. This will shorten wait times, provide care closer to home, and prepare us for our role as a comprehensive cancer centre.

During the winter months in particular, we continued to experience severe pressure on our emergency department due to population growth and aging. This phenomenon is experienced in all hospitals in areas of rapid population growth, and long wait times are directly related to lack of acute care beds. Our innovative and hard working staff throughout the hospital made many adjustments to relieve the pressure on the ER, and at year-end, we found ways to accommodate 390 patient beds in a hospital designed for a maximum of 366 in patient beds.

Clearly, our construction can't happen fast enough to be of immediate assistance, and so plans are underway to "decongest" our building by relocating some functions in temporary rented facilities in the community.

As we look to the new year, we again see many challenges and opportunities. Credit Valley will do well in the upcoming accountability initiatives by the provincial government. We continue to deliver high quality care as evidenced by external accreditation reports and clinical outcome data. We also remain more than 10% below the expected cost per weighted case, which is a measure of how efficient we are relative to similar hospitals in Ontario. We are ready and willing to work with governments at all levels to identify ways to ensure we have sufficient funds to complete all components of our comprehensive master plan.

Regrettably, just after year-end, we were notified by Ministry officials that there is again uncertainty about the availability of operating funds to address the impact of continuing growth and aging on the population we serve. And so, we begin the new fiscal year with uncertainty again. We will, however, continue to work with our local MPPs and Ministry staff, to achieve solutions to ensure funding matches demand for service, so that we can continue to meet the needs of our community within a balanced budget.

It has been a year of intense planning for an exciting future. We need the support of our Foundation, our volunteer Associates, our staff, and all of our community more now than ever before.

Respectfully submitted,



Jane Watson,
Chairman of the Board



D. Wayne Fyffe, President
and Chief Executive Officer

ANNUAL REPORT OF THE CHIEF OF MEDICAL STAFF

The Credit Valley Hospital officially opened its doors "for business" fifteen years ago. It did so with the commitment of a medical staff that wanted to build a community hospital with a difference. Over the past fifteen years our efforts have been validated time and again. This year has been no exception as our physicians, professional and support staff's efforts have been professionally recognized nationally and internationally.

I would like to acknowledge Dr. Srigley and the laboratory staff on being awarded The College of American Pathology Accreditation as only one of seven hospitals in Canada and the American Association of Blood Bank Accreditation, one of only three hospitals in Canada to achieve this. We also received full accreditation in our genetics laboratory.

Under Dr. Barsky's leadership, the Diagnostic Imaging Department received accreditation from the Canadian Association of Radiologists' Mammography Accreditation Program. This is a voluntary national program endorsed by the American College of Radiology, created to ensure women receive optimum mammographic examinations with the lowest possible risk. The program assesses the equipment, quality control and quality assurance programs, image quality, breast dose and the qualifications of staff performing and reading the studies.

Our emergency department was rated as the "best teaching experience" of training sites for the University of Toronto residency program. We continue with our efforts to create a formal teaching association with surrounding universities. Teaching will enhance the quality of patient care and assist us with staff retention and recruitment in the future as we anticipate critical shortages in healthcare providers in all fields.

Health care is a "risky business". Increased patient volumes have exceeded even our highest estimates. Care is being provided in limited space. We are working throughout the organization on programs to reduce error and risk and to try and create a "culture of safety".

We try to learn from our mistakes through systematic review to be sure these situations never happen again. We are implementing tracking and trending systems to identify potential risks in order to take corrective action. We continue to gather patient feedback to guide efforts in improving our patient care. Along with this, we are providing education to medical staff on "Disclosure of Medical Error" and to encourage an openness with our patients and their families so that they will take comfort in, and feel confident in the care they are receiving at The Credit Valley Hospital. Further progress has been made with many clinical pathways and medical directives which provide streamlined and well planned care to further reduce risk.

Planning for our regional programs continues. We received official designation as a regional maternal child program. Drs. Coates and Gysler have provided strong leadership in developing these programs despite the lack of space or allocated dollars.

We have begun to provide paediatric oncology services on site and are taking care of an increasing number of sick neonates.

There continues to be renewal and assessment of our medical leadership. I am proud of the work our medical staff has done over the past year with limited space, increasing volumes and raising tempers.

Dr. Pamela Coates has been reappointed for a second term. Dr. J. Athayde has been appointed as the new chief of anaesthesia and operating room director.

We appreciate Dr. Dyke's leadership in the department of anaesthesia for the past thirteen years. He has built a sound department, well positioned for the demands in anaesthesia in and out of the operating room over the next five years.

Dr. Fine as acting medical director of the regional cancer program has moved forward plans for building and recruitment. We anticipate the announcement of the CEO of the Peel Regional Cancer Centre this summer.

The search committee for the chief of medicine successfully recruited Dr. Ronald Grossman who will start on July 1, 2001. He is a well recognized clinician and teacher from the Mount Sinai Hospital. Dr. Peter Clarke has served as the chief of medicine since 1983. He needs to be recognized, not just for founding and expanding an outstanding department, but also for his role as a visionary leader for the hospital as a whole. He will continue with his busy clinical practice but will be dearly missed around the MAC table.

The Credit Valley Hospital is no longer a small community hospital - but is a complex organization with local and regional programs and their accompanying challenges. I will continue to try to ensure a safe, enriched environment for our patients and staff in my second five year term as chief of medical staff at The Credit Valley Hospital.

Respectfully submitted,



Barbara Clive MD, FRCP(C)
Chief of Medical Staff

ANNUAL REPORT OF THE CHAIRMAN OF THE CREDIT VALLEY HOSPITAL FOUNDATION

I am very pleased to report to the community on behalf of The Credit Valley Hospital Foundation Board of Directors, because there is so much to celebrate!

Our fiscal year ended on March 31st with a 45% increase over our goal for this year. In addition, our monthly giving program has shown a 600% increase. All of the efforts of Foundation volunteers, donors and staff resulted in more than \$20 million raised since the inception of this Foundation in 1982.

It is also interesting to note that Canada has 78,000 registered charities, 100,000 nonprofit organizations plus an estimated 870,000 grass-roots organizations. This translates to more than 1 million groups seeking various levels of support from their communities. Hospitals represent only 1% of this charitable sector and we are only one hospital among hundreds seeking funds.

In spite of the tremendous competition faced by our Foundation, we increased our average gift to the annual fund by 6% last year, we continue to increase the frequency of gifts and more importantly, the strong connection between our staff, our volunteers and our donors.

This year, we have equally ambitious plans to raise a net figure of \$650,000 toward capital equipment purchases in addition to our efforts to raise \$50 million for the capital expansion program.

Our capital campaign, while still in the family appeal and 'quiet phase', has already achieved \$10 million in pledges.

As a Foundation, we are truly gratified.

As we embark on another year, I wish to thank our donors, our friends, and our patients, who provide such positive feedback and the funds necessary to make CVH the stellar healthcare institution it is.

With your help, we will continue to provide to you – *a healthy dose of humanity!*

Respectfully submitted,



John Dunn
Chairman
The Credit Valley Hospital Foundation

REPORT OF THE PRESIDENT OF THE CREDIT VALLEY HOSPITAL ASSOCIATES

This year has been not only one of significant change for the Associates but also one of accomplishment. We have introduced a strategic plan, initiated a Board development program, begun the process of incorporation and have taken the first steps towards developing strategic alliances with external volunteer groups. In addition, we have proposed a new name for our organization.

In the next few weeks, we will be introducing the Hospital's new brand logo on our uniforms. The new uniforms will reflect the new face and image of the Credit Valley Hospital and we are honoured that the Hospital has chosen its volunteers to be the first to present this new image to the Community.

Our financial commitment to Credit Valley Hospital for the year 2000/2001 was \$240,000; we have not only met this commitment but have exceeded it by donating a grand total of \$300,000!

In addition, we have pledged one million dollars over the next five years to the capital campaign. We feel that this commitment is a clear indication of our support and dedication to Credit Valley's corporate objectives.

As this is the "International Year of the Volunteer" it is a timely for all of us to pause and take note of the valuable contributions made on a daily basis by the hundreds of Credit Valley volunteers and the many thousands of others who give their gift of time and talent in numerous settings across our country. I know I speak for many when I say that I am proud to be a Credit Valley volunteer. I wish to offer my sincere appreciation for all that our volunteers have given and all that they will continue to give in the future.

As President of the Associates' Board it has been a privilege to be the Associates' representative on the Board of Governors. Apart from being a tremendous learning experience for me it has enabled the Associates to have a voice in another corporate forum, thus building communications links. I thank the Board of Governors for their continual encouragement and interest in Associates' activities. Last, but certainly not least, I would like to thank members of the Associates Board of Directors who took on the daunting task of positioning the Associates so that our volunteer community would be able to respond to the various changes expected as the hospital expansion plans unfold. They have worked tirelessly to establish a base on which we can now build our future.

Respectfully submitted,



Sheila Mosey
Chairman of Volunteer Board

**The Credit Valley Hospital
CONDENSED BALANCE SHEET**

As at March 31

	2001 \$	2000 \$
		[000's]
ASSETS		
Current Assets	16,244	16,065
Long-term investments	66,491	14,526
Capital assets, net	84,999	80,121
	167,734	110,712
LIABILITIES AND NET ASSETS		
Current Liabilities	20,784	16,474
Long-term debt	4,584	—
Accrued post-retirement benefits	3,433	—
Deferred capital contributions	98,581	48,747
Net Assets	40,352	45,491
	167,734	110,712

CONDENSED STATEMENT OF OPERATIONS

Year ended March 31

Revenue	148,777	130,600
Expenses	150,826	130,562
Excess (deficiency) of revenue over expenses for the year	(2,049)	38

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, 2001 and for the year then ended on which we expressed an opinion without reservation in our report dated May 4, 2001. 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 balance sheet and 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
May 4, 2001

Chartered Accountants

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

C R E D I T • V A L L E Y

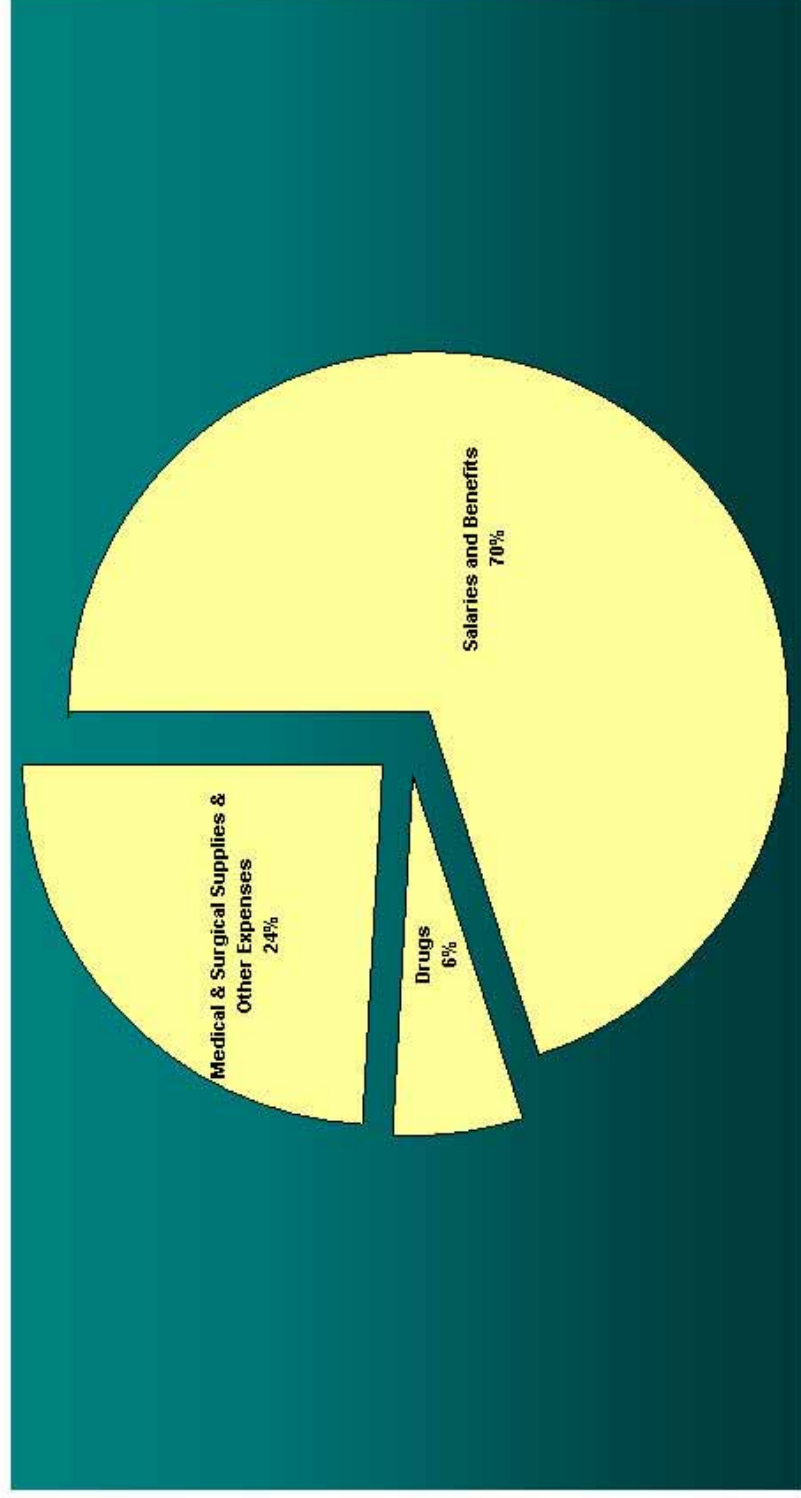
RECORD OF EMPLOYEES' 2000 SALARIES AND BENEFITS

Sector	Employer	Surname	Given Name	Position	Salary Paid*	Taxable Benefits
Hospitals	CVH	Bachle	Margaret	Vice President Nursing	\$185,210.33	\$4,337.62
Hospitals	CVH	Bandler	Norma	Vice President Resource Development	\$135,000.17	\$6,080.46
Hospitals	CVH	Feltis	J. Timothy	Pathologist	\$173,658.46	\$459.63
Hospitals	CVH	Fyffe	Wayne	President	\$212,527.26	\$12,652.16
Hospitals	CVH	Geddie	William	Pathologist	\$173,658.45	\$459.63
Hospitals	CVH	Germain	Dan	Vice President Finance	\$156,666.68	\$4,303.16
Hospitals	CVH	King	Douglas	Vice President Support Services	\$151,089.75	\$4,300.89
Hospitals	CVH	Ross	James G.	Director of Human Resources	\$105,751.64	\$279.91
Hospitals	CVH	Rowe	David H.	Senior Vice President	\$189,525.53	\$6,856.51
Hospitals	CVH	Sinclair	Ian	Associate Vice President	\$127,238.49	\$6,592.45
Hospitals	CVH	Speevak	Dr. Marsha	Cytogeneticist	\$100,382.18	\$261.92
Hospitals	CVH	Sue Chue Lam	Andrew	Pathologist	\$173,658.46	\$459.63

*Salary paid may include any or all of the following: base salary, retroactive pay, grievance settlement, deferred bonus plan, and other taxable earnings shown in Box 14 on an individual's T4 (excluding taxable benefits).

Prepared in accordance with the Public Sector Salary Disclosure Act, 1996.

Allocation of resources for the provision of patient care 2000 - 2001



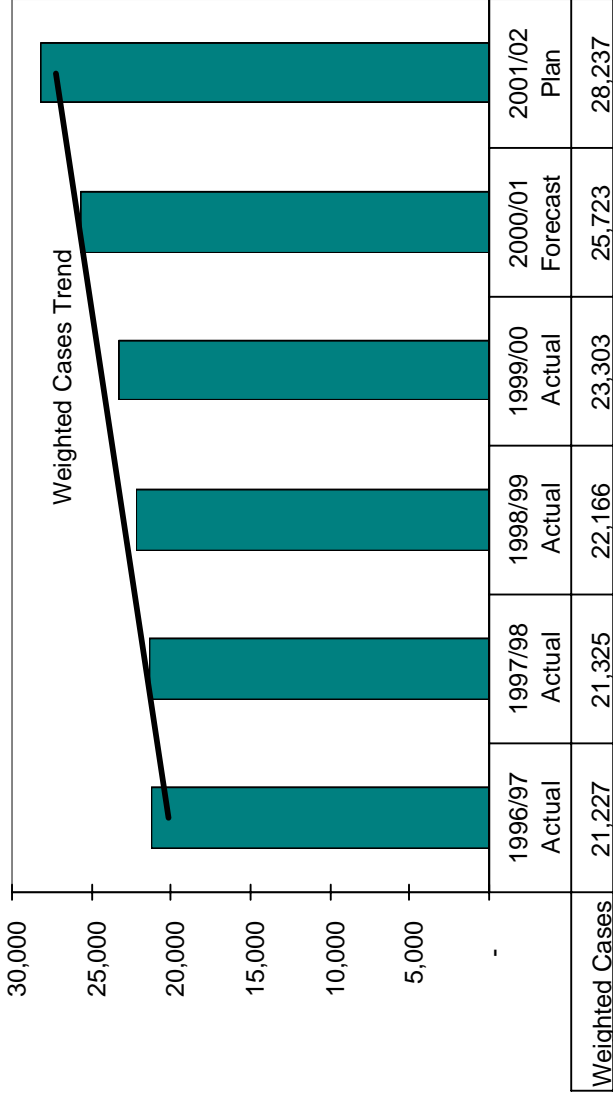
Credit Valley Volume Pressure

Inpatient/Outpatient Volumes and Weighted Cases

2001/02 Plan to 2000/01 Plan

- Inpatient + 12.6%
- Outpatient + 3.0%
- Weighted Cases + 18%

Weighted Cases (Acute, Newborn & Neonate, SDC)



2002 NOMINEES FOR THE CAL GUTKIN AWARD

The Dr. Calvin Gutkin Award was established in 1995 to recognize outstanding achievement by a team or individual who has made a significant improvement in the care/service provided to our customers.

This year, there are six nominations for the 2000 Dr. Calvin Gutkin Quality Award. The projects were evaluated by a multidisciplinary review team using quality improvement principles such as team work, customer focus, process orientation, measurement data, prevention based strategies and community integration.

1. The High Risk Neonatal Follow-up Team

Dr. P. Ann Bayliss; Dr. H. Bai; Dr. W. Szymonowicz; Colleen Butler; Barbara Chapman; Kelley Herder; Lynne LaCroix; Jane Scigliano; Mary-Lou Bingham; Susan Harvey.

Outcomes include: Development, implementation and evaluation of a regional program to assess and provide follow-up care for at-risk infants. This was done through partnership with the Child Health Network, resulting in communication and coordination of services across the continuum to enhance care closer to home. A regional database has been established to evaluate the components of the follow-up care.

2. Marie Webb, Renal Dialysis Nurse - for her unselfish, humanitarian dedication to her patients.

3. Laboratory Team - College of American Pathologists (CAP) and American Association of Blood Banks Accreditation (ABBB)
Michael Durkacz; Lynda Elliott; Yvonne Fletcher; Phil Guy; Debbie Lauzon; Theresa Liu; Suba Krishnan; Barbara Jones; Sal Matelliano; Marilyn Sarina; Michelle Wood, Isabel Smith.

Outcomes include: Accreditation with distinction to become one of three laboratories in Ontario to achieve CAP accreditation and one of three laboratories in Canada to achieve accreditation through ABBB. Both these awards are internationally recognized awards of excellence in laboratory practice.

4. Diabetes Education Centre Team (DEC)

Debbie Hollahan; Dr. Peter Clarke; Kerry Ali; Daniel Casey; Carolyn Christo; Wendy Graham; Suzanne Murphy; Julie Paterson; Josie Service; Barbara Smiley; Monica Smith; Jo-Ann Vickers; Teresa Wright; Linda Cushing.

Outcomes include: Major improvement initiatives to enhance the overall functioning of DEC to better serve the community. Examples of these initiatives include the Bayer Buddy Program, The Christmas Survival Program, Parent

Support Group, 24 hour On-call Diabetes Nurse Educator and Caregiver Workshops.

5. Women's Wellness Clinic

Lynne Clarke; Dr. Michael Barsky; Janice Attridge; Kathy Beattie; Christine Caulfield; Carrie Claxton; Cindy Dosen; Judy Hodges; Shelagh Ibrahim; Sharon Lively; Janice Parks; Julie Siemons; Alana Soltesz; Maria Webb.

Outcomes include: Multisystem approach to perimenopausal investigation, which offers women the convenience of having investigations done all in the same visit in a customer-focused environment where educational materials regarding Women's Health Issues are promoted.

6. Canadian Association of Radiologists (CAR) Mammography Accreditation

Lynne Clarke; Dr. Michael Barsky; Christine Caulfield; Carrie Claxton; Alana Soltesz.

Outcomes include: Achievement of a 3-year accreditation which is focused on quality. This rigorous process evaluates all aspects of the mammography service including equipment, qualification of radiologists, technologists, and quality of clinical images.

HONORARY GOVERNORS

In accordance with our by-laws, the Board of Governors may appoint Honorary Governors in recognition of “contributions, or of long or special services to the Hospital.”

An Honorary Governor may attend meetings of the Board and act in an advisory capacity without the right to vote.

For the first time in the history of Credit Valley, the Board of Governors, at their December 2000 Board meeting, appointed two former Chairmen of the Board as honorary governors.

Both men are past Chairmen of the Board of Governors, and they both continue to make valuable contributions through their participation in our Foundation fundraising activities.

We are pleased to honour Mr. Doug Kilner and Mr. Henry Stewart in this way.