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Annual Report 2011/2012 is produced by the Communications Department.



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*Care
Compassion
Commitment*

NETTIE BERNAUER ENJOYING A WALK WITH VOLUNTEER ASHLEY BOSNICK AT HOGARTH RIVERVIEW MANOR

In 2011

97%

Of surveyed clients felt
they were treated with
courtesy and respect

Mission St. Joseph's Care Group is a Catholic organization that identifies and responds to the unmet needs of the people of Northwestern Ontario, as a way of continuing the healing mission of Jesus in the tradition of the Sisters of St. Joseph of Sault Ste. Marie.

Vision A leader in client-centred care.

Core Values

Care St. Joseph's Care Group will provide quality care for our clients—body, mind and spirit—in a trusting environment that embraces diversity.

Compassion St. Joseph's Care Group will demonstrate dignity and respect for those in need, accepting people as they are, to foster healing and wholeness.

Commitment St. Joseph's Care Group is committed to our community, the people we serve, the people we employ, and our faith-based mission through a continued pursuit of excellence.

St. Joseph's Care Group is committed to providing compassionate, holistic, safe, and client-centred care to our clients.

We are also recognized as an employer of choice through our dedicated efforts of caring for the health, well-being, and development of our people.

We collaborate with partners on best practices, advocacy, and integration opportunities to enhance access, quality, and the continuum of health services for the citizens of Northwestern Ontario.

As a client advocate, we communicate with the public, our partners, staff, and volunteers about our programs and services.

As well, St. Joseph's Care Group defines and fosters progressive, innovative teaching, and research identities in our areas of clinical strength and expertise.



We are an organization that reaches across the North West region, encompassing 47% of the Province of Ontario; a service area of over 458,000 square kilometers, extending from White River in the East, to Kenora in the West, and to Hudson Bay in the North.

Our vast service area and culturally diverse client population includes many remote and isolated communities, where availability and access to quality health services is a challenge.

With 8 sites in Thunder Bay, our regional program areas include: Complex Care and Physical Rehabilitation, Long-Term Care and Mental Health and Addiction services.



We are pleased to present this Annual Report for St. Joseph's Care Group (SJCG) 2011 – 2012. It has been a year with many highlights and achievements, which have reinforced and strengthened our resolve to provide excellence in quality care to our clients.

With the guidance of the Executive/Strategic Planning Committee, and input from the Leadership Team, Management Team, Auxiliary, various stakeholders and community partners, our Strategic Plan 2012-2015 was finalized. With a direct focus on the people we serve, our four Strategic Priorities will ensure we work towards improving care as we meet the challenges ahead. The process also identified and incorporated Corporate Principles and Strategic Enablers for SJCG, further defining our commitment to quality care, transparency and accountability.

Our capital projects are proceeding as planned. The first component of the Centre of Excellence for Integrated Seniors' Services project – the newly-named Sister Leila Greco Apartments – a 132-unit supportive housing building, is nearing completion, with occupancy scheduled for January 2013. The second component is the planning and design of the significant addition to Hogarth Riverview Manor is almost complete and site preparation is expected to begin this summer.

“It has been a year with many highlights”

Ray Halverson, Chair, Board of Directors

Demolition of the former Sister Margaret Smith Centre has begun, paving the way for the East Wing addition to St. Joseph's Hospital. The East Wing will house the much-needed Specialized Mental Health Rehabilitation Program, and will expand the rehabilitation services offered at St. Joseph's Hospital to include mental health rehabilitation.

It gives us great pleasure to acknowledge the extraordinary fundraising efforts of St. Joseph's Foundation of Thunder Bay and their “Adding Life to Days” Campaign Committee. The Campaign's goal of \$500,000 to refurbish the client rooms of the Hospice Palliative Care Unit was surpassed, with more than \$800,000 raised. As a result, the renovations will be expanded to cover additional areas of the unit, including family rooms. We thank everyone involved for their support. These renovations will bring comfort to our clients and their families in Hospice and Palliative Care – a time when comfort is much needed.

We have been privileged to receive three prestigious awards at the Ontario Hospital Association HealthAchieve in November, 2011: the Quality Healthcare Workplace Gold level award, recognizing employer and staff efforts in fostering and establishing healthy workplaces; the Green Health Care award, a recognition of our organizational commitment to environmental sustainability and to reducing environmental impact; and, a Leading Practices Award for an electronic display based on an innovative quality improvement project, the ‘Collaborative Leadership Initiative’, showcasing new thinking and ideas in the delivery of healthcare.

In addition, we were delighted to achieve a LEED Canada Gold Award for New Construction, for the recently completed Sister Margaret Smith Centre, a significant recognition of our commitment to environmental sustainability.

We appreciate our continuing strong relationships with our community partners, both in and outside of healthcare, and with the North West Local Health Integration Network and the Ministry of Health and Long-Term Care. The time for collaboration and partnering has never been as critical to ensure seamless client care.

The significant accomplishments achieved over the year would not have been possible without our skilled and dedicated Board of Directors and Management Team. Thanks to each of you for your hard work over the past year!

On behalf of the Board of Directors and the Leadership Team, our heartfelt thanks go out to the Catholic Health Corporation of Ontario for their unfailing support, and to our staff, physicians, volunteers and Auxiliary for their commitment to the Mission, Vision and Core Values of St. Joseph's Care Group. We look forward to working together in the coming year as we continue to fill unmet needs and serve the people of Northwestern Ontario with Care, Compassion and Commitment.

Ray Halverson
Chair, Board of Directors

Tracy Buckler
President & Chief Executive Officer

**“Now there
are varieties
of gifts, but
the same Spirit.”**

1 Corinthians, 12:4

On behalf of the Board of Directors of the Catholic Health Corporation of Ontario, it is my distinct privilege and pleasure to bring greetings to each of the Boards and Staff of our Sponsorship across this province.

We proudly acknowledge your continued faithfulness to the legacy of our Catholic healthcare ministry.

The Catholic Health Corporation of Ontario recognizes and appreciates each of our organizations for their many impressive accomplishments over this past year. Their commitment and diligence confirms that there is a collective spirit and attention to the foundational building blocks of Mission, Vision and Values.

I would like to thank each of you personally for your cooperation, collaboration and for your thoughtful leadership and support. Together, we continue to be mindful that we have been entrusted as the guardians and the architects for the sustainability of our Catholic Ministry.

The Catholic Health Corporation of Ontario congratulates you on your resourcefulness and tenacity, especially in these unprecedented times of change and challenge. We extend to you our sincere gratitude and thankfulness and assure you of our continued support and growth as we journey together.

Warmest Regards and Blessings,



Lil Bergamo
Chair, Board of Directors
Catholic Health Corporation of Ontario

2012 marks the Auxiliary's 117th year of service to St. Joseph's Hospital and now St. Joseph's Care Group.

There are 165 members who are actively engaged in a variety of activities. We meet monthly with the exception of July and August and hold three general luncheon meetings a year – February, June and December. The Hospital Auxiliaries Association of Ontario (HAAO) holds a convention in Toronto in November to which we sent one delegate, Sylvia Kayzer. Superior North Region North/Northwest, our region, holds a conference in April each year. This year it was held in Dryden and three delegates attended – Judy Muloin, Helen Kundrat and Susan Tennier.

This year we had a variety of fundraising activities from BINGO to pancake breakfasts with Scandinavian Home Society to Spaghetti Dinners at The Columbus Centre. We also held Bake Sales, Valentine Bridge Party, Penny Auctions, Christmas Bazaar, raffles for a Trip to Hinckley and a Father's Day draw of a Wheelbarrow chock full of tools and everything else. We also had a KOOKIE KORNER at the Kakabeka Falls Street Fair. Our two Gift Shops were busy offering many different items for sale to our clients and customers. The NEVADA BOOTH in St. Joseph's Hospital was also a busy spot.

This year we made a pledge of \$10,000 to the St. Joseph's Hospital Hospice Palliative Care Campaign and we completed this pledge in just under 3 months! Thank you to our members and supporters. In total this year we presented \$71,900 to St. Joseph's Foundation of Thunder Bay.

The Auxiliary honoured two members this year with Life Memberships – Dorothy Behta and Mary-Alice Isaac – for their dedicated work for the Auxiliary to SJCG.

The Executive Board and members of the Auxiliary extend our thanks to the Board of Directors and President and CEO, Tracy Buckler, for their continued support of our activities and projects.

Respectfully submitted,



Susan Tennier
Representative of the Auxiliary to St. Joseph's Care Group





Meeting the health care needs of the people of Northwestern Ontario continues to be a goal for which we strive on a daily basis, as we identify and respond to the unmet needs of our region.

In providing compassionate and holistic care, we are constantly challenged by the medical needs of our clients, and are in awe of their resilience and the support provided by their family members.

The Medical Advisory Committee is indebted to their Physician Advisors: Dr. Lois Hutchinson, Mental Health and Addictions; Dr. John Hargadon, Physical Rehabilitation; Dr. Trevor Bon, Complex Care; Dr. David Johnson, Hogarth Riverview Manor; and Dr. Norman Bone, Bethammi Nursing Home. These leaders continue to play key roles as we move forward. The reorganization and expansion of Geriatric Services this past year has been exciting. With the help of Dr. A. Kolobov and Dr. S. Tamrazova, we have been able to expand Geriatric services at all sites within St. Joseph's Care Group and look forward to further improving this vital service.

2012 has seen the retirement of Dr. Crystal Cannon and Dr. David Coulson, who for many years have been cornerstones in delivering medical services at St. Joseph's Hospital. We wish them all the best, and are pleased to welcome Dr. Dan Purcell and Tiffany Oddleifson, Physician Assistant, to the SJCG.

Congratulations to Dr. Ruth Kajander C.M., who has been named to the Order of Canada, a recognition of her outstanding career. For over 50 years, she has cared for people with psychiatric illnesses in Northwestern Ontario. She is the founding director of the former Port Arthur Mental Health Clinic, and has worked in private practice and hospital settings. Dr. Kajander was the first woman to serve as president of both the Ontario Psychiatric Association and the Thunder Bay Medical Association.

The Board of Directors recently developed Strategic Priorities for 2012 – 2015. The Professional Staff have endorsed our four strategic priority areas: Client-Centred Care, Mental Health & Addictions, Seniors' Care, and Chronic Disease, and continue to work with the SJCG in implementing these priorities.

With our aging population and the increase in complexity of health care delivery, we are indeed challenged. The health care professionals at St. Joseph's Care Group are indebted to Administration and the Board for their support and for the vision and guidance they continue to provide.

The Medical Advisory Committee acknowledges and thanks Arlene Currie for her support to the Committee and the Medical Staff Office.

Geoffrey Davis, MD
Chief of Staff

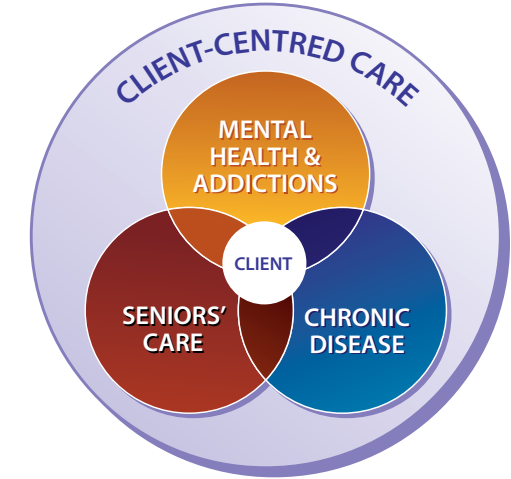
Our Mission, Vision and Core Values are the foundational elements of any plan undertaken by St. Joseph's Care Group.

Keeping these elements firmly in mind, and with significant stakeholder involvement and input from physicians and partners in the community, the Board of Directors and Leadership Team completed the task of developing our new strategic priorities and direction.

As with any new plan, one begins by examining the previous one. An exhaustive review was conducted to determine progress and confirm that, in the final analysis, its goals and results did indeed support our Mission. This in-depth review resulted in a deeper, more focused analysis, and led to refinements that became our new strategic direction – one that has a sharper focus on specifics.

There was no doubt that Client-Centred Care would continue to be the primary commitment of our organization. Quality holistic care, delivered in a way that each client would perceive as 'client-centred' would be our over-riding priority.

Our community provided the springboard for development of our other priorities. Public awareness and concern over issues surrounding mental health and addictions, the aging population and seniors' care, and the ever-increasing need for management of chronic disease had become more pronounced. It was clear that these were the areas that needed our emphasis.



St. Joseph's Care Group Strategic Priorities 2012-2015

With that in mind, the Strategic Plan came together. Client-Centred Care is applied and woven throughout the other three identified priorities. It is the 'umbrella' under which they are sheltered, ensuring that our focus remains constant.

The development work of our committed and capable Board of Directors and Leadership Team culminates with the launching of our new Strategic Plan 2012 – 2015. In this transition year we move forward, knowing their efforts have resulted in a Strategic Plan that will guide us as we continue to meet the challenges facing the provision of quality healthcare in the future.

In 2011

Approximately

24,000

clients received
services through
St. Joseph's Care Group

St. Joseph's Care Group will continue our commitment to providing compassionate, holistic, safe, client-centred care

Determining Client-Centred Care to be our primary priority was very straightforward. Providing our clients with quality care and meeting their unmet needs has governed the development of St. Joseph's Care Group for more than 128 years.

This was the year to look deeper. We knew that client-centred care meant different things to different people. The time was right to clearly define 'client-centred care', from the perspective of our clients, our programs and our Board of Directors and Leadership Team. Only in this way could we be sure our community was being served appropriately and in a manner that met the needs of all.

The conversation to arrive at that definition has begun and we anticipate this will be invaluable as we continue to provide quality care to the people of Northwestern Ontario. It will provide the direction for a model that will clearly represent our clients, our physicians and professional staff, and our corporation in the years to come.

Please visit our website at www.sjcg.net for complete details of our plan.

We will:

- Implement a model of client-centred care
- Ensure care and services are based on evidence-informed practice and research
- Collaborate with partners to develop services and environments that meet the needs of Aboriginal people
- Ensure a comprehensive client relations process is available across the corporation
- Collaborate with partners to ensure timely access to the right level of care
- Collaborate with regional partners to ensure timely access to specialized services across Northwestern Ontario

Our success will be determined by specific achievement indicators that have been developed as part of the Strategic Plan, and will be tracked and measured in relation to stated outcomes.



"I take pride in my role because the support we provide our clients enables them to live an independent life with meaning in the community."

Melissa Randle
Community Support Program Staff Member

MELISSA RANDLE, RN, COMMUNITY SUPPORT PROGRAM WITH CLIENT, MICHAEL HOLLAND



CLIENT BRAD HOLMES WITH GAPPS PROGRAM
STAFF MEMBER, DAVID TAYLOR

St. Joseph's Care Group will continue to support people with mental illness and addictions through a commitment to leading practices

Our commitment to this client population is unwavering and this past year has seen achievements in areas of dramatic need.

Delivering quality care to those with mental illness and/or addictions is often challenging, and never more so than when meeting the needs of the homeless or at risk of becoming homeless, and living with an addiction and/or mental illness. St. Joseph's Care Group was pleased to partner with NorWest Community Health Centre and the Canadian Mental Health Association to develop an innovative integrated program focusing on the needs of this client population. 'Getting Appropriate Personal and Professional Supports', a pilot project for 3 years, has had proven positive results and has received permanent annualized funding. We are very proud to be part of this program, which responds to the needs of our most marginalized clients.

We have been working toward expanding local and regional supports for seniors with responsive behavioural

issues and are pleased to partner with Behavioural Support Ontario in this much needed initiative. Hogarth Riverview Manor is the North West Local Health Integration Network's system lead for the Regional Behavioural Health Service responsible for planning and implementing an integrated service delivery model within the region, and is fully within our mandate of fulfilling unmet needs.

We will:

- Enhance staff knowledge and skill sets across all program areas to provide care and support for people living with mental illness and addictions
- Establish a smooth transition to the Specialized Mental Health Rehabilitation Program

Our success in achieving these goals will be seen in the establishment of high-support housing, the reduction to 38 mental health beds at Lakehead Psychiatric Hospital, and a fully implemented Psycho-Social Rehabilitation & Recovery model of care, delivered by a caring and knowledgeable staff.



“Being in the Youth Addiction Program is about being on a team and finding your own strengths and skills to help guide you in the future.”

Matthew DeBenedet and Ethan Mandel
Youth Addictions Program Clients

MATTHEW DEBENEDET AND ETHAN MANDEL AT SISTER MARGARET SMITH CENTRE



Therapeutic recreationist Leigh Sherwin with Hogarth Riverview Manor resident Elsie Skogberg

St. Joseph's Care Group will support the implementation of a model of care for the management of chronic disease

It is a positive sign that people are now living longer with chronic diseases, such as diabetes, coronary and circulatory disease, chronic obstructive pulmonary disease, and arthritis. It is also a reality that providing ongoing care to those living with these illnesses is substantial. As providers of care to this population, St. Joseph's Care Group has committed to implementation of a model of care that can be applied to all chronic diseases. Our goal is to provide those affected with the tools needed to manage their own health issues as much as possible, retaining or even increasing their independence and enabling a healthier, more satisfying quality of life.

Several important initiatives to support this goal have been implemented during the past year; notably, we have expanded our telemedicine services to include wound care. This is of particular significance due to the high incidence of diabetes and related issues in isolated Northern communities we serve.

We participated in the Palliative Care Engagement process to help shape the provincial strategy and to increase focus on the distinction between palliative and end-of-life care. We have collaborated with North West Community Care Access Centre to promote self-management of chronic disease and provide health care provider mentorship in these practices across the region.

We will:

- Implement a model of chronic disease management as the foundation of our services
- Provide leadership to support client self-management of their chronic disease(s)

Our success will be demonstrated when the model of Chronic Disease Management is adopted across all clinical areas, and our clients are participating in chronic disease self-management.



"I am grateful for the Pulmonary Rehabilitation Program because I have learned skills that help me stay healthy and enjoying an active and rewarding lifestyle."

Rita Morrow
St. Joseph's Care Group Pulmonary
Rehabilitation Program Client

SJCG Respiratory Therapist Shelley Prevost with Client Rita Morrow

Sister Leila
Greco Apartments

Will enable

132

Senior Residents to
live in their own homes
as long as possible

St. Joseph's Care Group will continue to support excellence in Seniors' Care

We take pleasure in chronicling many achievements in the area of Seniors' Care during the past year. The Development Agreement for the Centre of Excellence for Integrated Seniors' Services has been signed with the Ministry of Health and Long-Term Care, leading the way to many significant enhancements in seniors' care.

Construction of the Sister Leila Greco Apartments, a seniors' supportive housing building, is nearing completion and will be ready for occupancy by year end. Planning and development of Phase 2 of the CEISS project is underway – an addition to the present Hogarth Riverview Manor. When completed, this long-term care facility will provide quality care for 544 residents.

We have developed a Geriatric Medicine Service for specialized consultations to support optimal medical management for seniors with multiple functional issues or diseases. This Service will enhance restorative care to the elderly and support their efforts to live independently.

Our endeavours over the year have been recognized. Bethammi Nursing Home received the Long-Term Care

Home Quality Award, and Hogarth Riverview Manor received the Residents First Improvement Award from Health Quality Ontario.

Our commitment to excellence in seniors' care continues with vigour.

We will:

- Establish a smooth transition to the Centre of Excellence for Integrated Seniors' Services (CEISS)
- Continue the development of a senior-friendly culture of care

Our achievements will be seen in many ways. As always, our first priority is our client and we commit to continued excellence in care. Additionally, we commit to the completion of each phase of the CEISS project on time and on budget, with measurable advancements in safety and independence for our clients through environmental improvements and staff development.

"I struggled with my knee and shoulder every day, but St. Joseph's Hospital helped me continue my exercise routine and recovery schedule."

Joanna Major
SJCG Rheumatic Disease Program Client

ST. JOSEPH'S CARE GROUP PHYSIOTHERAPIST JOANNE KASABOSKI WITH
JOANNA MAJOR, SJCG RHEUMATIC DISEASE PROGRAM CLIENT

moving forward



SISTER LEILA GRECO APARTMENTS NEARING COMPLETION: L-R: SCOTT ANTONEN, PROJECT MANAGER, TURNER & TOWNSEND CM2R INC., PAULINA CHOW, VICE-PRESIDENT, LONG-TERM CARE SERVICES, SJCG AND HEIDI WEST, MANAGER, LONG-TERM CARE COMMUNITY SUPPORT SERVICES, SJCG

We are investing over

\$150,000,000
in capital development

All our Capital Projects are completed as ‘green initiatives’, following the LEED (Leadership in Energy and Environmental Design) framework. We are pleased to provide the following update:

Sister Leila Greco Apartments

The initial component of the CEISS (Centre of Excellence in Integrated Seniors’ Services) Project is the Sister Leila Greco Apartments, nearing completion and with occupancy scheduled for January 2013. This supportive housing building contains 132 apartments, with a full range of support services enabling seniors to live in their own homes as long as possible.

Hogarth Riverview Manor Addition

Site preparation on this significant addition is expected to begin this summer. The completion of this phase of the CEISS project will combine four long-term care homes – Bethammi Nursing Home, Dawson Court, Grandview Lodge and Hogarth Riverview Manor – into one 544-bed facility, developed in home-like 32-bed resident home areas.

East Wing, St. Joseph’s Hospital

Demolition of the former Sister Margaret Smith Centre is underway, with site servicing for the East Wing Addition being installed concurrently. Demolition and site servicing are expected to be completed before winter. The demolition is also a ‘green initiative’, with salvage and recycling in partnership with Habitat for Humanity. The Specialized Mental Health Rehabilitation Program will be located in the East Wing, expanding the physical rehabilitation services offered at St. Joseph’s Hospital to include mental health rehabilitation services.

Seeing our Capital Projects underway and progressing ‘on time and on budget’ is exciting and we look forward to each step on the road to project completion. We know the end result will be a better, healing environment for our clients and a healthier workplace for our staff – supporting our pursuit of excellence and quality client care.

“The significant accomplishments achieved over the year would not have been possible without our skilled and dedicated Management Team and Board of Directors.”

Tracy Buckler, *President & CEO*

Leadership Team

Tracy Buckler President and Chief Executive Officer

Penny Anguish Vice President, Complex Care & Physical Rehabilitation Services & Chief Nursing Officer

Paulina Chow Vice President, Long-Term Care Services

Doug Demeo Vice President, Human Resources

Barry Potter Vice President, Finance and Corporate Services

Janet Sillman Vice President, Mental Health and Addiction Services

Bruce Sutton Vice President, Informatics and Chief Information Officer

2011/12 Board of Directors

Ray Halverson	Chair
Gary Johnson	Vice Chair
Myrna Letourneau	Past Chair
Tracy Buckler	President and CEO
Penny Anguish	Chief Nursing Officer
Dr. Geoff Davis	Chief of Staff
Dr. Suzanne Allain	President of Medical Staff
Brian McKinnon	Representative of City Council
Susan Tennier	Representative of Auxiliary to SJCG

Sister Dolores Turgeon	Representatives of The Sisters of St. Joseph
Sister Alice Greer	
Lil Bergamo	Representative of the CHCO
Patrick Charlebois	Representative of the Bishop
Jocelyn Huculak	Representative of St. Joseph's Foundation of Thunder Bay

Members

Maureen Brophy	Linda Pauliuk
Robert Chambers	Doris Rossi
Brian Collins	Barb Spadoni
Grace Martineau	Tamara Wylie
Terry-Lynn Miettinen	

Honourary Members

Ruth Callon	Guy O'Brien
Don Caron	Dick O'Donnell

Management Team

Behavioural Sciences Centre

Walter Martin	Behavioural Sciences Centre
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Communications

Sharron Owen	Communications
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Complex Care & Physical Rehabilitation

Mary Adams	Special Rehabilitation Services
Janine Black	Integrated Seniors Services
Deb Emery	Pharmacy Services
Susan Franchi	Service Integration & Utilization
Bev Gellert	Inpatient Complex Care Programs
Marianne Kulp	Chronic Disease & Clinical Support Services
Marianne Larson	Hospice/Palliative Care & Specialized Services
Scott Munro	General Rehabilitation Services
Trish Nelson	Physical Rehabilitation Programs
Nicola Novak	Diabetes Health Thunder Bay
Gail O'Quinn	Transition & Extensive Services
Debbie Warpula	Medically Complex & Reactivation Services

Finance and Corporate Services

Glenn Berst	Building Services
John Corcoran	Environmental Services
Allan Hensel	Materiel Management
Dan Humar	Financial Services
Lisa Lamore	Financial Services
Brenda Marshall	Nutrition and Food Services
David Vaccher	Building Services

Human Resources

Linda Belcamino	Learning & Professional Practice
Gary Duguid	Security and Parking
Allison Hill	Recruitment/Retention and Volunteer Services
Michelle Knudson	Occupational Health & Wellness
Kim Leach	Infection Control & Client Safety
Kelly Morris	Research Ethics
Shelley Peirce	Occupational Safety & WSIB Claims Management
Sophie Regalado	Library Services
Tom Shortreed	Employee Relations
Nicole Tittley	Health, Safety & Risk Services
Gerl Vainionpaa	Learning, Research and Professional Practice

Information Services

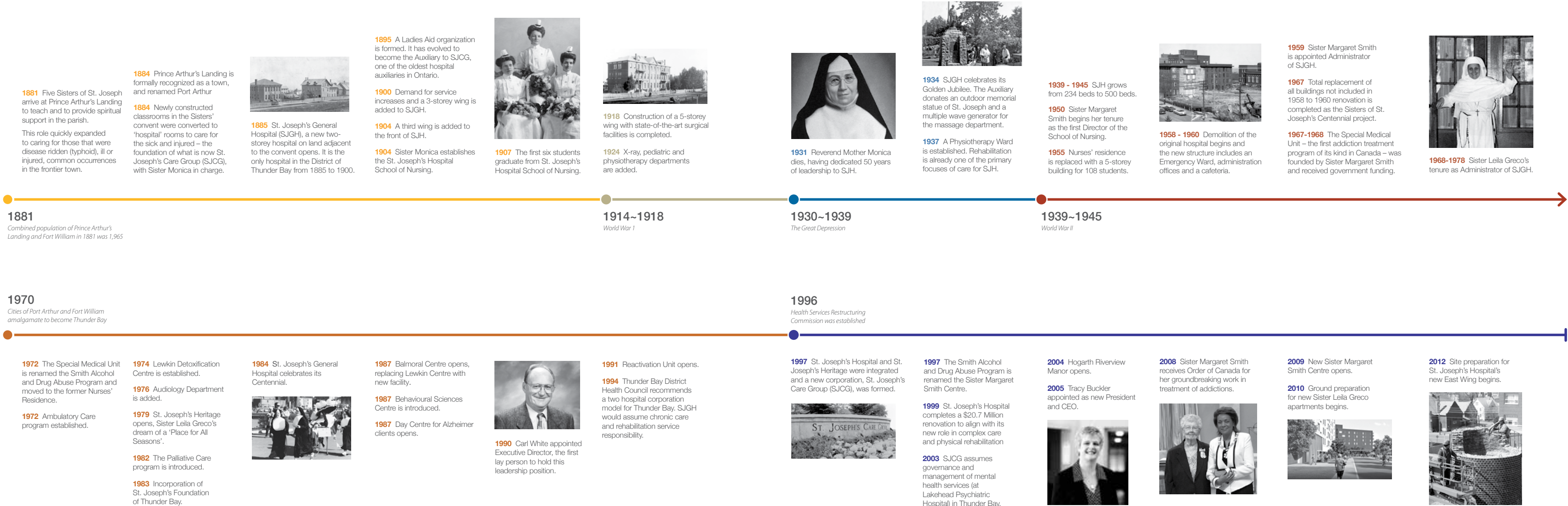
Dan Beaudry	Information Technology
John Barro	Network Operations
Dawn Bubar	Information Systems
Shelby Poletti	Quality and Performance
Vicki Polischuk	Health Records & Central Registration
Jody Schmidt	Information Systems & Integration Development

Long-Term Care Services

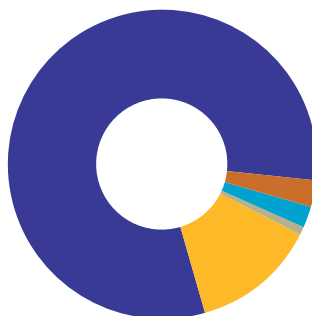
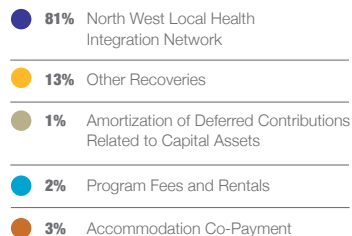
Lydia Harris	Hogarth Riverview Manor
Pat Lovis	Bethammi Nursing Home
Vickie Scholtens	P.R. Cook Apartments/Housing
Meaghan Sharp	Hogarth Riverview Manor
Nadia Thatcher	Bethammi Nursing Home
Heidi West	Long-Term Care Community Support Programs

Mental Health and Addiction Services

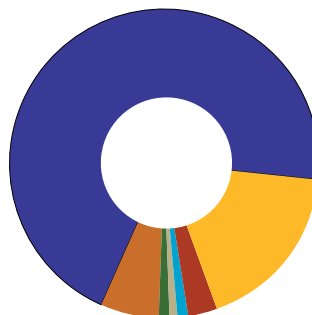
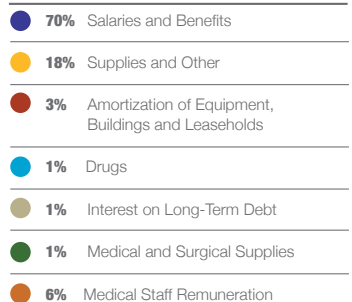
Nancy Black	Concurrent Disorders Services
David Engberg	Case Management
Dr. Lois Hutchinson	Senior Medical Director, Mental Health & Addiction Services and Chief of Psychiatry
Norma Jackson	Residential and Clinical Programs
Tammy McKinnon	Outpatient Mental Health
Dr. Mary Ann Mountain	Community Mental Health
Earla Navratil	Dementia Care
Pat Paradis	Mental Health Rehabilitation Programs
Mary Perkovic	Acute & Rehabilitation Mental Health
Mary Ann Unger	Crisis and Outreach Programs



Revenue



Expenses



Statement of Operations

in thousands of dollars

Revenue	2012	2011
North West Local Health Integration Network	\$108,172	\$105,801
Accommodation Co-Payment	\$4,797	\$5,008
Program Fees and Rentals	\$2,124	\$2,107
Amortization of Deferred Contributions Related to Capital Assets	\$1,643	\$1,634
Other Recoveries	\$17,351	\$18,375
TOTAL	\$134,087	\$132,925

Expenses	2012	2011
Amortization of Equipment, Buildings and Leaseholds	\$4,145	\$4,049
Drugs	\$1,271	\$1,178
Interest on Long-Term Debt	\$669	\$688
Medical and Surgical Supplies	\$1,268	\$1,433
Medical Staff Remuneration	\$8,031	\$7,638
Salaries and Benefits	\$92,383	\$91,507
Supplies and Other	\$23,378	\$24,523
TOTAL	\$131,145	\$131,016

Excess of Revenue over Expenses	\$2,942	\$1,909
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