our values

I CARE™
Integrity  Compassion  Accountability  Respect  Excellence

our vision
Leading the way in specialized Complex Continuing Care.

our mission
Runnymede Healthcare Centre provides care for adults with neurological disorders, other chronic illnesses and palliative needs through collaboration and partnership. Runnymede Healthcare Centre’s innovative, interdisciplinary approach improves the quality of life for each patient.

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Leadership, governance and accountability

Leadership, governance and accountability was the mantra that inspired our entire organization over the last twelve months. Initiatives from the past year have had a profound impact on Runnymede Healthcare Centre. Investments and improvements have been made throughout the hospital.

In April 2007 Runnymede Healthcare Centre developed a strategic direction, along with mission, vision and value statements. To do so we welcomed input from internal sources including the board, physicians, staff, volunteers and families. We also sought out the opinions of external stakeholders such as community leaders, and healthcare and community healthcare providers. The documents we have drafted will guide us as we move forward over the next five years positioning Runnymede Healthcare Centre as a leader in the area of complex continuing care.

The newly developed board governance manual helped catapult us into the future as well. It will be used to inspire effective leadership and outlines the roles and responsibilities of the board.

In June 2006 Runnymede Healthcare Centre received a three-year accreditation award from the Canadian Council on Health Services Accreditation. This process, coupled with the significant investments and changes now in place throughout the organization will pave the way for success as we transition to our new facility.

The need for leadership has never been more apparent. Through the board and senior management we will continue to strive for excellence while planning the new hospital, and ensuring a financially viable and accountable organization. Our job has just begun. Preparation for the future goes beyond the mere bricks and mortar of the project. Complex continuing care in Ontario increasingly imposes the need for extensive resources and utilization. Runnymede Healthcare Centre is no exception. We have one of the most complex patient populations in the province. We recognize that the dedicated board, staff and volunteers have provided guidance and delivered specialized care under harsh physical and fiscal constraints. However, with the imminent development of our new hospital, Runnymede Healthcare Centre’s future has never been brighter.

Susan Grant, Chair
Board of Directors

Connie Dejak
President & Chief Executive Officer

Development milestones

- August 9, 2006 – On-site announcement by Minister of Health and Long-Term Care George Smitherman and Minister of Public Infrastructure Renewal David Caplan to redevelop Runnymede Healthcare Centre into a state-of-the-art facility.
- September 27, 2006 – Advised that construction is anticipated to begin the first quarter of 2008.
- Process accelerated with construction to begin Fall 2007.
- January 10, 2007 – Accountability agreements signed with Runnymede Healthcare Centre’s Board of Directors and Infrastructure Ontario.
- Fall 2007 – Construction to begin.
The Ontario Government’s August 9, 2006 announcement of our new, state-of-the-art hospital put a stop to a series of reversals that began with an initial approval in 1987, followed by two legal directives to close, an order to change mandate, and successive delays and indecision.

Twenty years of uncertainty has ended for our patients who depend on specialized care for diseases like Multiple Sclerosis, Huntington’s disease, and Alzheimer’s.

The new 200-bed, four-storey (178,000 sq. ft.) hospital will replace our existing 95-bed facility. It will be designed to provide optimal space allowing for the expansion of our clinical and medical services and programs. Gracing the new hospital will be 116 spacious patient rooms complete with private bathrooms, large therapy rooms, a town square and gathering room, a chapel, gift shop, two open-air courtyards, and wheelchair accessible therapy garden.

Construction is slated to begin this coming Fall – a century after the construction of the school that has housed the hospital. Finally, Runnymede will have a facility that suits its needs, and matches the excellence of the care it provides.

Completion of construction is expected in 2010 and the Ministry of Health and Long-Term Care capital funding costs are at 90% of eligible construction costs and 100% of planning and design costs.

The new Runnymede also hopes to offer day hospital services for patients who do not require permanent admission.

Before stricken by illness, our patients had made important contributions to family, community and society. With this new facility, we’ll be able to slow the decline in their health, help them be more self-sufficient, and offer them the medical services to live out the rest of their lives in the comfort and dignity they deserve.

Not just better, but more effectively and less expensively than other hospitals. Runnymede can provide the treatment and care needed by individuals with chronic illnesses at less than a third of the daily cost of care in an acute care facility.
It was a productive and rewarding year for Runnymede Healthcare Centre with many key decisions made, initiatives launched and goals achieved. 

First and foremost we are proud to announce that in 2006, Runnymede Healthcare Centre was successful in receiving a three-year accreditation award from the Canadian Council of Health Services Accreditation (CCHSA). Accreditation is a process where healthcare organizations are evaluated against national standards of excellence in order to continually improve standards of care. 

Patient safety and performance levels were enhanced after working through the five accreditation teams and developing a balanced scorecard. Controls were fine-tuned, raising the effectiveness and quality of care we provide throughout our facility. Major investments were made in clinical care, human resources and our finance department. Additional programs and services were implemented, once again having a positive impact on the hospital’s operations and its delivery of specialty care.

Further strides were taken to raise the profile of Runnymede Healthcare Centre in the community, including the fostering of partnerships with many new healthcare providers and agencies. 

Perhaps our greatest accomplishment was receiving the approval to proceed with construction of the new hospital. Runnymede is now moving forward with Infrastructure Ontario and Ministry of Health and Long-Term Care to ensure the necessary governance mechanisms are all in place to monitor the construction timelines and costs. 

Finally, as a group, we all feel a great sense of pride and accomplishment knowing that the future of the hospital has now been secured, and that the delivery of excellent care our hospital is known for, can continue for many years to come.
Marget Leduc, Chief Nursing Executive

Over the past year we responded to significant changes in our patient profile to meet the needs of more medically complex patients. Our team of dedicated professionals successfully implemented quality improvement and safety initiatives in the following areas:

**Safe Patient Handling Program**
Ceiling lifts were installed in all patient rooms to prevent injury and promote a culture of safety. We are part of a multi-site study conducted by the Ministry of Health and Long-Term Care to evaluate the effectiveness of ceiling lifts in the prevention of injury.

**Wound Care Management**
Runnymede’s clinical team worked with Smith & Nephew to develop a comprehensive wound care protocol. This protocol helps us maintain our high standard of wound care and according to the Canadian Institute for Health Information (CIHI) data we consistently score higher than our peer comparators across the province.

**E-Health – Emerging Initiative**
Runnymede has made significant investments in IT infrastructure and education. We have commenced an initiative that will see all healthcare records stored electronically. The new Electronic Health Record (EHR) initiative will provide a secure and private record of each patient’s health history and care within the hospital.

**Inter-professional Mentorship Opportunities**
We continue to partner with colleges and universities nation-wide and have increased the number of clinical placements offered to students.

**Nursing Initiatives**
Runnymede would like to acknowledge the new graduate and late career grants from the Nursing Secretariat that allowed us to provide new graduates with extended orientation and late career nurses with opportunities to experience new areas of practice.

“We were able to successfully transition 50% more patients back into the community as compared to previous years.”

Marget Leduc
Chief Nursing Executive
Our “Circle of Care” is a comprehensive assessment of the individual’s whole health needs—body, mind and spirit. Through a team approach, a plan of care is developed and implemented with the patient at the centre of the care circle.

Runnymede provides complex continuing care, palliative care, and respite care through a broad range of inpatient services. We serve people with multiple clinical diagnosis including, but not limited to, severe stroke, advanced dementia, moderate to severe brain injury, as well as advanced degenerative neuromuscular diseases specializing in Multiple Sclerosis and Huntington’s disease. Our patients are referred to us from health care organizations and community care access centers primarily in the Greater Toronto Area.

The average length of stay for each patient at Runnymede is 330 days.

Central to these programs are the comprehensive clinical services offered, including:

**Circle of Care**

- **Medical**
- **Pharmacy**
- **Nursing**
- **Physiotherapy**
- **Occupational Therapy**
- **Activity Therapy**
- **Clinical Nutrition**
- **Volunteers**
- **Speech Language Pathology**
- **Social Services**

“Activity Therapy helps people of all ages and backgrounds to get well by contributing to a healthier mind and body.”

Stella Nieckarz
Director, Activity Therapy
Patient Services

- We respect each patient’s unique care needs, perspectives about health and ethnic diversity and empower patients and their families to participate in care decisions across the continuum of care.
- The team works collaboratively performing ongoing assessments to ensure that the care provided meets the needs of the patient.
- Taking the lead in safe practices, we are committed to ensuring the advancement of safe medication use for our patients. We are members of the Institute for Safe Medication Practices (ISMP).
- We develop individualized treatments to promote optimal physical function and independence. A fitness group program is offered to assist patients to achieve these goals.
- We ensure specialized seating adaptive equipment and/or make changes to the patient’s environment to improve safety and independence.
- All patients at Runnymede receive specialized nutritional care in two key areas: dysphasia (swallowing difficulty) management and enteral (tube feeding).
- Our approach strives to see that each patient is managing at his or her optimal potential in the areas of communication and swallowing.
- We provide therapeutic recreation programs including community out trips enabling patients to remain active in the broader community and maintain a sense of wellness.
- We provide a smooth transition to Runnymede throughout the admissions process. Individual and family counseling provides support in dealing with the emotional strain associated with hospitalization.
- Our Restorative Feeding Program provides an enjoyable dining experience while meeting therapeutic goals in a group setting.
- The Resident/Family Council enables both patients and family members to communicate directly with our senior management team based on patient centered goals.
- Runnymede is fortunate to have a strong and thriving core of over 100 volunteers and numerous community organizations who have donated their time and whose positive impact is felt on a daily basis.

“A person’s ability to speak or communicate effectively and to eat and drink safely are essential aspects to maintaining a good quality of life.”

Lisa Dess
Director, Allied Health
Auditors’ Report

To the Board of Directors and Members
Runnymede Healthcare Centre

The accompanying summarized balance sheet and statement of operations are derived from the complete financial statements of Runnymede Healthcare Centre (the “Hospital”) as at March 31, 2007 and for the year then ended on which we expressed an opinion without reservation in our report dated June 8, 2007. The fair summarization of the complete financial statements 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 summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements as accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the Hospital’s financial position, changes in net assets, results of operations and changes in financial position, reference should be made to the related complete financial statements.

Deloitte & Touche LLP
Chartered Accountants
Licensed Public Accountants

Toronto, Ontario
June 8, 2007

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### Summarized Balance Sheet

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<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
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</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
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<tr>
<td>Current</td>
<td></td>
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<tr>
<td>Cash</td>
<td>$1,288,421</td>
<td>$1,435,993</td>
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<td>Accounts receivable</td>
<td>753,919</td>
<td>2,055,557</td>
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<td>Inventories and prepaid expenses</td>
<td>159,880</td>
<td>98,105</td>
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<td>2,202,120</td>
<td>3,589,655</td>
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<td>Investments and Funds Held In Trust</td>
<td>18,205,575</td>
<td>18,580,990</td>
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<td>Capital Assets</td>
<td>7,638,617</td>
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<td>$29,046,312</td>
<td>28,875,248</td>
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<tr>
<td><strong>Liabilities and Net Assets</strong></td>
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<tr>
<td>Current</td>
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<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$3,011,521</td>
<td>3,829,017</td>
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<td>Deferred operating revenue</td>
<td>172,137</td>
<td>209,458</td>
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<td>Deferred Contributions</td>
<td>13,784,039</td>
<td>13,617,088</td>
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<td>Accrued Benefit Liability</td>
<td>482,600</td>
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<td>17,450,297</td>
<td>18,122,670</td>
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<td><strong>Net Assets</strong></td>
<td>11,596,015</td>
<td>10,752,578</td>
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<td>$29,046,312</td>
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### Summarized Statement of Operations

Year ended March 31, 2007

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<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
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<td>Ministry of Health and Long-Term Care (“MOHLTC”)</td>
<td>$12,209,128</td>
<td>$11,682,784</td>
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<td>Co-payment and differential semi-private income</td>
<td>1,267,423</td>
<td>1,167,418</td>
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<td>Investment income</td>
<td>354,533</td>
<td>503,878</td>
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<td>Other</td>
<td>320,273</td>
<td>404,511</td>
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<td></td>
<td>14,351,357</td>
<td>13,758,591</td>
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<td><strong>Expenses</strong></td>
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<td>Salaries and employee benefits</td>
<td>10,676,755</td>
<td>11,143,705</td>
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<td>Supplies and drugs</td>
<td>925,844</td>
<td>948,469</td>
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<tr>
<td>Food and dietary supplies</td>
<td>383,144</td>
<td>357,969</td>
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<tr>
<td>Maintenance, operations and amortization</td>
<td>904,136</td>
<td>926,851</td>
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<td>Administration</td>
<td>1,018,041</td>
<td>1,249,086</td>
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<td></td>
<td>13,507,920</td>
<td>14,626,085</td>
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<tr>
<td><strong>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR</strong></td>
<td>$843,437</td>
<td>($967,488)</td>
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</table>
Having lived in this community all our lives we were thankful that Runnymede was there for us in our time of need. I know my husband has received excellent care.

Apolonnia Farrugia with her husband, Joe Farrugia
Runnymede Healthcare Centre

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