



**MUSKOKA ALGONQUIN**  
**HEALTHCARE**

# 2011 - 2012 ANNUAL REPORT

Proudly Serving our Communities – Delivering Best Patient Outcomes  
with High Standards and Compassion

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[www.mahc.ca](http://www.mahc.ca)

Huntsville District Memorial Hospital Site  
100 Frank Miller Drive,  
Huntsville, Ontario P1H 1H7

South Muskoka Memorial Hospital Site  
75 Ann Street,  
Bracebridge, Ontario P1L 2E4



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# ANNUAL GENERAL MEETING

Monday, June 18, 2012 - 7:00 p.m.  
Active Living Centre, Huntsville

## AGENDA

- |   |                      |
|---|----------------------|
| 1. Welcome  | Mr. Sven Miglin      |
| 2. Call to Order  | Mr. Sven Miglin      |
| 3. Approval of Agenda   | Mr. Sven Miglin      |
| 4. Approval of the Minutes of the Previous Annual General Meeting | Mr. Sven Miglin      |
| 5. Report of the Board Chair                                      | Mr. Sven Miglin      |
| 6. Report of the Chief Executive Officer                          | Natalie Bubela       |
| 7. Strategic Planning Committee Report                            | Mr. William Garriock |
| 8. Report of the Chief of Staff                                   | Dr. Jan Goossens     |
| 9. Quality & Patient Safety Committee Report                      | Mr. Larry Saunders   |
| 10. Governance Committee Report                                   | Mrs. Evelyn Brown    |
| 11. Nomination's Committee Report                                 | Mrs. Catherine King  |
| ↳ Election of Directors   |                      |
| ↳ Director Recognition  |                      |
| 12. Audit Committee Report  | Mr. John Sinclair    |
| ↳ Presentation of 2011-12 Financial Statements                    |                      |
| ↳ Appointment of Auditors   |                      |
| 13. Affiliated Organization Remarks                               |                      |
| ↳ South Muskoka Hospital Foundation                               | Mr. George Edwards   |
| ↳ Huntsville District Memorial Hospital Foundation                | Mrs. Debi Davis      |
| 14. Resources Committee Report                                    | Mr. Charles Forret   |
| ↳ Presentation of Board Award of Excellence                       |                      |
| 15. Termination of Meeting  | Mr. Sven Miglin      |

### Save The Date!

MAHC Annual General Meeting 2013 - Monday, June 24, 2013

*Location to be announced.*

# PREVIOUS MINUTES OF JUNE 20, 2011

**MINUTES OF THE ANNUAL GENERAL MEETING  
MEMBERS OF THE CORPORATION,  
MUSKOKA ALGONQUIN HEALTHCARE  
MONDAY, JUNE 20, 2011, 7:00 P.M.  
Rotary Centre for Youth, Bracebridge, Ontario**

*Approval Pending*

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Mr. Sven Miglin, Chair of the Board of Directors called the 6<sup>th</sup> annual meeting of the Corporation of Muskoka Algonquin Healthcare to order at 7:05 pm and declared the meeting duly constituted with a quorum present for the transaction of business.

It was moved, seconded and carried **THAT THE AGENDA BE ADOPTED AS CIRCULATED.**

1. Previous Minutes

The minutes of the previous annual meeting were provided to all in attendance along with the Annual Report. Copies of the Annual Report are available from Administration. There was no business arising from the minutes of the previous annual meeting.

It was moved, seconded and carried **THAT THE MINUTES OF THE JUNE 28, 2010 ANNUAL GENERAL MEETING OF THE CORPORATION OF MUSKOKA ALGONQUIN HEALTHCARE BE ADOPTED AS CIRCULATED.**

2. Report of the Board Chair and Chief Executive Officer

The Chair introduced the Annual Report and highlighted portions of the written report of the Board Chair and Chief Executive Officer noting that quality care and safety remain paramount. N. Bubela also spoke to the report briefly highlighting the excellent work within the organization related to process improvement initiatives and that the hard work is clearly demonstrated by the outstanding patient satisfaction results. Also noted and appreciated were all of the truly dedicated and committed staff, physicians and volunteers.

3. Report of the Chief of Staff

Dr. David Mathies presented his seventeenth and final report to the Annual General Meeting as Chief of Staff. Dr. Mathies thanked the Board of directors, the hospital staff, and the medical staff for their on-going support.

4. Board Committee Reports

Brief reports were provided by the Chairs of the Quality & Patient Safety Committee, the Resources & Accountability Committee, the Strategic Planning Committee and the Governance & Community Relations Committee. The reports were included in the Annual Report.

It was moved seconded and carried **THAT THE FOLLOWING BE RECEIVED:**

- **REPORT OF THE BOARD CHAIR & CHIEF EXECUTIVE OFFICER**
- **REPORT OF THE CHIEF OF STAFF**
- **REPORT OF THE QUALITY & PATIENT SAFETY COMMITTEE**
- **REPORT OF THE RESOURCES AND ACCOUNTABILITY COMMITTEE**
- **REPORT OF THE STRATEGIC PLANNING COMMITTEE**
- **REPORT OF THE GOVERNANCE & COMMUNITY RELATIONS COMMITTEE.**

5. Bylaw Revision

Mrs. Evelyn Brown outlined the proposed changes to the Bylaw explaining that the amendments stemmed from a robust governance review undertaken over the past year as part of the Board's commitment to continuous governance improvement and to ensure best practice and compliance with legislation.

It was moved seconded and carried **THAT THE FOLLOWING MEMBERS OF THE CORPORATION APPROVE THE REVISIONS TO THE FOLLOWING ARTICLES IN THE MUSKOKA ALGONQUIN HEALTHCARE BYLAW:**

- **1.01 DEFINITIONS: REVISION TO EXTENDED CLASS NURSING STAFF AND ADDITION OF THE EXCELLENT CARE FOR ALL ACT.**
- **1.03 MEETINGS AND VOTING: DELETION OF SECTION AND PROVISION ADDED TO APPLICABLE SECTIONS**
- **2.01(A - D) CATEGORIES OF MEMBERS: AMENDED TO PROVIDE ONLY FOR TERM MEMBERS.**
- **2.04 TERMINATION OF TERM MEMBERS: DELETION OF SECTION**
- **2.06 TERMINATION OF NON-VOTING EX-OFFICIO MEMBERSHIP: DELETION OF SECTION**

- **3.02 SPECIAL MEETINGS: REVISED LANGUAGE**
- **3.04 VOTING: REVISED LANGUAGE**
- **3.06 QUORUM: REVISED LANGUAGE**
- **3.08 BUSINESS AT ANNUAL MEETING: REVISED TO INCLUDE REPORT OF THE NOMINATIONS COMMITTEE**
- **4.01 – 4.04 NOMINATIONS: REVISED LANGUAGE**
- **4.09 – 4.12 ROLE AND RESPONSIBILITY OF THE BOARD: REVISED LANGUAGE**
- **4.13 GUIDELINES FOR THE NOMINATION OF DIRECTORS: DELETION OF SECTION.**
- **6.03 PROCEDURES FOR BOARD MEETINGS: DELETION OF SECTION**
- **6.04 – 6.06 – REGULAR AND SPECIAL MEETINGS OF THE BOARD: REVISED LANGUAGE**
- **ARTICLE 7 – COMMITTEES OF THE BOARD: MAINTAIN SEPARATE STANDING COMMITTEES FOR BOTH RESOURCES AND AUDIT COMMITTEE. THE RESPONSIBILITIES OF THE AUDIT COMMITTEE WILL BE REMOVED FROM THE BYLAW AND PUT INTO POLICY.**
- **ARTICLE 9 – PROGRAMS: DELETION OF SECTION.**

6. Nominations Report - Election and Appointment

Mrs. Evelyn Brown presented the Nominations Committee Report noting the loss of Ms. Leigh Fettes, Ms. Lyndsay Jeanes, Mrs. Gayle Mackay, Mr. Tim Withey and Mr. Mike Provan. These individuals were thanked for their significant contributions to the Board of Directors during their terms.

It was moved seconded and carried **THAT THE MEMBERS OF THE CORPORATION APPROVE THE FOLLOWING SLATE OF DIRECTORS, WITH LENGTHS OF TERMS AS NOTED:**

- **PHIL MATTHEWS FOR A TWO YEAR TERM ENDING 2013;**
- **RICK DURST FOR A TWO YEAR TERM ENDING 2013;**
- **CHARLIE FORRET FOR A THREE YEAR TERM ENDING 2015;**
- **JOHN SINCLAIR FOR A THREE YEAR TERM ENDING 2015;**
- **CATHERINE KING FOR A THREE YEAR TERM ENDING 2015;**
- **GREG EVANS FOR A THREE YEAR TERM ENDING 2015;**
- **ERIC SPINKS FOR A ONE YEAR TERM ENDING 2012.**

7. Report of the Audit Committee

Mr. John Sinclair presented the Audited Financial Statements for the fiscal year ending March 31, 2011. Mr. Sinclair outlined the audit process, audit findings and noted satisfaction in terms of the results of the testing conducted. No difficulties were encountered during the execution phase of the process and no significant weaknesses were discovered. From the perspective of the Audit Committee the year was a great success in terms of the audit process.

At the Annual General Meeting, it is the responsibility of the Members of the Corporation to appoint the corporate auditors for the coming year. The Board of Directors recommended that reappointment of KPMG in this capacity.

It was moved seconded and carried **THAT KPMG BE REAPPOINTED AS AUDITOR OF MUSKOKA ALGONQUIN HEALTHCARE FOR THE FISCAL YEAR 2011 – 2012 WITH REMUNERATION TO BE FIXED BY THE AUDIT COMMITTEE OF THE BOARD OF DIRECTORS.**

8. Affiliated Organization Remarks

The Chair welcomed the representatives from the MAHC Foundations and Auxiliaries and extended appreciation for their continued hard work and support of Muskoka Algonquin Healthcare. Mrs. Flo Adams, Mrs. Helen Sparks, Mrs. Debi Davis and Mr. Doug Lamb spoke to their respective organization reports as provided in the Annual Report.

The Chair thanked each of the representatives and stated that no words can express how much their contribution means to the success of Muskoka Algonquin Healthcare.

9. Board Award of Excellence

Mr. Larry Saunders and Mr. Sven Miglin outlined the purpose and criteria for nominations for the Board Award of Excellence. The call for peer-nominations commenced March 3<sup>rd</sup> and a total of 14 nominations were received. All fourteen nominees were thanked and noted for their terrific contribution and support to the organization. The 2011 Board Award of Excellence was presented to Kim Nelson, Robert Hughes, Bonnie Hopson, and Bev Leslie-Suddaby.

10. Meeting Termination

It was moved seconded and carried **THAT THE 2011 ANNUAL GENERAL MEETING BE TERMINATED AT 8:29 P.M.**

# REPORT OF THE BOARD CHAIR & CEO

We are pleased to present Muskoka Algonquin Healthcare's (MAHC) Annual Report for the fiscal year ending March 31, 2012 that clearly demonstrates that our commitment to providing safe quality care remains firmly in place.

A wise person has said that the only constant is change. We need look no further than our own organization for evidence of the truth of that aphorism. It has been another exciting year of change at Muskoka Algonquin Healthcare, one marked by the achievement of some major milestones. We laid the foundation for a new three-year Strategic Plan, exceeded a balanced operating budget position for the second consecutive year, successfully completed the Accreditation Canada process and continued to receive outstanding patient satisfaction survey results. Not to mention continuing to build on Muskoka Algonquin Healthcare's strong reputation of providing high quality and safe care for our communities as evidenced with the successful implementation of the Quality Improvement Plan and Patient Safety Plan.

Muskoka Algonquin Healthcare has always accepted and welcomed change confidently because we have seen it as an opportunity to improve what we do. The calibre, integrity, and loyalty of our physicians, staff and volunteers give us the confidence and solid foundation we need to deal with change. Our confidence also rests in the support, co-operation, and encouragement from the communities we serve. We also have confidence in our record of past achievements and successes. All of these reasons combined allow us to continue to meet the challenge of constant change by anticipating, planning, and directing our own progress towards "making things better" being

optimistic and being inspired to a visionary perspective of the future.

Looking forward, we are certainly inspired by the number of exciting projects that are underway. The organization is in the initial stages of developing a Clinical Services Plan that will help define the scope of services and programs offered across Muskoka Algonquin Healthcare. As well, an important focus on connecting people and care with technology will assist us in creating a seamless and integrated communication network for our patients, their families, the care team and the health care system. To achieve many of our goals we will need to ensure we continue to develop partnerships and collaborate across the system with innovative thinking while finding the right balance between being fiscally responsible and providing the services that our communities need.

Muskoka Algonquin Healthcare is exceptionally fortunate to be part of your community and because of your on-going generous support we are able to continue to focus on excellence, quality and safety. For that we thank you.

On behalf of the Board of Directors and Senior Leadership Team, we would like to express our sincere thanks and appreciation to all of those who have vested in us your trust and support, and who have given us necessary confidence to continue to meet the challenges of our constantly changing industry.

Respectfully submitted,  
Sven Miglin, Chair - Board of Directors &  
Natalie Bubela - Chief Executive Officer

## 2011-2012 Board of Directors

### *Elected Directors*

Mr. Sven Miglin, Chair  
Mr. Larry Saunders, Vice-Chair  
Mr. Charlie Forret, Treasurer  
Mrs. Evelyn Brown  
Mr. Rick Durst  
Mr. Gregg Evans  
Mr. William Garriock  
Mrs. Catherine King  
Mr. Philip Matthews  
Mr. John Sinclair  
Mr. Eric Spinks  
Mr. Wayne Twaits

### *Ex-Officio Directors*

Mrs. Natalie Bubela, CEO  
Dr. Jan Goossens, Chief of Staff  
Dr. Nancy Bozek, President, Medical Staff  
Dr. Adam MacLennan, Vice-President, Medical Staff  
Mrs. Bev McFarlane, Chief Nursing Officer

# STRATEGIC PLANNING COMMITTEE REPORT

The Strategic Planning Committee is a standing committee of the board of directors whose purpose is to assist the Board and Chief Executive Officer in setting and maintaining the strategic directions for Muskoka Algonquin Healthcare.

A Strategic Plan is important for MAHC as it serves as the organization's road map, guiding annual corporate initiatives and providing a framework for deciding the best way to allocate resources and determine priorities to achieve goals.

Through the summer of 2011, numerous sessions were conducted with stakeholders both within the Hospital and in the communities served by MAHC. These included planning sessions with members of the Board of Directors and Senior Leadership Team to develop the Framework (Mission, Vision, Values and Strategic Areas). Also included were a significant number of engagement sessions with staff, physicians, volunteers and members of the public complemented by survey engagement activities. One-on-one interviews with key stakeholders, such as senior staff and physicians within MAHC, as well as a number of health care provider partners were conducted. These discussions assisted in generating the Framework for MAHC and to determine the five critical Strategic Areas that must be focused on to achieve the Vision.

An Environmental Scan was also completed that included a close examination of demographic factors such as population forecasts and health indicators throughout the region and the potential impact these could have on the services provided or planned for.

Based on the data gathering and analysis, Muskoka Algonquin Healthcare has refreshed the Mission and developed a new Vision and Values. These collectively form the basis for everything MAHC does for the patients, families, physicians, staff, communities and partners.

I am proud to present to you Muskoka Algonquin Healthcare's 2012-2014 Strategic Plan - it is a solid, meaningful and forward-looking plan of action that will support future growth and enhance the services and care provided to the communities we serve.

## Our Mission

**Proudly Serving our Communities – Delivering Best Patient Outcomes with High Standards and Compassion.**

Muskoka Algonquin Healthcare (MAHC) is a multi-site community health care organization with acute care hospitals in Bracebridge and Huntsville supported by core services as defined by the Clinical Services Plan. MAHC actively works to provide access to other services through triage and transportation.

## Our Vision

**Outstanding Care – People Focused**

MAHC delivers outstanding care and positively impacts the lives of its patients and communities every day. MAHC is focused on delivering people-centered care and building a team that delivers superior health care.

## Our Values

Communicating the organization's core values and mandate broadly and effectively will help to attract the most capable professionals. An environment that is focused on measurable quality and safety excellence and rooted in demonstrable personal integrity will help provide the best healthcare to the communities served.

While proudly serving its communities, everyone at MAHC has 'A **ROLE**' to play in providing outstanding care that is people focused.

MAHC's Core Values are:

### Accountability:

Accepting personal responsibility for achieving our goals.

### Respect:

Respecting those we serve, each other, ensuring we maintain the highest level of privacy protection.

### Optimism:

Believing in our ability to make a difference in our community.

### Leadership:

Communicating clear direction and inspiring people to make a difference.

### Engagement:

Building strength and commitment through honesty and integrity.

## Strategic Areas – A Plan for Success

Beyond defining the vision going forward and the determination and launching of the five strategic areas necessary to fulfill that vision, MAHC carefully weighed the expected outcomes for each strategic area, identified the objectives of key importance, specified measures of success and set targets.

By drawing input from stakeholders and external specialists, MAHC has determined its future direction as guided by the following five core Strategic Areas.

- Quality Care & Safety
- Partnerships & Collaboration
- Sustainable Future
- People
- Education & Innovation

Each of the strategic areas has clear objectives – 11 in total across the five areas. The objectives clarify annual priorities and collectively ensure realization of the Vision.

## Three Key Objectives

Within this plan, 3 key objectives are critical to be addressed first in order to provide the base to continue to deliver outstanding



care and successful attainment of the Strategic Plan and day-to-day operations.

**Information Management/Information Technology (IM/IT) Plan** is key to achieving quality care, delivery of a sustainable future and supporting MAHC's people. A comprehensive revitalization of the IM/IT needs to be completed in order to facilitate successful implementation of the Strategic Plan.

The **Long Range Facilities Plan (Master Plan) and Clinical Services Plan** – the core services that MAHC will concentrate on, reviewing the environmental scan and beginning work on determining what MAHC will be in the future. Given healthcare spending and budget constraints, MAHC cannot be all things to all people and will need to determine its areas of focus. In addition, given the lead time to plan, gain approval for and renovate existing or build new, MAHC will review the need for new or expanded facilities as part of the Master Plan.

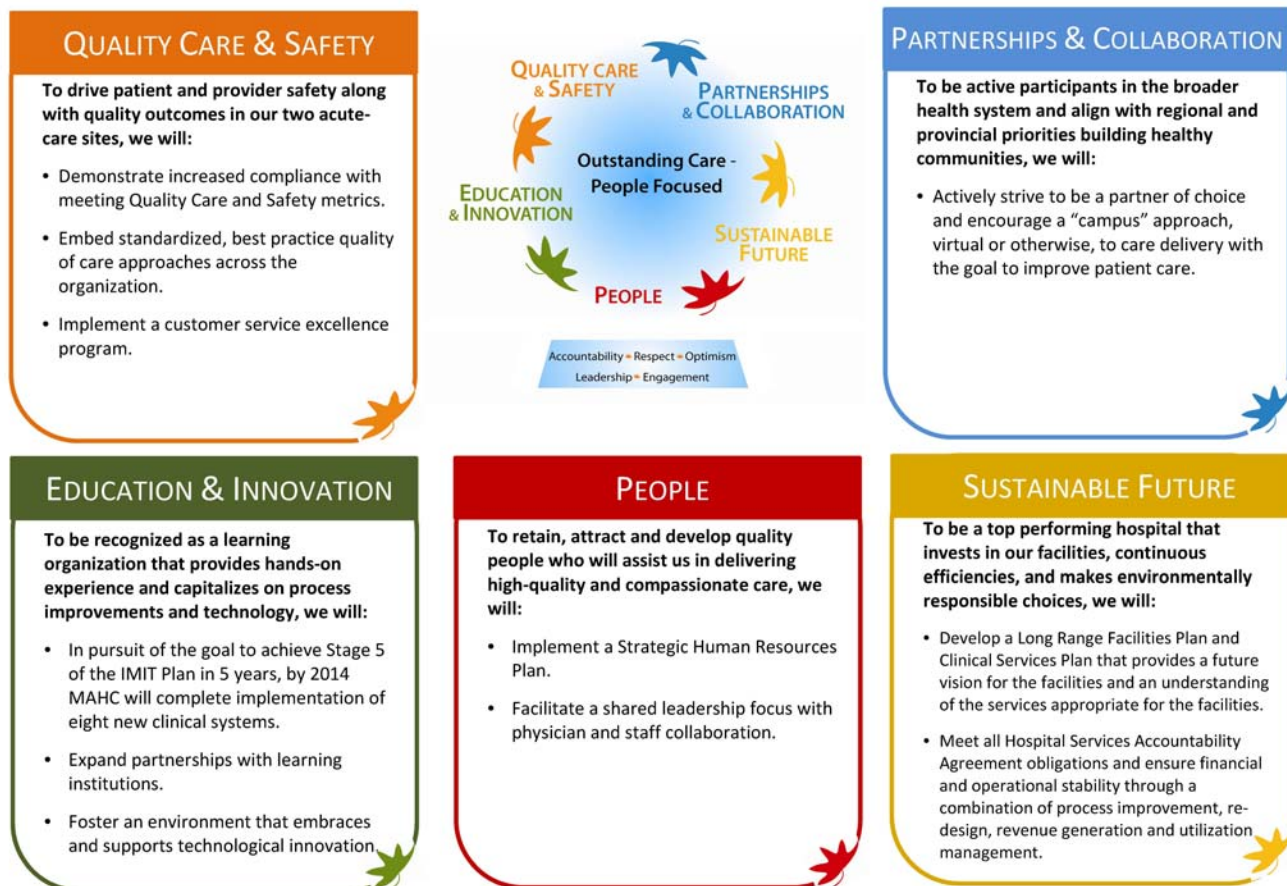
Also key to MAHC's success will be continuing integration, **Partnerships and Collaboration** that will allow MAHC to work

together with others in the health system to deliver meaningful care and services without duplication and at a lower cost.

I would like to take this opportunity to thank all of the Committee members and for their very active role in the development of this plan:

- John Sinclair, Board Director
- Wayne Twaits, Board Director
- Sven Miglin, Board Chair
- Tim Withey, Community Representative
- Rob Payne, Huntsville Hospital Foundation
- Teresa Morley, South Muskoka Hospital Foundation
- Dr. Biagio Iannantuono
- Dr. Roy Kirkpatrick
- Natalie Bubela, Chief Executive Officer
- Harold Featherston, Senior Director Clinical Support & Planning

Respectfully Submitted,  
William Garriock, Chair





# REPORT OF THE CHIEF OF STAFF

The Annual General Meeting is a special time of year when the Chief of Staff is able to reflect and look back at where we have been, what we have accomplished, and where we plan to go.

This year has been a year of planning! Our new Strategic Plan not only lays out the direction for the next three years but it also incorporates a comprehensive implementation plan complete with clear timelines and deliverables.

Our success is going to hinge upon being able to garner physician engagement in this work. To this end, we have initiated a Physician Leadership Committee and a Most Responsible Physician/Physician Order Set Committee. The Medical Advisory Committee has been very busy this past year. To-date physician staff has assisted in the implementation of over 30 patient order sets demonstrating real progress and commitment to these initiatives and improving care delivery.

The Medical Advisory Committee meets monthly providing general supervision over the professional staff practice in the hospital and, through its sub-committees, monitors and provides direction in setting, maintaining and promoting professional standards all with the goal to improve the quality of care at Muskoka Algonquin Healthcare. With the many legislative changes in recent history, the Committee felt it was timely that a review of the Professional Staff Bylaws be conducted. A small working group is in the final stages of this important restructuring process, a result of this work, we will then focus on restructuring the Professional Staff Rules and Regulations.

Another key role of the Medical Advisory Committee is to make recommendations to the Board of Directors concerning every application for privileges. During the 2011-2012 year, I am pleased to report that we have recruited and welcomed several new physicians to MAHC:

Dr. Sandi Adamson - Family Medicine/OBS

Dr. Kim Forester - Family Medicine

Dr. Andrew Brown - Anaesthesiology/ER

Dr. Jessica Reid - General Surgery

Dr. Alison Halpert - Family Practice (*September, 2012*)

I would very much like to thank everyone for their input and support over the last year. My thanks to our inter-professional group of nurses, allied health, physicians, general staff and volunteers for working effectively as a team during the last year.

I would also like to express my sincere appreciation to the members of the Medical Advisory Committee and other Physician Leaders for your commitment and dedication in continuing our efforts and focus on quality to ensure that our patients and community receive the best possible care. The Board and members of the community can be very proud of the physician team at MAHC and the extraordinary work that continues to be provided in this organization.

I look forward to working with all of you further in the future.

Respectfully submitted,

Jan Goossens - Chief of Staff

## **Medical Advisory Committee Members**

Dr. Jan Goossens, Chief of Staff

Dr. Nancy Bozek, President - Medical Staff

Dr. Adam MacLennan, Vice-President - Medical Staff

Dr. Anthony Shearing, Director - Emergency Department

Dr. Tina Kappos, Family Practice/OB Committee Chair

Dr. Anton Deketele, General Internal Medicine Committee Chair

Dr. Anthony Drohomysky, Surgical Services Committee Chair

Dr. David Johnstone, MRP Collaborative Patient Order Set Committee Chair

Dr. Melanie Mar, Family Practice Committee Co-Chair

# QUALITY & PATIENT SAFETY COMMITTEE REPORT

The Quality and Patient Safety Committee is a standing committee of the board of directors whose purpose is to review, report and recommend to the Board on matters that will ensure MAHC is responsive and accountable to the public while focused on creating a positive patient experience and delivering high quality, safe health care. Having convened five times since the last Annual General Meeting, the Committee was pleased to welcome Grant Bartlett this year, filling the role of Community Representative. Quality improvement has been a long-standing strength at Muskoka Algonquin Healthcare and the Committee continued to build on this strength. The most significant quality and safety activities at MAHC this past year were focused on:

- Governance oversight leading up to Accreditation Canada's review and celebration of the 91% compliance with Accreditation Canada standards. And governance oversight of the response to recommendations for improvement.
- Continued work on strategic indicators of quality, utilization and safety through monitoring of the Balanced Scorecard. MAHC was successful in achieving 74% of the targets included in the 2011-2012 plan.
- Input into and approval of a comprehensive integrated Quality Framework that enables MAHC to align Quality dimensions with the Strategic priorities and coordinates projects with associated human resources and capital investments.

- Oversight of the development, approval, and implementation of Muskoka Algonquin Healthcare Ethics Program.
- Approval of a Patient Safety Plan and the revised Declaration of Patient Values, Rights and Responsibilities.

Following a detailed review of the 2011-2012 Quality Improvement Plan, taking into consideration some of the challenges over the past year, the 2012-2013 Quality Improvement Plan was developed and approved. This new leg of the quality journey includes aggressive targets that have been set along with comprehensive plans to address any risks or challenges that may arise. I would like to take this opportunity extend appreciation to the all of the members of the Committee and to Staff that contributed to Committee activities throughout the year:

Rick Durst  
Catherine King  
Dr. Nancy Bozek  
Dr. Jan Goossens  
Grant Bartlett  
Natalie Bubela  
Bev McFarlane

Respectfully submitted,  
Larry Saunders, Chair – Quality and Patient Safety

# GOVERNANCE COMMITTEE REPORT

This has been an exceptionally busy year for the governance committee whose key responsibilities are to advise the board on the governance section of Accreditation Canada survey documentation, board structure, governance policies, board performance and evaluation, orientation of new members and bylaws. A thorough review of the board evaluation process was conducted by the committee this past year. As a result of that review, the revised evaluation process involves two streams of review. Each board member completes a full board effectiveness survey as well as a peer/self-assessment. The governance committee reviewed the results of these surveys and identified themes and trends and made recommendations to the board regarding areas of focus for the coming year. The committee also launched a review of the bylaws. This process has been very comprehensive and included a physician working group led by Dr. Jan Goossens to review the professional staff portion of the bylaws. The working group is nearing the end of their review process and following a 30-day consultation with the professional staff at large will make its recommendations to the Medical Advisory Committee. Special thanks goes to Dr. Nancy Bozek, Dr. Malcolm Wilson, Dr. Sandy Adamson, Dr. David Mathies and Dr. Jan Goossens for the time that they have

committed to completing this review. One very important change to Muskoka Algonquin Healthcare's structure this year was the introduction of Community Representatives on Standing Committees. The Governance Committee completed this recruitment process early in the year and welcomed Mr. Mike Ainger on the Governance Committee and Mr. Grant Bartlett on the Quality & Patient Safety Committee. Following the recruitment the Governance Committee developed a focused orientation process for Community Representatives. It has been a busy and productive year for the Committee and I would like to thank each of the Committee members for their very real contribution to improving Governance for the Muskoka Algonquin Healthcare Board of Directors. Committee members include:

Catherine King  
Eric Spinks  
Mike Ainger  
Natalie Bubela  
Sven Miglin

Respectfully submitted,  
Evelyn Brown, Chair – Governance Committee

## NOMINATIONS COMMITTEE REPORT

The Nominations Committee is a sub-committee of the Governance Committee that is accountable directly to the Board of Directors with the purpose of identifying the skills and knowledge base required and to conduct the process for succession, interviewing and recommending eligible candidates for the Board of Directors. In March 2012, the Nominations Committee met and in addressing Board resignations and subsequent vacancies, it was established that a nominations slate of one new Director and three continuing Directors is required for the 2012-2013 fiscal year. Furthermore, the Committee reviewed the Board of Directors Skills Matrix and identified that the three top areas of focus for skills were legal, health care and information technology.

In response to the advertising campaign in March 2012, several applications were received and interviews were conducted. The Nominations Committee considered all submitted applications, keeping in mind the following criteria:

- a. specific knowledge, skills and experience.
- b. a knowledge of the region served by MAHC.
- c. previous Board experience.
- d. written and verbal communication skills.
- e. ability to attend Board and committee meetings regularly

## AUDIT COMMITTEE REPORT

The Audit Committee for fiscal year 2011-2012 consisted of four members; two are members of the Board of Directors and two are independent community representatives:

John Sinclair, Chair  
Philip Matthews, Board Director  
Richard Augustine, Community Representative  
Barry Stephens, Community Representative

The basic function of the Committee is to assist the Board in overseeing the quality and integrity of financial information and reporting for Muskoka Algonquin Healthcare (MAHC).

The Committee, management and KPMG met in February 2011 to review the planning report for the audit which included their intended scope of their audit activities and an overview of any changes from the previous year. In addition, discussion took place regarding the preparation by management required for the auditor review of internal controls and business risks faced by the Corporation as well as confirming the time schedule for the audit and receipt of draft audited financial statements.

A post-audit meeting occurred May 29, 2012 at which time the draft annual financials were received and reviewed in great

- f. ability to function strategically and understand MAHC's governance principles.

It was gratifying to receive a high number of qualified applicants and, in fact, the largest challenge was to narrow the field down.

The proposed slate consists of:

- ↳ Evelyn Brown for a three-year term ending 2015;
- ↳ Eric Spinks for a three-year term ending 2015;
- ↳ William Garriock for a three-year term ending 2015;
- ↳ Joseph Swiniarski for a three year term ending 2015.

The newly-proposed Director, Mr. Joseph Swiniarski has displayed a keen interest in joining the Board; has relevant skills, experience and a strong community-service background.

I would also like to thank the members of the Nominations Committee for their active role in our activities over the past year:

Rick Durst  
Sven Miglin  
Natalie Bubela

Respectfully submitted,  
Catherine King, Chair - Nominations Committee

detail with the auditors and management. An Auditor's Report on the financial statements was also received.

The Committee also met privately with KPMG and management to determine if there were any issues of concern that arose during the audit process that needed to be raised. I am pleased to report that there were no significant issues or concerns and both parties felt that the audit process was one involving complete collaboration and cooperation.

Following our Committee review, approval of the financial statements was recommended to the Board for presentation at the Annual General Meeting. In addition, the Board has recommended that KPMG be re-appointed for the fiscal year ending March 31, 2012.

I would like to thank the Committee members for their dedication and commitment over the past year, as well as the support and hard work of staff and KPMG.

Respectfully submitted,  
John Sinclair, Chair – Audit Committee

# SOUTH MUSKOKA HOSPITAL AUXILIARY

At our Annual General Meeting of April 24, 2012 the Installation of a New Executive took place.

Newly installed are Brigitte Boehm - President; Cathie Turley - Vice President; Rayma Blaymires -Executive Secretary.

Remaining are Donna Green - Member at Large; Vicki West - Treasurer; Sharon Pattinson - Past President.

Since the 2011 MAHC Annual General Meeting Report, our Auxilians have again outdone themselves giving of their time and dedication to the South Muskoka Memorial Hospital. Not only are our Volunteers visible in the Hospital while performing duties within their programs, many work behind the scenes such as clerical, keeping lines of communication open through telephone calls, confirming appointments (Imaging Department) and planning fund raising events.

I am happy to report that the Volunteer hours for the last fiscal year April 2011 ending March 2012 totalled 26,019.

Last spring and summer the Gardening Volunteers again outdid themselves in the beautification of our main and rear entrance gardens. We look forward to seeing them spring to life again.

This spring the Frank Henry Memorial Garden along the Foundation wall is being rejuvenated, thanks to the work of our Volunteers Gardeners, input by Mrs. Henry and the cooperation of the Horticultural Society.

The ER Information Desk Program mans the desk with two, 3 1/2 hour shifts 361 days a year. Again for the months of July and August, due to the expected increase in summer residents and visitors, the regular shifts were increased to 4 hours each and also added a third 3 hour evening shift. Volunteers did not hesitate when asked to work the extra time. The contribution was much appreciated by not only the ER Personnel but by the Registration Staff as well.

This past year was again successful in our Fundraising.

Proceeds from Tag Days, our booth at the Gravenhurst Farmers Market, Christmas House Tour, Re gifting Sale and our very first Fashion Show, enabled our Auxiliary to purchase equipment for the South Muskoka Memorial Hospital which included our commitment of \$100,00.00 toward the purchase of the Central Monitoring Stations with bedside monitors and telemetry pack for the Critical Care Unit and the Emergency Department at the South Muskoka Memorial Hospital Site. We joined forces with the South Muskoka Hospital Foundation to purchase this urgently needed equipment.

Our Gift Shop and Muskoka Mocha Coffee Bar are doing extremely well and because of the need for increased inventory

more storage space was required. The Executive approved the purchase of four storage units to be installed in the Auxiliary Room.

May 23<sup>rd</sup> marked a very special and extremely well organized Fashion Show Event. A limit of 90 tickets was available due to the size of the venue (Muskoka Highlands Golf Club – Club House). Taking part in the event was Muskoka Highlands Golf Club who provided their facility. Clothing by Mia, Little Black Bow, Pelican Bay, South Muskoka Hospital Gift Shop, Cosmetics by Mary Kay & Sports wear by the Golf Club's Pro Shop. Many local merchants supplied donated items as door prize gifts and for a Silent Auction. Muskoka Brewery provided several types of beer for tasting. A very successful fund raising event netting \$3,000.00 which will go towards much needed equipment for the South Muskoka Memorial Hospital.

We are proud to announce that Olive Tomlinson, one of our very valued Volunteers of long standing had been nominated by our Awards Committee and approved by the Town of Bracebridge to receive the June Callwood Outstanding Achievement Award for Volunteers. This prestigious award will be presented at the Rene Caisse Theatre on June 21, 2012 at 7:00 pm. The Community Recognition Advisory Committee has decided to send Olive's nomination forward to the Province of Ontario for consideration in 2013.

We look forward to the Annual Volunteer Appreciation BBQ on Thursday July 12, hosted by MAHC Staff and members of the Board of Directors. Thanks to all who work to make this event fun and enjoyable.

Sadly this past year marked the passing of two of our much valued Volunteers - Ed Schuter and Marlene Augustine. We honour their memory.

#### Dates to Remember:

- Auxiliary booth at the Farmers' Market in Gravenhurst - Wednesdays during July and August.
- Tag Days: July 13 Bracebridge & Gravenhurst; July 14 Port Carling, Bala, Windemere and Raymond
- Christmas Bazaar and Lunch October 24<sup>th</sup> 2012 held at the Seniors' Centre Gravenhurst.

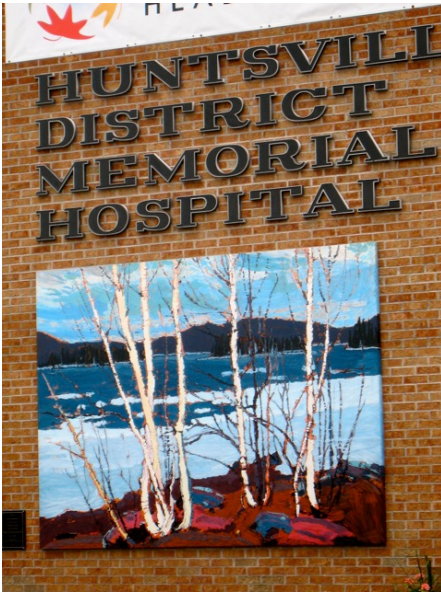
We invite everyone to attend these events.

We thank the Staff of South Muskoka Memorial Hospital for their support and appreciation shown to our Auxilians as they perform their duties.

Respectfully submitted,  
Brigitte Boehm, SMMH Auxiliary President

# HUNTSVILLE DISTRICT MEMORIAL HOSPITAL AUXILIARY

The Huntsville Hospital Auxiliary held a wonderful reception on June 4, 2012 to present the community mural by Gerry Lantaigne, Tom Thomson's "Spring in Algonquin Park" to Natalie Bubela and the hospital.



We had great attendance from our members and hospital staff as we thanked our sponsors, the Greenwood family from Tim Horton's, the Town of Huntsville and five camps in Algonquin Park. It was necessary for us to seek community sponsors for this project because our mandate is to use our fundraising dollars for hospital equipment, patient services and

education.

We hope that this beautiful mural, on the northwest wall, is a welcoming site for patients and visitors as they approach the hospital for years to come.

The Auxiliary has several fundraisers scheduled to meet our commitment to the Auxiliary and Foundation teams who are raising funds to upgrade the vital signs monitors in the ICU and Emergency Departments.

1. "Sunshine Bags" are due to be returned to the Branches Gift Shop in June
2. Annual Tag Day around town is Friday, June 29th
3. Reduced price admission tickets for "Santa's Village" are now available in the Gift Shop
4. Charity BBQ at Robinson's is August 18th and 19th
5. Third Annual HHA Golf Classic Tournament at Deerhurst Highlands is August 20th ([www.hhagc.ca](http://www.hhagc.ca))
6. The House Tour is Saturday, September 29th
7. The Variety Show at the Algonquin Theatre is November 3rd

We are honoured to report that six of our members received a 2012 Ontario Volunteer Service Award at the Algonquin Theatre on May 24, 2012. The recipients were Betty Harris and Lois Spears (25 years), Ann Semadeni and Ruth Lindsey (20 years) and Arvina Bennett and Virginia Cartwright (15 years). The presentation also included a pin commemorating the Queen's 60th jubilee.

The Auxiliary is pleased to award a \$500 scholarship to Holly Sutton at the Huntsville High School graduation ceremony later this month.

The Huntsville Hospital Auxiliary Executive was installed at our April Annual General meeting.



The Executive includes from left Vera McWade, Treasurer and Gift Shop Co-convenor, Gwen Todd, Corresponding Secretary, Helen Sparkes, Past President, Susan Bionda, Recording Secretary, Joanne Matthews, President, Ruth Lindsey, Vice-president and Irene Parker, Gift Shop Co-convenor. Missing is Shirley Woodard, Member at Large.

We are pleased to report that our 140 members contributed a grand total of 21,394 volunteer hours in 2011-2012. This dynamic group of volunteers appreciates your support of our activities and we are looking forward to our annual Volunteer Appreciation Celebration on July 10th.

Respectfully submitted,

Joanne Matthews  
President, Huntsville Hospital Auxiliary



## SOUTH MUSKOKA HOSPITAL FOUNDATION

I am pleased to report another successful fundraising year for the South Muskoka Hospital Foundation. The South Muskoka Hospital Foundation is continuing to help donors to build a lasting legacy of quality healthcare in our community.

Our donors are roughly equally represented by both our seasonal and the year-round residents, as each group recognizes the value that we provide for them. As of late, we've had much positive feedback from patients and stakeholders stating that our hospital is not just meeting but exceeding their expectations. It is certainly fulfilling to see this enthusiasm through their eyes.

Within the last year, the Foundation, through the support of the community, has or will have purchased more than \$1.7 million in new equipment at the South Muskoka Memorial Hospital (SMMH) Site. The most notable pieces of equipment are the new imagining table for urology, two ultrasound machines and the patient monitoring equipment for the critical care unit and emergency department.

Since 1986, the Foundation has provided the hospital with close to \$26 million in revenue for construction and capital equipment.

We should mention that not all donations to the hospital are for new equipment. With the summer nearly here, it's so good to see the Glen Veitch Memorial Garden being used by patients and their family and friends. We are grateful to Elsie and Henry Hillman for this thoughtful gift. An uplifted spirit helps the body heal and this was the Hillman's intention in honour of their friend and long-term employee, Glen Veitch.

Community giving is a concept that is deeply rooted in the spirit and history of Muskoka. Every gift, small or large, is significant to enhancing healthcare in Muskoka - and our Foundation makes it a priority to stretch donor dollars to ensure the largest possible impact. The Foundation's five-year average cost-per-dollar raised ratio remains at \$0.21 on the dollar – considered excellent in the fundraising industry.

The diligent work of our board has been driven by their passion for doing everything possible to enhance our area's healthcare services. These dedicated board members donate their time and resources to build a supportive synergy that enables our foundation to best serve its community.

The future for the Foundation looks bright. We will be getting involved in another campaign within the not too distant future. In the meantime, we enjoy the support of our community and the dedication of our board. Together, I am confident, we can accomplish anything.

Thank you and I hope you enjoy a wonderful summer.

George Edwards, Chair  
South Muskoka Hospital Foundation

## HUNTSVILLE DISTRICT MEMORIAL HOSPITAL FOUNDATION

2011/12 has been a challenging year for Huntsville District Memorial Hospital (HDMH) Foundation. We have seen Canadians worried about their income. Governments around the world are struggling with economic difficulties. Donors are being very careful with their hard earned dollars. Competition for donations is keen. People take the time to ensure their donated dollars are being used as they wish. Your hospital continues to need your support.

But there is good news to share as well. Huntsville Hospital is thriving and Donors can take a lot of credit for that. In 2001/12 over \$900,000 has been transferred from the Foundation to Huntsville Hospital. Donors have helped support education programs for nurses and other vital hospital staff. They have funded imaging equipment, a new drug cupboard for the pharmacy and the telemedicine system.

In Burk's Falls, the ownership of the District Health Centre was transferred from Muskoka Algonquin Healthcare to the Village of Burk's Falls. The Foundation held funds that had been specifically donated to support that facility. In October, \$165,130.92 was transferred to MAHC which was in turn used to renovate that facility. Today residents of East Parry Sound can access a new family Health team, diabetes education, lab collection and diagnostic imaging services right in their own community. The Foundation is grateful for the years of support from the people of Parry Sound and in particular those who volunteered their services to help raise money to support the Burk's Falls & District Health Centre. Congratulations to the Donors who made so much possible at their health centre.

There have been some exciting changes made to Huntsville Hospital. The ICU has been renovated and updated. The ER nurses station has also been modernized and reorganized. Both departments have new vital signs monitoring equipment that is integrated into a computerized system. These new monitor systems are here because of donors, your hospital would not have them without their help.

Looking forward, we accept there are challenges but we are excited by our commitments. Your Foundation is working with your community to raise money to continue to equip Huntsville Hospital. HDMH Foundation Board of Directors has passed a motion to transfer over \$1.5 million to Huntsville Hospital in 2012/2013 to support dialysis, diagnostic imaging, emergency service, intensive care, obstetrics, palliative care, physiotherapy, chronic care and chemotherapy.

Muskoka Algonquin Healthcare has balanced its operating budget, but that does not mean there is money to purchase vital medical equipment. It's up to all of us to do what we can to ensure Huntsville Hospital and its Staff are ready every day in every way. We look forward to working with Muskoka Algonquin Healthcare in 2012/2013 to meet the needs of our constituents.

Respectfully submitted  
Debi Davis, Executive Director



## RESOURCES COMMITTEE REPORT & BOARD AWARD OF EXCELLENCE

Your Resources Committee met on seven occasions during the past fiscal year and worked closely with management in making recommendations to the Board of Directors as they relate to the governance of financial resources, human resources as well as the capital and information technology needs of the organization.

The Committee aims to assist the Board in making well-informed and appropriate decisions to ensure that the hospital meets the health care needs of the community within the available resources. The Resources committee received monthly financial statements of the hospital as a whole and regularly reviewed the Human Resources report.

The Committee is pleased to report on its successful accomplishments over the past year and continue to review the following:

- ✓ Short Term Disability Project
- ✓ Development of a robust Attendance Awareness Program
- ✓ Completed review of all financial related Governance Policies

Thank you to staff and Committee Members for their commitment and dedication to ensuring our hospital remains fiscally responsible.

Phil Matthews  
Gregg Evans  
Dr. Adam MacLennan

The final responsibility of the Resources Committee is to recommend to the Board the recipients of the Board Award of Excellence. This is truly a great honour as this award provides the Board with an opportunity to recognize and celebrate the outstanding performance and achievements of peer-nominated staff and physicians at Muskoka Algonquin Healthcare. Another wonderful significance of this award is that it is a peer nominated award. The awards are presented to nominees that demonstrate all of MAHC's values, and must demonstrate or have demonstrated one of the following:

- i) significant achievement in patient care or client service; or
- ii) significant accomplishment in the management of people, financial resources or material resources; or
- iii) successful completion of a major project of special assignment in a manner beyond what could normally be expected; or
- iv) an outstanding initiative which has resulted in significant monetary and/or non-monetary benefits to MAHC in regards to increasing efficiency, effectiveness, improving patient/client service delivery or displaying innovation and creativity in their work environment; or
- v) an extraordinary commitment in regards to patient safety has championed a new patient safety initiative or process or has thought of an innovative solution to a patient safety issue.

This is the fifth consecutive year that the Board has completed this process, and this year there were fourteen individuals nominated and 4 group nominations.

***Congratulations to all of the following Nominees:***

## 2012 BOARD AWARD OF EXCELLENCE NOMINEES

Kristen Bell, RN

Mary Kydd, RN

Michael O'Driscoll, Project Lead

Donna Crump, RN

Dr. David Johnstone, Internist

Brenda Robichaud, RN

Frankie Dewsbury, Manager

Sandra Lachance, Ward Clerk

Pam Kranjc, RPN

Christine Loshaw, EA

Kathleen vom Scheidt, Manager

Marianne Nicholson, RPN

Bryn Milner, Social Worker

Marian Valentine, RN

HDMH ED Housekeeping Staff

HDMH ICU & Resource Nursing Staff

Finance/Materials Management Information System Project Team

Human Resource/Payroll System Implementation Team

## ACTIVITY REPORT

	2011-2012	2010-2011
Acute Care Admissions	4,470	4,373
Complex Continuing Care Admission	123	114
Interim Long-Term Care Admissions	15	20
Births	304	319
Emergency visits	44,836	43,682
Surgeries	7,737	7,333

## FINANCIAL STATEMENTS

### Consolidated Statement of Financial Position

Year ended March 31, 2012 with comparative figures for 2011

	2012	2011
<b>Assets</b>		
Current assets:		
Cash and short-term investments	\$ 664,208	\$ 10,651
Accounts receivable	1,606,634	1,903,806
Inventory	1,036,790	1,103,135
Due from related parties	111,232	110,013
Prepaid expenses	461,396	483,236
	3,880,260	3,610,841
Capital assets	41,176,605	44,964,379
	\$ 45,056,865	\$ 48,575,220
<b>Liabilities, Deferred Contributions and Deficiency in Net Assets</b>		
Current liabilities:		
Short-term demand loans	\$ -	\$ 3,381,719
Accounts payable and accrued liabilities	11,442,772	10,361,988
Current portion of long-term debt	588,889	944,686
	12,031,661	14,688,393
Long-term debt	2,605,555	3,194,444
Deferred contributions related to capital assets	39,900,598	39,835,164
Post-retirement benefit obligations	1,557,700	1,277,600
Deficiency in net assets:		
Unrestricted	(12,957,086)	(11,410,466)
Internally restricted	1,918,437	990,085
	(11,038,649)	(10,420,381)
	\$ 45,056,865	48,575,220

## Consolidated Statement of Operations

Year ended March 31, 2012 with comparative figures for 2011

	2012	2011
<b>Revenue:</b>		
Ministry of Health and Long-Term Care	\$ 57,590,901	\$ 55,245,424
Patient charges	10,667,123	12,085,770
Other	3,910,459	3,847,358
Amortization of deferred equipment contributions	1,416,658	1,377,684
	<b>73,585,141</b>	<b>72,556,236</b>
<b>Expenses:</b>		
Salaries, wages and employee benefits	46,641,077	45,440,257
Supplies and other expenses	11,213,062	11,022,519
Drugs	3,091,093	3,269,734
Medical staff remuneration	6,655,409	7,489,260
Medical and surgical supplies	3,214,380	2,788,228
Amortization of equipment	2,285,943	2,390,802
	<b>73,100,964</b>	<b>72,400,800</b>
Excess of revenue over expenses before the undernoted	484,177	155,436
<b>Other programs (schedule):</b>		
Revenue	618,122	523,442
Expenses	(622,023)	(629,689)
	<b>(3,901)</b>	<b>(106,247)</b>
Excess of revenue over expenses from Hospital operations	480,276	49,189
Amortization of buildings and building service equipment net of amortization of deferred capital contributions	(319,578)	(321,162)
Net carrying value of capital asset transferred to the Corporation of the Village of Burks Falls	(778,966)	-
Deficiency of revenues over expenses	\$ (618,268)	\$ (271,973)

The above financial information has been extracted from the audited financial statement. Complete audited financial statements are available from Administration upon request or at [www.mahc.ca](http://www.mahc.ca).