

People just like you.



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David Cooper (cover)

Guillain-Barré Syndrome

“I had expected to come here to get my body fixed but I left with the whole package. I had no idea that Bridgepoint was able to offer me that kind of service.”

Rosario Chang

Double Knee Replacement

“My therapists cared about me. They were with me every step. They helped me walk again and got me on my way.”

Our patients are people just like you –
or someone you love.



They are young, old, mothers,
fathers, sons and daughters,
friends and colleagues.

They are people who want
the same things you do and
to live life to the fullest.

Cheryl Lewis

Loving wife and Nan
Multiple Sclerosis and
Osteomyelitis

"I've just gotten better ever since
I walked through the door.
Bridgepoint gives you everything
you need to get well."

John Lewis

Cheryl's husband

Best friend and biggest fan

"If it wasn't for Bridgepoint, there's no
doubt in my mind she wouldn't
be here today with us. She would
have been gone. No doubt in my
mind that they saved her life."

Anna Finelli (right)

World traveller

Complicated Hip Replacement

"The staff at Bridgepoint are really,
really amazing. They're encouraging
and they know what they're
doing. You trust them with your
health care."



What distinguishes them are the chronic illnesses that they live with – heart disease, diabetes and kidney failure, cancer, complicated joint replacements, multiple sclerosis, advanced HIV/AIDS, acquired brain injury, and others.



Most have more than one,
adding to the complexity of their
condition.

Complex chronic disease is the
biggest health care challenge for
the 21st century – it's the next
frontier in medicine.

Kevin Stewart

Avid cyclist and
basketball enthusiast
Stroke

"When I came to Bridgepoint
I couldn't talk or see and my
memory was confused. Bridgepoint
gave me my life back again."

Marilyn Rigden (right)

School Principal
Stroke

"Bridgepoint sees the issues that
I present as puzzles, not as
problems, and they seek solutions
that we work on together."



And no one is better equipped
to tackle this challenge than
Bridgepoint Health.

Welcome to 21st century health care.
Welcome to Bridgepoint Health.



Inspired by people just like you

Report of the Board Chair and President and CEO
2010-2011 was a great year for Bridgepoint Health. It started with the celebration of Bridgepoint Health's 150th anniversary and ended with Full Accreditation from Accreditation Canada.

Throughout the year we had many opportunities to celebrate new and innovative achievements that have enhanced patient quality, safety and outcomes – the true measures of our success. Our patients, who are just like you and me, deserve the best medicine and outcomes that we can deliver.

Initially a House of Refuge, Bridgepoint has reinvented itself many times over. Our current focus on complex chronic disease and rehabilitation is more relevant every day. As Canada's leader in this new area of medicine, we are becoming a model and a resource for the biggest health care challenge of the 21st century.

We are moving into the new Bridgepoint Hospital in 2013. Building a new hospital has kick-started the most significant transformation in Bridgepoint's history. The past 12 months have been focused on preparing for a safe and seamless transition to the new building and our new reality as an organization.

**Our success in changing
Ontario's health care landscape
has propelled Bridgepoint
into a leadership position
in the area of complex chronic
disease.**

Quality and safety have long been “job one” at Bridgepoint. We were pleased to learn that our quality plan exceeded the new Excellent Care for All Act (ECFAA) requirements introduced last June and were proud to publish and post our quality commitment in our Quality Improvement Program (QIP). There is always room for improvement and we will continue to raise our quality bar to advance the care of our patients.

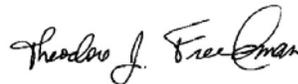
In September, we launched “Get Q’d Up!” our 2010 Accreditation Program. The team of Accreditors was unanimous in their praise for Bridgepoint’s standard of excellence in quality, safety, care and compassion inspiring one team member to comment, “Bridgepoint reminded me why I came into health care in the first place”.

We completed the final phase of our “all registered nursing professional staff initiative” at Bridgepoint. Other patient care improvements included optimization of the Patient Care Record (PCR) electronic records system. PCR aligns with Bridgepoint’s inter-professional model of care, making it possible to assess patients as a team and to securely access patient information in real time. We also made significant improvements to patient access and flow, improving our patient experience, outcomes and operational efficiency as well as contributing to better access across the system.

The Bridgepoint Collaboratory for Research and Innovation made progress in understanding people with complex health issues and their care needs. We launched a number of research projects focused on improving the quality of care that Bridgepoint and the rest of the health care system delivers to complex patients. And, our academic mission went from strength to strength, providing training to twice the number of students than in the previous year.

Our Foundation moved full steam ahead with its “Life.Changes.” campaign. Our campaign cabinet expanded with representatives drawn from Canada’s top business leaders and a new emerging leaders’ campaign team was formed. The calibre of individuals on both teams reflects increased awareness of the impact of complex chronic illness on families, friends, colleagues and the health care system.

The most dramatic change over the year can be seen in the profile of the new hospital that is rising quickly before our eyes. We have passed the fifth floor and are on schedule to move in, as planned, in the spring of 2013. The achievements of the past year have prepared us well for the final run up to the opening. We are excited – as are our patients and their families – about moving into this wonderful new space. We are on our way!



Theodore Freedman
Board Chair



Marian Walsh
President and CEO







Every step of the way

INNOVATE AND INSPIRE

Right Here, Right Now – A New Hospital for A New Reality

What a difference a year makes! The blueprints, sketches, and artist's renderings have turned into a busy construction site. We are well underway and right on schedule.

“It's not often you see a hospital project of this scale being built in close proximity to a residential area. However, the location of the new facility will not only benefit the growing number of people with multiple, chronic illnesses, but it also promises to revitalize and transform the Riverdale neighbourhood.”

Albert Iwasaki and Malcolm Lawrie,
Plenary Health

The hospital of the future is taking shape right here, right now, at Bridgepoint Health. With less than two years to go until we move in, we are 100 per cent focused on transition and preparing for day one in the the new hospital. Completion of construction and our subsequent move are essential to realizing our vision as Canada's leader in complex chronic disease.

The new hospital, a state-of-the-art facility, is designed to meet the unique needs of people with complex chronic conditions. It brings innovative design together with leading edge technology to support our unique model of care. It will also facilitate expansion of Bridgepoint's leading research and academic programs.

The 10-storey, 680,000 sq. ft, 472-bed hospital is being built in partnership with Bridgepoint Health, Infrastructure Ontario, the Ministry of Health and Long-Term Care, Plenary Health with support from Bridgepoint Health Foundation. It is a Leadership in Energy and Environmental Design (LEED) certified building that's attracting global attention as “one of the world's most exciting infrastructure projects for 2010”.

Recognizing the healing effects of nature, the hospital design includes gardens where patients, families and the community will come to restore their health and well-being. Sitting on the edge of Riverdale Park, the healing impact of Bridgepoint's beautiful vistas extend beyond the property.

Once complete, the new hospital and its campus will turn a long forgotten industrial corner in the city into a lush, green and vibrant destination in the community.

Preparing for Tomorrow, Today

As the building is going up, planning is underway for the transition of 400 patients and 1,200 staff into the new hospital.

Addressing the impact of the move on our operations is the focus of our 2011-2012 operating plan – “Bridgepoint 2013!!”. The change will be transformational.

Transition teams have been established. Deciding who and what will go where, as well as how processes and workflow will change, is a major undertaking. These decisions will be made and many changes implemented before move in date. Making these changes now will reduce patient risk and help us to achieve a seamless transition.



Above: Spring 2011. Right: Summer 2013

Plenary Health is a partnership between Plenary Group and Innisfree. For the Bridgepoint project, the Plenary Health team includes Plenary Group, Innisfree, PCL Constructors Inc., Johnson Controls Inc., and HDR Architects/Diamond and Schmitt Architects Inc. These industry experts are working closely with Bridgepoint to deliver a world class facility customized to Bridgepoint's unique needs and requirements.

New Hospital Design

The new facility will relieve the congestion of the current, aging building and provide an improved patient experience for generations to come. The new hospital will include:

- Larger rooms with modern technologies;
- A washroom in each patient room for enhanced infection prevention and control;
- More natural light and spectacular views of the city;
- Increased ambulatory care space for outpatient/community programming;
- Double the existing therapy space, including a state-of-the-art therapy area on each floor for easy access;
- An in-ground therapy pool that is triple the size of the existing above-ground pool;

- Double the number of patient lounges;
- More room for specialized wheelchairs, making it possible for patients to regain their independence in their own space;
- Bright, open dining rooms and common areas for visiting and recreational activities; and
- New areas open to the public, including a cafeteria, auditorium, retail shops, library, Internet café, rooftop garden and labyrinth terrace.

CARE AND EXCELLENCE

Complex Chronic Disease – Even the Name is Hard to Understand

The gift of modern medicine is longer life. People are living 30-40% longer than they did 100 years ago but they are not living well. In Canada, average life expectancy has increased from 71.1 years in the 1970's to 81.2 years in 2009.

“Our patients don't come to us with one diagnosis. They have a multitude of diagnoses including social determinants that affect their re-integrating to the community. We look at the whole person, not just the diagnosis but beyond the diagnosis.”

Joanne Guy, Social Worker,
Bridgepoint Hospital

As part of its LiveWell! focus Bridgepoint and the Canadian Working Group on HIV and Rehabilitation (CWGHR) have partnered to build a health information website for people living with complex chronic illnesses, episodic disabilities, their families and caregivers.

This website –“Health Compass” launches in 2011 and will provide helpful information and resources on the following:

- Employment and Income Support
- Equipment and Devices
- Emotional and Peer Support
- Caregiving and Caregiver Support
- Self-Care and Self-Management Support.

Complex chronic disease (CCD) is the new frontier in healthcare and the 21st century's biggest health challenge.

CCD isn't contagious but today it causes more deaths worldwide than diabetes, cancer and heart disease combined.

Chronic illnesses are long-term and progressive. Roughly 70% of Ontarians over 40 have a chronic condition, 80% of those have two or more.

It is this multiplicity of conditions that defines complex chronic disease. And it is the complexity that requires a different approach to care.

Bridgepoint Health is leading the charge in changing the lives of people living with complex chronic illness. We are the only health care facility in Canada dedicated to research, education and care in this emerging area of medicine. We have been building knowledge and capacity in this area for almost 10 years.

We help patients return to their lives as well, as quickly and as fully as possible. As part of our rehabilitation, patients are equipped with the tools, information and skills they need to help them manage their disease on their own. We provide ongoing support through our Ambulatory Care and LiveWell! programs.

Professional, Integrated, Consistent

2010/11 marked the first full year of Bridgepoint's Professional Care Delivery Model. The benefits are already being realized.

Research shows that the health of patients with complex chronic disease improves when care is provided consistently, both in terms of approach and by the same health professionals.

Bridgepoint's model is based on an inter-disciplinary, team-based approach that ensures caregiver continuity. The model recognizes the specialized roles of all the health professionals in the patient's care team.

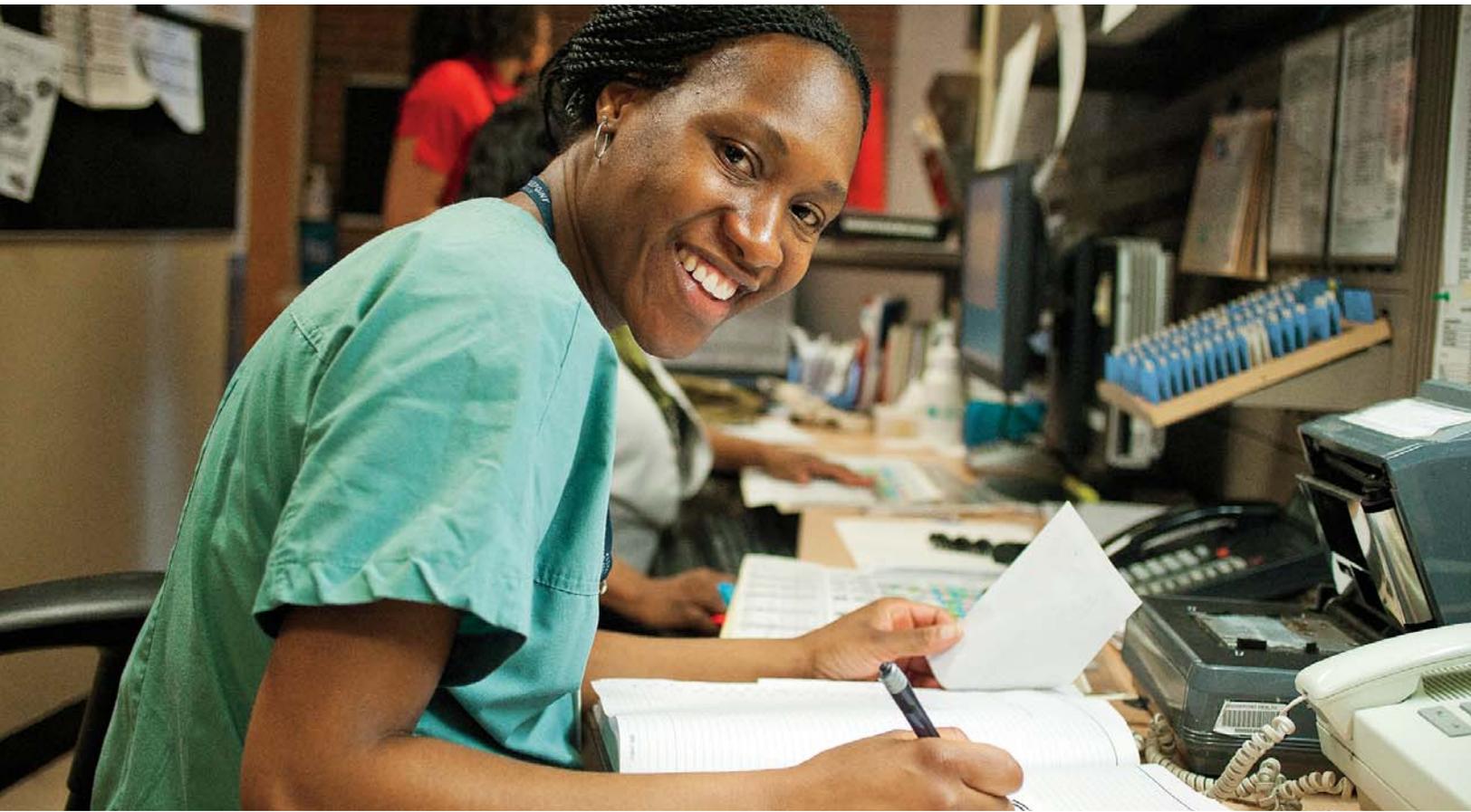
To meet the requirements of the new model, Bridgepoint implemented a Clinical Skill Mix strategy that resulted in 250 new Registered Practical Nurses (RPN) replacing Personal Care Workers. The outcome is a higher and more consistent level of care for our patients.

The strategy has been shared with other hospitals involved in similar transitions.

Future Alignment

As complex chronic disease becomes more widespread, the profile of our patients is changing to reflect the diversity of their backgrounds and medical conditions.

In response, Bridgepoint has embarked on a future alignment initiative, “Advancing the Future Alignment of Programs and Services”.



The transition process is complex. It takes 247 steps to transition a patient from hospital to home, including the use of 9 databases, 25 tracking forms, and 11 handoffs. It takes 106 steps to transition a patient from hospital-to long-term care, including 9 databases, 36 forms, and 15 handoffs.

We make the transition to Bridgepoint work seamlessly with robust and fully integrated processes and interprofessional, patient-centred models of care.

The project team is conducting a comprehensive analysis of current programs and services; assessing population trends and system needs and, identifying patient and care groupings that will respond to evolving patient population needs.

Easing Transitions

Bridgepoint is part of the health system's continuum of care. We bridge the gap between a patient's time in acute care and their return home or an alternative care facility.

Managing safe and seamless transitions for the more than 1,000 patients who come to Bridgepoint each year from more than 20 acute care facilities is the first step in ensuring safe, quality care.

Patient Flow

During the year, Bridgepoint launched its Patient Access and Flow Steering Committee that resulted in several change initiatives including:

- An improved bed management process
- The Home First Program
- The Alternate Level of Care (ALC) Long Stay Initiative

Changes made to patient admitting have improved workflow, minimized duplication of processes, improved data integrity, optimized resources and reduced the number of patients waiting for an alternate level of care (ALC).

The Ambulatory Care team plays an increasingly important role in patient flow and rehabilitation. New service initiatives have made it possible to accelerate patient flow, reducing



The Bridgepoint FHT participated in a provincial study for “End User Support in the Implementation of Electronic Health Records in Primary Care: A Case Study of Early Adopters”, conducted by Aviv Shachak (PhD), Assistant Professor, Department Health Policy, Management & Evaluation and The Faculty of Information, University of Toronto.

their time in hospital, by providing long term access to ambulatory care. Patients go home or to more suitable care environments between rehabilitation sessions.

Bridgepoint Family Health Team

An important partner in supporting Bridgepoint’s “LiveWell” philosophy, managing patient flow and easing patient transitions, is the Bridgepoint Family Health Team (FHT).

Funded by the Ministry of Health and Long-Term Care, the Bridgepoint FHT comprises a group of health professionals, including physicians, a nurse practitioner and registered nurse, a social worker and pharmacist who provide comprehensive primary care services to residents of the local community. While the FHT provides

the full spectrum of family health care, it specializes in complex chronic disease and spans the continuum of health promotion and prevention to ongoing management of multiple, chronic disease and disabilities.

Safety First

Bridgepoint’s “Safety First” philosophy runs through everything we do. We are committed to delivering the safest, highest quality care possible and are constantly looking for new and better ways of doing things to enhance care, increase patient satisfaction and achieve better outcomes.

We document and report our quality performance through our Quality Improvement Plan (QIP). The QIP is filed with the Province and is a public document available at www.bridgepointhealth.ca.

The iPob (Interprofessional Orientation Buddy) initiative was developed by Bridgepoint Health to provide an interprofessional, unit-based orientation for new clinical employees. “Buddies” are staff members, from a different profession than the new employee, who have been trained to facilitate interprofessional collaboration. Accreditation Canada identified iPob as a Leading Practice in Health Human Resources for its innovation and creativity.

“Congratulations! This achievement demonstrates your organization’s determination and commitment to ongoing quality improvement. We applaud your leadership, staff, and accreditation team members for their efforts and dedication to the provision of safe, quality health services.”

Suzanne Larocque
Chair, Accreditation Decision Committee
Accreditation Canada

To support the development of the QIP, Bridgepoint has embraced a framework based on four dimensions of quality:

- Safety
- Effectiveness
- Access
- Patient satisfaction

We are also focused on two system-level goals for quality improvement:

- Eliminate preventable harm associated with falls and hospital-acquired infection
- Achieve 100% safe, effective, and timely patient flow and transitions

In June 2010, the Ontario Government passed the Excellent Care for All Act (ECFAA). This legislation supports hospitals in advancing their quality and safety initiatives and sets out specific requirements for hospitals with respect to quality and patient safety. Not only does Bridgepoint meet ECFAA compliance requirements, we exceed them.

Highest Accreditation Award

Bridgepoint’s exemplary work in quality improvement and patient safety was confirmed in November 2010. Accreditation Canada’s survey at Bridgepoint was part of a broader peer review process.

Bridgepoint met the standards of excellence and was awarded Full Accreditation – the highest award possible.

Balanced Scorecard

The Bridgepoint Balanced Scorecard is a planning and management tool. It helps us to align our operational plans with our vision and strategy, guides our communications programs, and helps us to monitor performance against goals.

The scorecard looks at four quadrants of performance: Chronic Disease Management and Prevention including Quality and Safety, Research and Education, Resource Management and Organizational Enablers. We measure our performance against key indicators in each of these areas.

Innovation in Technology and Emergency Preparedness

A key component of ensuring patient safety is assessing risk and readying the organization in the event of an emergency, such as a pandemic or natural disaster.

In the fall of 2010, Bridgepoint participated in a Natural Sciences and Engineering Research Council grant with George Brown College’s School of Emergency Management to test our emergency response plan. As part of the tests we trialed an innovative new Pandemic Emergency Toolkit – PINpoint™, developed by Tenet Computer Group, that enables rapid dissemination of information related to breaking public health crises like the recent outbreak of H1N1.

SUPPORT AND CONTRIBUTE

Generous Support from People Just Like You

The compassionate care that Bridgepoint provides is reflected in the generous support from volunteers and donors.

“I got to know my Bridgepoint care team very well as an inpatient and then, for much longer, as an outpatient. They were incredibly helpful, incredibly supportive and really made me feel like there was no choice, I was going to get better.”

David Cooper, Former Patient

Changing the lives of people affected by complex chronic disease would not be possible without the support of many individuals and organizations. Their generosity allows patients to benefit from the best care possible.

The major focus of Bridgepoint Health Foundation in 2010/11 was its \$60 million Life.Changes. campaign. This ambitious capital campaign is the first in Bridgepoint’s history. It will provide crucial funding for building and equipping the new Bridgepoint Hospital as well as for the Bridgepoint Collaboratory for Research and Innovation. To date, nearly \$10 million has been raised.

Bridgepoint Health Foundation has attracted an impressive group of leaders in the business and philanthropic communities to its campaign team. These individuals bring a wealth of experience, knowledge and innovation and are committed to the mission and vision of Bridgepoint Health.

Raising awareness continues to be critical to campaign success. In the past year, the Foundation invested in promoting the campaign to the local community through outdoor signage, including on the Bridgepoint

parking shuttle bus. Special events, such as a reception featuring TD Bank economist Don Drummond, strengthened connections with donors and members of the business community.

Bridgepoint is also gaining the attention of a new audience of young professionals in Toronto, thanks to the efforts of the Bridgepoint Emerging Leaders. These enthusiastic volunteers are lending their time and energy to raising awareness of Bridgepoint among their peers. In September 2010, they hosted the “Recovery Brunch” at the Thompson Hotel, raising more than \$7,000 for the campaign.

The Foundation continued to set new records for its fundraising events. Its eighth annual gala, *Fandango! Con Amore*, raised \$440,000 – more than any previous year. The Bridgepoint Classic Golf Tournament also surpassed previous achievements, raising over \$100,000 in 2010.

The staff and volunteers of Bridgepoint Health Foundation feel privileged to be the link between Bridgepoint’s vision and the community’s generosity.

Examples of that generosity in 2010/11 include:

- A \$100,000 donation from the Tzu Chi Foundation of Canada for the purchase of new therapeutic mattresses. The specialized mattresses reduce the risk of pressure sores, protecting patients from infections.



Volunteers provide a wide range of patient and organizational support activities in many areas across the Hospital, including:

- Clerical Support
- Chinese Social Programs
- Gift Shop
- H.E.L.P.P. Lottery
- Friendly Visits
- Library
- Life Stories
- Mealtime Assistance Program
- Palliative Care
- Pet Therapy
- Snack Cart
- Spiritual Care
- Therapeutic Recreation
- WellWishes

- A \$100,000 donation from businessman Tim Kwan will fund one of the most welcoming places in the new Bridgepoint Hospital – the information desk. Located in the hospital's main entrance, the information desk will be a gathering place for patients, visitors and staff, connecting them with the community life of the hospital.

Giving the Gift of Time

Volunteers are an integral part of Bridgepoint's patient and staff experience. The volunteers bring a broad range of knowledge, expertise, life and career experience. Bridgepoint volunteers demonstrate, every day, their passion and commitment to what the organization does and benefits it delivers.

Highlights

- 16 summer student volunteers gained valuable life experiences by visiting and helping out in the gift shop, snack cart, recreational therapy, and others.
 - Last August, with support from the Bridgepoint Health Foundation, student volunteers raised over \$425 at the Bridgepoint Volunteer Book Sale.
 - Bridgepoint's four-legged volunteers always give patients a boost. Pet Therapy dogs have an innate ability to build instant rapport with patients.
- Volunteer Resources has also pledged financial support to the Life.Changes. campaign. To date, Bridgepoint's volunteers have raised more than \$165,000 towards their commitment.

ENQUIRE AND EDUCATE

While We Teach, We Learn

Our academic mission at Bridgepoint Health is to educate and train the next generation of health care professionals, ensuring a well-qualified pool of resources is available to support the care of patients affected by complex chronic disease.

“A lot of students came in and worked with my nurses. One student said to my husband and me, ‘You’ll never realize how long you’ll be in my heart and mind because you did so much for me here.’ I said, ‘I’m just giving back what I got.’ And that’s exactly how I was treated.”

Cheryl Lewis, wife, mother
Patient at Bridgepoint Hospital

The growth of our clinical education portfolio over the past year confirms that our collaborative approach and our interprofessional teams in education are working.

With our newly formed Education Council we are building an education platform that supports our teaching, learning and knowledge transfer endeavors.

This past year, our Interprofessional Student Lunches welcomed more than 400 students from 10 disciplines.

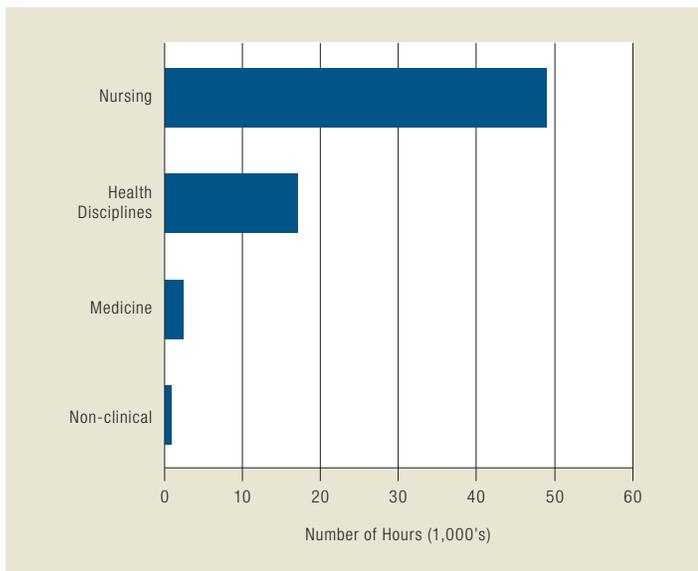
In addition, many of our staff offered learning opportunities to students and provided support to the new University of Toronto Interprofessional

Education curriculum. Over 1,100 people attended the 80 interprofessional clinical continuing educational events held over the year.

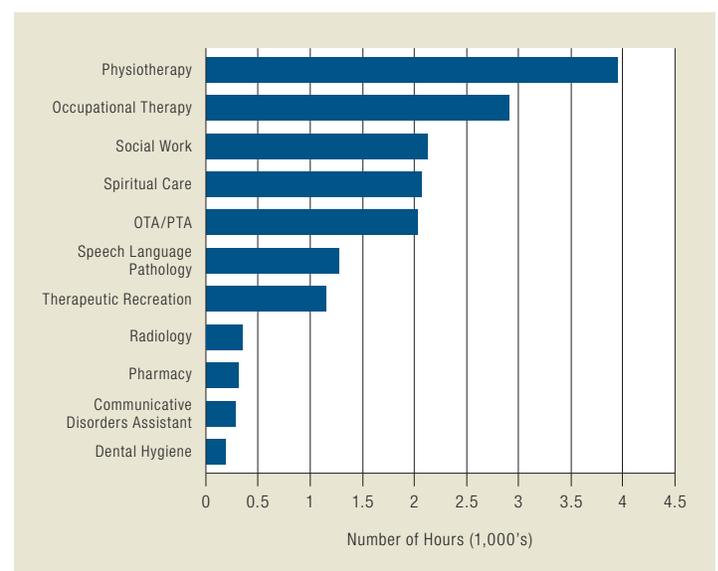
Our innovative Collaborative Online Interprofessional Learning (COIL) project continued to grow, with a marked increase in student involvement in preparation for the full project launch in 2011.

Bridgepoint’s education activities are detailed in its 2010 Education report which is available at www.bridgepointhealth.ca

Student Numbers By Hours 2010



Student Hours in the Health Disciplines 2010





Bridgepoint Collaboratory in Research and Innovation

Making New Discoveries, Sharing and Exchanging Knowledge

At Bridgepoint Health caring for people affected by complex chronic disease and disability is our unique business. We are the only organization in Canada that has made it a sole focus. While our innovative models of care are having a significant impact on patient outcomes, there is always a need to learn more about complex chronic disease and to share what we learn with others.

Under the leadership of Dr. Renée Lyons, Bridgepoint Chair in Complex Chronic Disease Research and TD Financial Group, and Scientific Director Bridgepoint Collaboratory in Research and Innovation, work is underway on several fronts to advance research into complex

chronic disease and disability – an area that, until now, has been given little attention.

As such, we are developing better methods to understand people with chronic health issues and their care needs. We are also creating new models for research and care that contribute to improved health outcomes, support for families, policy, and action on the modifiable factors that contribute to health-related complexity.

Complexity in both prevention and care not only arises from physical health problems, but also from social conditions such as poverty. Rather than science running away from these sorts of complex, real life issues, the Bridgepoint Collaboratory is tackling them with new research designs and collaborating with local and international researchers.



“I think a new hospital means that Bridgepoint can continue to do more great work in a more comfortable environment. I think it'll be just a great, great place. Looking forward to it.”

Ted Zwiebel, Former Patient at Bridgepoint Hospital

Future Focus

Over the next five to ten years the Collaboratory will:

- Build the evidence base and innovation in complex chronic illness and disability to improve the quality of care and health outcomes in Canada,
- Build a strong foundation and culture of research at Bridgepoint,
- Foster the development of a solid international research community in multiple co-morbidity and complexity, strengthening our research collaboration with the other major centres such as University of Oxford and University of Glasgow, and be a magnet for training of health professionals and researchers, and;
- Establish Bridgepoint as a global centre of excellence in complex care and disease prevention.

To achieve these goals we will build the financial base of support through research grants, corporate and other contributions and we will partner with the public and private sectors to optimize the opportunities.

Currently the Collaboratory is working on education initiatives and research projects focused on improving the quality of care that Bridgepoint – and the rest of the health care system – is able to deliver to complex patients. Some examples include:

- **The Bridgepoint Study** – to understand the patient population and their needs, leading to new research methods, a new model of care of people with complex chronic illness and disability, and improved care.
- **The Minimum Data Set Initiative** – to develop hospital and primary care data systems for complex patients.

The Bridgepoint Collaboratory Research Speaker Series (RSS) invites researchers engaged in exciting and innovative studies to share and discuss their research ideas.

This past year, RSS speakers included Dr. Ross Upshur, Canada Research Chair in Primary Care, Dr. Joyce Nyhof-Young, an Education Research Scientist with the Cancer Survivorship Program at Princess Margaret Hospital, Dr. Rose McCloskey, University of New Brunswick and Dr. Alex Jadad, Chief Innovator and Founder, Centre for Global eHealth Innovation, University Health Network.

- **The Healthcare Building Design and Health Outcome Research Program** – to measure the impact of engineering and design features of the new Bridgepoint Hospital on health outcomes, in collaboration with Diamond and Schmitt Architects Inc., the Faculty of Architecture, University of Toronto, Ryerson University, and the Province of Ontario, Ministry of Health and Long-Term Care.
- **Safety and Complex Care** – three research initiatives to improve patient safety in transitions between health care facilities in collaboration with St. Michael's Hospital and the Li Ka Shing Knowledge Institute.
- **Pain Management** – to examine the effectiveness of over 10 years of a pain management intervention program using non-pharmaceutical intervention in collaboration with Ambulatory Care at Bridgepoint.
- **Personalized Medicine** – to assess the feasibility of using genetic testing in prescribing practice in complex chronic illness in collaboration with genetic testing facilities at McGill University.
- **On-Line Training** – to develop and test unique e-learning approaches to team effectiveness in complex care in collaboration with the Faculty of Medicine at The University of Toronto.
- **Pharmaceuticals Management** – develop approaches to the training of pharmacists in pharmaceuticals management and complex patients, in collaboration with Shopper's Drug Mart.

Knowledge Knows No Boundaries – Bridgepoint Researcher Crosses the Pond to Teach and Learn

Bridgepoint's Research Associate, Kerry Kuluski is a visiting scholar at Oxford University in England where she is affiliated with the Department of Primary Health Care (PHC) and Green Templeton College and is working with the Health Experiences Research Group.

The Group is comprised of a team of researchers who collect personal narratives from individuals with different chronic conditions. Data drawn from the narratives is used to populate an award winning website called healthtalkonline.org. The website features over 50 different health issues and is used as an educational resource for patients and practitioners.

Kerry is responsible for updating the stroke module. Her work involves interviewing stroke survivors to capture their stories.

Other uses for the data are being explored including experienced-based commissioning, where patient experience data are used with other forms of data (e.g., quantitative assessment data) to inform policy and practice.

Kerry will return to Bridgepoint having forged relationships with international experts and compiled new research ideas to help Bridgepoint continue to grow as a leading hospital and research centre in complex chronic disease.

FINANCIALS AND STATISTICS

The following charts show the sources of revenue and distribution of expenses for Bridgepoint Health (presented in thousands).

Audited financial statements for 2010/11 are available upon request by contacting 416.461.8252, ext. 2401

Bridgepoint Health Revenues by Source \$85,587



■ 89.58% Provincial □ 5.18% Other ■ 3.92% Patient ■ 1.32% Foundation Grant

Bridgepoint Health Expenses by Type \$85,993



■ 78.95% Compensation □ 12.22% Other Supplies ■ 4.70% Depreciation ■ 3.75% Medical Supplies/Drugs ■ 0.38% Investment

Bridgepoint Revenues by Organization \$85,587



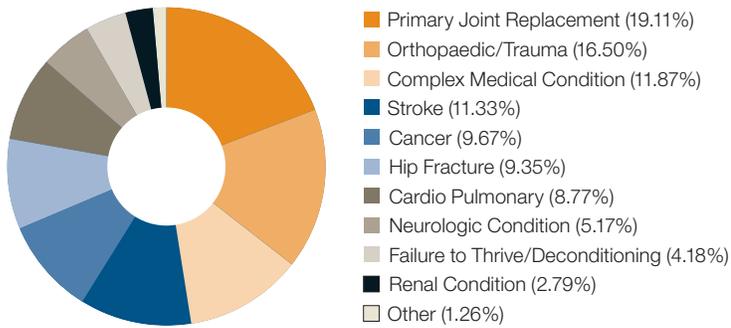
■ 96.38% Hospital □ 2.63% Health ■ 0.99% Research

Bridgepoint Expenses by Organization \$85,993

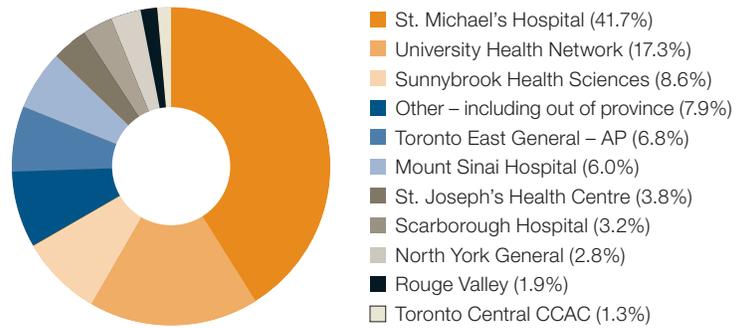


■ 96.43% Hospital □ 2.59% Health ■ 0.98% Research

Inpatient Primary Diagnosis, 2010/11



Distribution of Client by Referring Partner



Note: 86.08% of patients who were in hospital in 2010-2011 had three or more diagnoses.

Bridgepoint Team



Complex Care



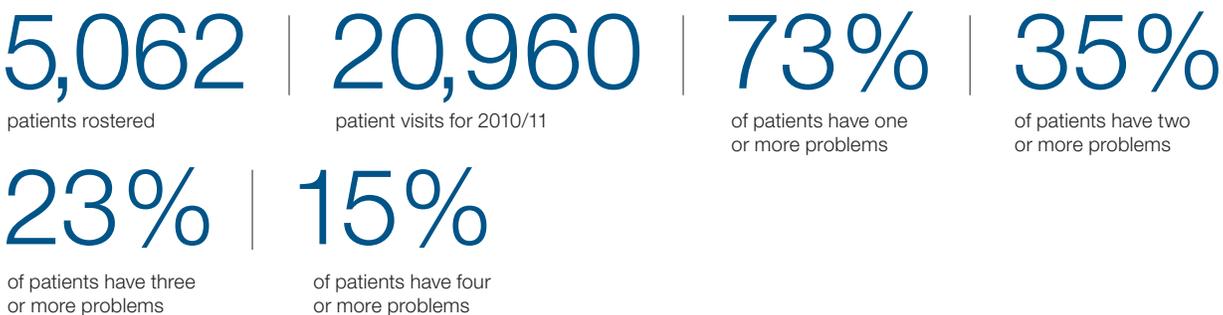
Complex Rehabilitation



Ambulatory Care



Family Health Team



Bridgepoint Health Board of Directors

Theodore Freedman
Chair, Board of Directors

Valerie Gibbons
Vice Chair, Board of Directors

Paul Gallagher
Treasurer

James Baillie
Amanda Bell
Paula Blackstien-Hirsch
Peter Boyd
L. Robin Cardozo
Thomas Corcoran
Edith Hillan
Tim Hodgson
Audrey Loeb
Sandeep Lal
Paul Macmillan
Eliot Phillipson, M.D.

Ex-Officio Members

Philip Arthur
Chair, Bridgepoint Health Foundation

Paula Fletcher
City of Toronto Councillor, Ward 30

Ignazio LaDelfa, M.D.
Chair, Medical Advisory Committee

Jane Merkley
Vice-President, Programs,
Services & Professional Affairs and
Chief Nursing Executive

Marian Walsh
President and CEO

Jeffrey Wulffhart, M.D.
President, Medical Staff Association

Ted Zwiebel

Acute Lymphoblastic Leukemia—
Complications of chemotherapy

“I was fine one day and the next day I was not. Bridgepoint changed my life. At Bridgepoint I learned how to walk and talk and chew gum and really be a person again.”

Vision

- To be Canada's leader in complex care and complex rehabilitation.

Mission

- To change the world for people living with complex chronic disease and disability by:
- Providing an integrated network of programs and services in complex care and complex rehabilitation;
- Advancing knowledge, expertise, and care through research, teaching, and learning; and,
- Engaging our community and health care partners to create a networked system of support.

Strategic Priorities

Bridgepoint has established the following strategic priorities to guide its program and service development, to support us in delivering on our mission and to facilitate the achievement of our vision.

Transform the Patient Experience

We will work to continually enhance the overall patient experience through quality of care, service and outcomes.

Transform the Staff Experience

To enhance the patient experience, we will focus on staff and create an organization that attracts and retains the best and the brightest—people who are passionate about integrated excellence and absolutely committed to the Bridgepoint mission.

Create the Network

We will define, implement and maintain an appropriate accountability framework across the organization to support the continuum of complex care and complex rehabilitation.

Build Facilities of Distinction

We will redevelop the hospital and adjacent lands into a world-class centre for complex care and complex rehabilitation, while ensuring the greatest long-term value from the use of the property.

Drive the Value Shift

We will work to ensure that everyone associated with Bridgepoint—the communities we serve, our partners, the government, and the public at large—values our patients as successes of modern medicine. In achieving this, complex care and complex rehabilitation will be embraced as the new frontier of health care.

Create a Learning Community

Learning will continue to be one of the hallmarks of Bridgepoint. It will focus on research and the cultivation of a true learning environment.



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**Life.Changes.
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Sean Hannon
Team Lead, Special Projects,
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Wanda McColl
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Bridgepoint Health expresses its sincere appreciation to our patients and staff who allowed us to use their images and stories in this report.

