

NORTH BAY REGIONAL HEALTH CENTRE
ANNUAL REPORT 2011/2012



Leading through Change



North Bay Regional
Health Centre



Centre régional
de santé de North Bay



Change [cheynj] verb, changed, chang-ing, **noun**
[verb] (used with object)

- to make the form, nature, content, future course, etc., of (something) different from what it is or from what it would be if left alone: *to change one's name; to change one's opinion; to change the course of history.*

“ How does one become a butterfly? she asked.
You must want to fly so much you are willing to give up
being a caterpillar. ”

-Unknown

This year's theme of **CHANGE** is similar to the change experienced when the caterpillar becomes a butterfly—something entirely different comes from a lot of effort to improve.

The North Bay General Hospital and the Northeast Mental Health Centre have come together in a voluntary amalgamation and changed into a new organization, the North Bay Regional Health Centre, aimed to truly improve the patient experience.



North Bay Regional Health Centre

50 College Drive
North Bay ON,
P1B 0A4
705.474.8600
www.nbrhc.on.ca

Annual Report produced and published by the Public Relations Department.
For further information contact: 705-495-8127 or email Public Relations at: pr@nbrhc.on.ca



Phil Geden
Board Chair



Mark Hurst
President & CEO



Dr. Joseph Madden
Chief of Staff

Report of the Board Chair, the President and CEO and the Chief of Staff

For the past three to four decades the change experienced in our health care system has been unprecedented. Ironically, it has been one of the most consistent elements we deal with in the delivery of healthcare services to North Bay and throughout the northeast region.

After moving into the much awaited, newly constructed health centre in January, 2011, which created more change than we had experienced for some time; April 1, 2011, again, changed the course of history for North Bay's hospitals.

Amalgamation

That day, the North Bay General Hospital (NBGH) and the Northeast Mental Health Centre (NEMHC) officially amalgamated bringing together two very different health care providers serving differing needs of patients in distinctly different catchment areas. Yet, even with all these differences, there was a strong sense amongst staff, Board members, and patients and families that amalgamation was the right thing to do. And, if our first year is any indication, it has proved to be true.

This voluntary, organization integration is the first time in Canada that acute health care and specialized mental health care services are being delivered from the same location—the North Bay Regional Health Centre (NBRHC). It has created an environment that allows us to treat the whole person—including mental and physical health.

It has also created an organization with over 2300 full time employees making NBRHC the largest employer in North Bay. Bringing the two organizational cultures together while continuing to provide high quality patient care in the most efficient and effective way has also created an inordinate amount of work.

One Board of Directors

As a result of the work done by the two very active Boards from the legacy organizations, a new Board for NBRHC was created and officially assumed its duties as of April 1, 2011.

The Board has a complex role. Under the legislation of the province, its main purpose is to oversee the community's interest in the hospital, while the President and CEO's role, as the Board's employee, is to carry out operations in the best interest of the corporation. Fortunately, our main interest is always the same: to provide quality patient care at reasonable cost. We are fortunate in that when differences of opinion develop, we always return to the test of whether the proposal in question affects the quality of patient care in the hospital. The Board always attempts to ensure that it doesn't enter into the operational details, but rather focuses on the oversight role for which it is ultimately responsible.

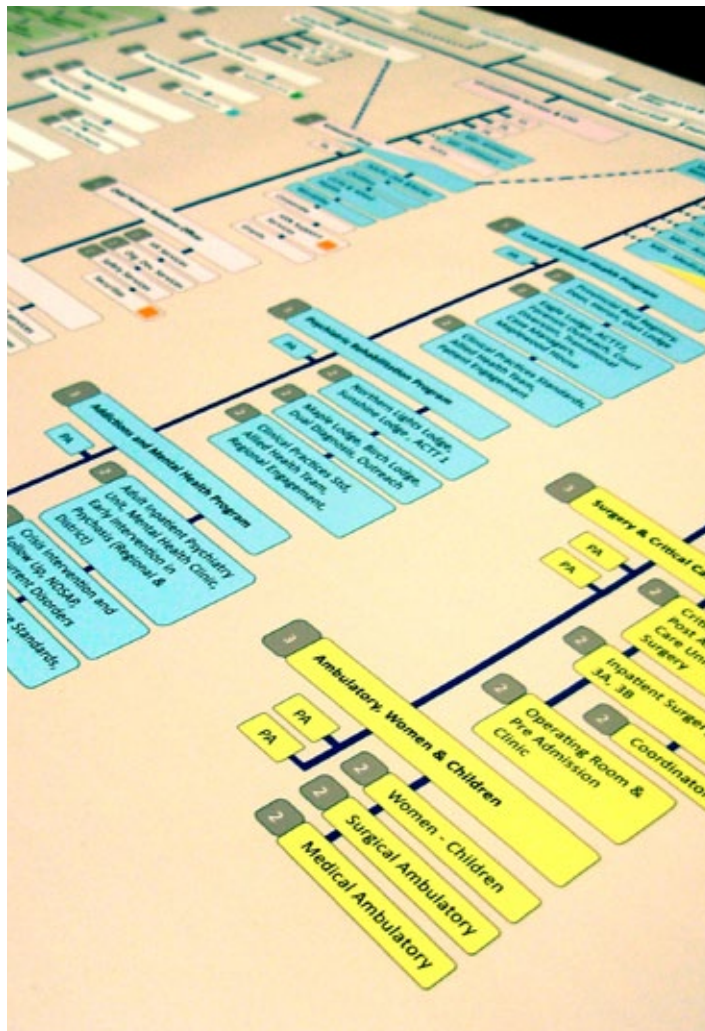
This year, our voluntary board members spent a lot of time refining Board bylaws and policies. This is absolutely essential work from the governance perspective, because it is those bylaws and policies that set the direction for the hospital.

NBRHC Catchment Area

- Regional Mental Health
- District Hospital



NBRHC provides acute care services to North Bay and its surrounding communities and specialized mental health care to all of northeast Ontario. It also has inpatient services in Sudbury at Kirkwood Place and outpatient and outreach services in both North Bay and Sudbury and throughout the northeast region.

District Hospital:**275** acute care beds**58,200** Emergency Room visits annually**48,000** Outpatient visits annually**Regional Mental Health Centre:****113** specialized beds in North Bay**43** beds in Sudbury**57,000** outpatient/outreach visits annually
(includes acute district mental health stats)

Most of this work is carried out by the main Board committees of Quality, Finance, and Governance, and then brought to the full Board for further discussion and approval.

The NBRHC Board is working to strengthen partnerships within our district with Mattawa and West Nipissing and beyond within the larger HUB group, including Timmins, Sault Ste. Marie and Sudbury. The goal is to work together to ensure we are meeting the needs of patients in the best way possible with existing resources, eliminating duplication where possible and ensuring that together, we continue to serve the area well.

The NBRHC Board includes, as a full complement, 15 volunteer members from North Bay and surrounding area and across northeast Ontario to ensure representation from geographical areas served by NBRHC. The President and CEO, Chief of Staff, Chief Nursing Officer and President of the Medical Staff Association are ex-officio members of the Board. Photos and a listing of the Board members appear at the end of this report.

Medical Services Amalgamation

Chief of Staff, Dr. Joseph Madden, and Deputy Chief of Staff, Dr. Susan Adams, have been instrumental in leading the amalgamation of medical services from our legacy organizations. Consolidation of physicians, dentists, midwives and nurses in the extended class, into one organization has been facilitated by the development and approval of a new Professional Staff Bylaw, which continues to be reviewed to fine tune processes as we settle into our new environment.

Organizational Re-Design

Amalgamation provided us with an opportunity to realign our Senior Leadership Team. This has led to an organizational re-design throughout the management level to ensure that we are running an efficient, effective organization while still providing high quality patient care.

At the time of this report, we have a transitional senior leadership team that will help to balance our budget by fall 2012, and ensure the organizational design changes that have occurred are running as efficiently and effectively as possible. There are currently six Vice Presidents (VPs) and our plan is that through attrition over the next two to three years, those six will become four VP positions with a redistribution of workload once this major organizational design shift settles into place.

Our new organizational design has also provided many opportunities for some of our managers to step into more senior roles that will continue to challenge their professional skills and provide them with job satisfaction as they move forward in their careers. Continuing to invest in our staff

and provide a challenging work environment is an important aspect in an organization of this size. Employee satisfaction surveys show that 'job satisfaction' rates highly in our ability to retain and attract staff to NBRHC.

In fall 2011, and after 22 years as President and CEO, Mark Hurst announced his retirement date to the Board to allow time for the Board to begin a recruitment process. Mark's retirement is scheduled for August 31, 2012, and the Board has been working with the recruitment firm *Four Corners* to ensure a new President and CEO is in place for September, 2012. On May 16, 2012 the Board announced the appointment of Paul Heinrich as the new President and CEO effective August 27, 2012. We wish to thank all staff and community members who contributed in early 2012, to the formulation of a profile of the new President and CEO.

Executive Compensation

The NBRHC Board, along with other Ontario hospital Boards, has been working to ensure fair compensation for hospital employees—including executives—to ensure we can attract and retain the health care professionals we need and deserve in our community. Appropriate compensation can only be fair if it is informed by evidence and remains completely transparent.

As part of this effort to create a more expansive culture of transparency, NBRHC, along with all Ontario hospitals, proactively disclosed executive contracts on our website in December, 2011.

The Ontario Hospital Association lead the development of a framework (March 2012) that will help hospital Boards facilitate the use of evidence-based practices and transparency in executive compensation-related decisions. The OHA is recommending that hospital boards:

- Voluntarily implement the framework, which would see hospital CEO compensation based on a complexity matrix that includes budget size, research and teaching intensity, patient volumes, and other factors.
- Voluntarily implement a pay-for-performance scheme that could eventually see up to 30% of hospital executive compensation tied directly to clearly and publicly-articulated provincial and organizational goals.
- Voluntarily extend executives' compensation

freeze until at least 2014. If fully implemented, this freeze would save approximately \$47 million across the whole province over five years.

- Review organizational policies regarding car allowances to ensure they are consistent with the spirit and letter of the Broader Public Sector Accountability Act's Perquisites Directive, and ensure that without-cause severance arrangements adhere to common law principles.

The NBRHC Board's analysis indicates that our current compensation package aligns quite well within the recommended structure for executive compensation plans. By ensuring these principles are reflected, our Board joins other hospitals in the province working to enhance public confidence in our leaders and the important work they do.

Freedom of Information and Privacy Protection Act (FIPPA)

On January 1, 2012, Ontario hospitals were added to the list of institutions that fall under the Freedom of Information and Protection of Privacy Act (FIPPA). NBRHC has embraced this legislation that supports transparency while protecting the privacy rights of our patients, staff, visitors and other individuals with whom we interact.

Personal Health Information Protection Act (PHIPA)—Protecting Your Privacy

NBRHC experienced a major privacy breach in 2011, discovered when conducting a privacy audit. As a result of further investigation, it was determined that an employee of the hospital accessed health information for persons other than those with whom the employee was involved in providing care, dating back to 2004. Over 5,800 patients were affected. The results of the investigation lead us to believe that the information inappropriately accessed by this employee was not released to other staff or beyond the hospital however, the actions of the individual were a violation of the law on privacy and hospital policy.

At the time of the breach, the hospital expressed its sincere regrets for the situation and assured everyone that patient care was never negatively affected as a result of this incident.

NBRHC takes its role of safeguarding personal health information very seriously and as a result of this

FIPPA applies to records that came into the custody or control of the health centre on or after January 1, 2007. Upon request, certain records must be made available, in accordance with the Act.



incident has improved the security of access to personal health information and provides additional education to employees regarding the protection and privacy of personal health information. More rigorous audits to detect attempts to inappropriately access health care information have also been implemented.

It is the health centre's goal to ensure that necessary health information is readily available to appropriate caregivers to ensure patient safety and quality of care, but that it is not disclosed beyond the circle of care-givers.

Financial

The first full year in our new facility, and as an amalgamated organization, was a successful year as we continued our planned

progression to a balanced operating position. In accordance with our Hospital Improvement Plan approved by the NE LHIN (North East Local Health Integration Network), we were able to end the year on target achieving a reduction in the operating deficit by 50%. The operational efficiencies realized as a result of our new facility, administrative and program efficiencies resulted in expenditure savings of \$8.8M. At the same time, the non-Ministry revenue realized from retail operations and out-of-province billing was higher than planned and as a result contributed favourably to the bottom line.

As a result of the increased capital spending required to relocate services in 2011, the capital program approved for the year

2011/12 focused only on the mandatory programs and capital purchases required to stabilize operations in the new locations. The 2011/12 capital program provided a \$7.5M investment in facility, equipment and information system projects.

The second phase of the planned bed and volume growth associated with the new facility was implemented. The opening of services has enabled the hospital to achieve performance improvements in both wait time strategies and patient flow. The final phase of growth is planned for our next fiscal year to support increased program capacity.

Fiscal Advisory Committee

Building on the foundation of the predecessor organizations' committee structures, the inaugural NBRHC Fiscal Advisory Committee (FAC) meeting was held. The FAC's role is to advise the North Bay Regional Health Centre Board and make recommendations with respect to the planning and utilization of resources, systems, and efficient operations, promoting a safe environment for patients and staff and the achievement of long-term fiscal sustainability. The committee membership was structured giving consideration to the diversity of programs, disciplines, and physical locations within the organization.

Property Sales and Divestment

The sale of the previous properties owned by the North Bay General Hospital was a major goal for 2011/12. We are pleased that the sale of all properties was completed in winter 2012. The Nipissing Building and Cooper House were sold to a local businessman and the Scollard and McLaren sites were sold



to an established northern developer. We've stated in the past that any funds received from the sale would go towards the local share requirements of the new facility. While we anticipated breaking even financially on the sales of these properties, we are pleased that the sales have actually provided over \$1M towards that goal.

The Board and Senior Leadership Team engaged in discussions with the local neighbours of the old NBGH sites several times to ensure they were aware of the process underway to sell the properties. In January, 2012, a meeting was held where the purchasers of the properties were introduced and neighbours heard about the buyers' options for the sites.

Should this sale not have occurred, NBRHC would have had to begin the process of demolishing the buildings at a possible cost of between \$3M and \$4M from its operating budget.

The North Bay property occupied by the Northeast Mental Health Centre (previously the North Bay Psychiatric Hospital) is owned by the Ontario Government and is under its management.

NEMHC's Sudbury campus however, was owned by the NEMHC and post amalgamation belongs to NBRHC. The site has been re-named Kirkwood Place and includes regional specialized inpatient, outpatient and outreach mental health services. We also rent portions of Kirkwood Place to Health Sciences North (previously Hôpital regional Sudbury Regional Hospital) for operation of some of its acute mental health services.



McLaren Site

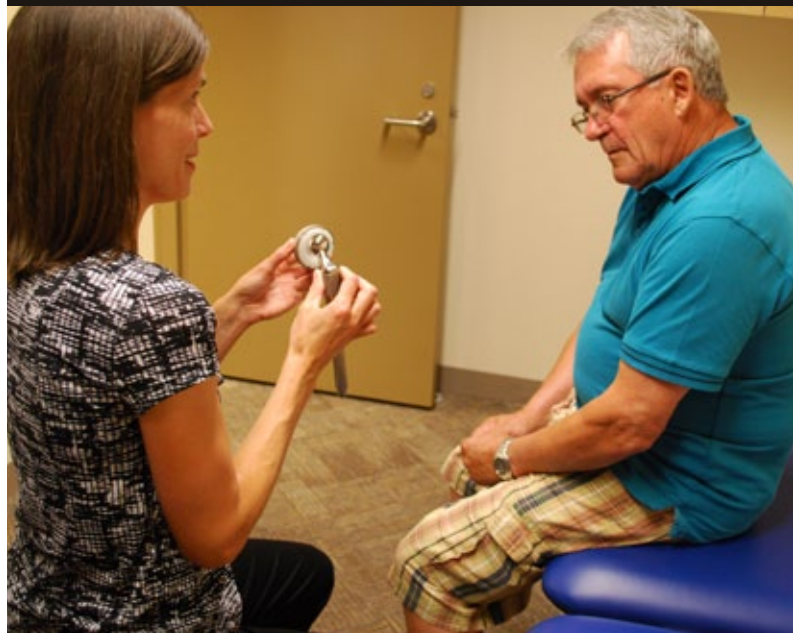


Scollard Site



OUR HOSPITAL'S FIRST BABY

Born early at 28 weeks and weighing only 2lbs, 12 oz; Patience made history on January 30, 2011 as the first baby born at the North Bay Regional Health Centre (NBRHC). Jennie, Patience's mom, is happy to report that Patience's doctors are pleased with her progress and there are no major concerns at this point.



NORTH EAST JOINT ASSESSMENT CENTRE (NEJAC)

Patients in North Bay and District requiring hip or knee replacements have seen wait times for surgery decrease. Tonia (left) works out of the NEJAC, and met with George (right) for a comprehensive assessment. Tonia also reviewed George's x-ray findings with him, and provided education about his management options, including surgery.



Kirkwood Place, Sudbury

In January, 2011, the Regional Seniors' Dementia Care Program (Oak Lodge) and the Specialized Rehabilitation and Transitional Service (Nickel Lodge), both inpatient services (31 beds), relocated from North Bay to Sudbury and joined the existing Regional Children's Psychiatric Centre (RCPC—12 beds) at Kirkwood Place.

For transferred patients it meant a new home and new beginnings; for many staff a new organization and new colleagues; for existing staff it was an opportunity to embrace new activity on campus. Amid all of the change however, one thing remains certain: staff were focused and driven to provide the best care possible to our patients. This was reflected in many aspects throughout the year from the modifications within the building to increase safety, to providing patients with dynamic programming both onsite and in the community.

The staff worked with many community partners and organizations to develop relationships that would benefit our patients. From athletic groups to live entertainment, chaplaincy to vocational services, our patients were presented with opportunities to achieve their highest level of success.

A shining example of the relationships that have been formed with community partners is the renewal of the greenhouse at Kirkwood Place. Allied staff from both NBRHC and Health Sciences North along with members of the non-profit organization NISA (Northern Initiative for Social Action), and the Sudbury Horticultural Society have worked diligently to re-open the greenhouse, establish programming, and develop education and training opportunities for staff and community partners to learn about horticultural therapy. With the space in full operation, patients have reaped the benefits of the calming atmosphere, learned how to care for plants, and will partake in a multitude of specialized workshops that are designed to meet their needs and interests.

Through the leadership of our site Medical Director, the clinical staff at Kirkwood Place, saw a reduction in one-to-one supervision of patients in 2011. This can be attributed to detailed behavioural planning, team coordination and patient collaboration. The decrease in one-to-one supervision has resulted in increased patient autonomy, quality of life, and progression toward discharge goal attainment.

To further fulfill the mandate of Nickel Lodge, a project was launched in collaboration with the NE LHIN, Ministry of Health and Long



“ ”

Quote from patient at Nickel Lodge, Kirkwood Place:

"I enjoy the activities on Nickel Lodge. I participate in bowling, swimming, walking and health boundaries group. I also go out to dances, out for lunch and see my girlfriend when I can. The staff also helps me to cook, this will all help me move into a group home someday!" ~ DG

Term Care, Canadian Mental Health Association Sudbury & Manitoulin, and NISA to establish a transition house off property that would allow patients who are preparing to move back into the community the opportunity to live in a residential setting. The environment of the home will be based on recovery principles focusing on the benefits of peer support, empowerment and opportunity for growth in many areas: attention to personal care and health care needs, decision-making regarding menu planning and meal preparation, maintaining a clean, organized living space, personal budgeting, and education and vocational goals.

With our new organizational structure in place, the focus for the clinical teams at Kirkwood Place will shift to further specializing each patient's wellness plan by maximizing individual potentials, reducing behavioural challenges, teaching new skills to optimize function, improve relationships and enhance the quality of life that will be necessary to return patients to the community, whether to their home, a supervised living arrangement, or a long term care facility.

In 2011, members of the NBRHC Board of Directors worked with local neighbours of Kirkwood Place to minimize the effects of the implementation of the hospital's smoke free policy and parking fees on the neighbouring properties. The community is very supportive of Kirkwood Place and we wish to continue this positive relationship with our Sudbury neighbours.

Kirkwood Place has received invaluable financial support through the Sudbury Manitoulin District Mental Health Fund Committee, which is responsible for making recommendations with respect to the former Network North Foundation assets. Funding received through the committee has been utilized to leverage Ministry of Health infrastructure dollars in support of capital projects at the Sudbury site. In addition, the committee has recently re-introduced a professional development allocation to support Sudbury Manitoulin staff in becoming experts in their field. The renewal of our physical environment and the investment in our human resources positively impacts patient care and goes a long way in building staff morale.

Community Programs and Services

Some of our community programs and services also underwent a great deal of change in 2011.

In June, the **Mental Health Clinic** (previously the Claude Ranger Clinic) moved into newly constructed quarters at 120 King Street in North Bay, alongside two existing NBRHC acute care services: the **Nipissing Detox and Substance Abuse Centre** and the **Nipissing Diabetes Centre**.

Our **Regional Outreach Services** (specialized mental health) were consolidated in a newly renovated space on Devonshire Avenue in North Bay. Thirteen outreach teams provide sub-specialty mental health services to over 13 communities in the six districts throughout the catchment area.

CHOICES (Consumers Having Options In Choosing Employment) located in North Bay on Jane Street, is a vocational program providing services to NBRHC. Vocational testing and supports are provided and individuals can obtain experience through community placements. A job club, job placement services and employment supports are available.

Through a partnership with the Near North District School Board, academic upgrading (to Grade 12) and work preparation training (eg: WHMIS certification) are also available.

Wordplay/Jeux de mots program, located downtown at 10 Elm Street, Sudbury (with a satellite office in Espanola), provides three distinct early intervention programs for young children: Pre-school Speech and Language Services Sudbury/Manitoulin; Northeast Ontario Infant Hearing Program and Northeast Ontario Blind Low Vision Early Intervention Program.

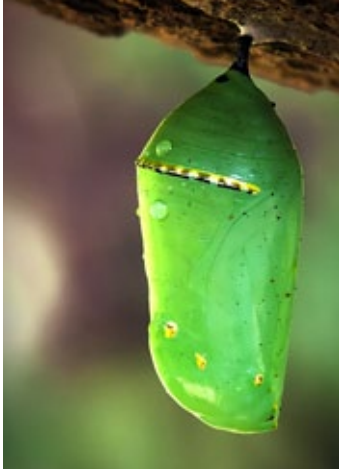
NBRHC has lease agreements with local landlords for its community programs and services.

More about these community programs and services can be found on our website at: www.nbrhc.on.ca



"The care provided on Oak Lodge is awesome. I have dropped in on the unit unannounced on a few occasions and have always been impressed with the care provided to my husband by all staff. When I visit my husband, his appearance is always neat and clean and he seems so comfortable and relaxed. Thank you for the care you provided, it makes me feel at peace!"

***-Jean McKinnon,
Family member***



Alternate Level of Care (ALC)

An Alternate Level of Care (ALC) patient is one whose care needs are such that they would be better served in some other setting, but remain in hospital because of lack of suitable placements in the community. The cost of care in the hospital is generally considerably higher than that in other locations, and of course, the care received in the hospital, though excellent, cannot meet the complete needs of most ALC patients.

The hospital remains challenged by patients requiring alternate level of care in all mental health and acute services. However, with the addition of 31 beds to the Complex Continuing Care and Rehabilitation areas post move to the new facility, the number of ALC patients in the district hospital has decreased to 27.04% from 37.5%. A new program, Assess and Restore, has been initiated on the inpatient Rehabilitation Unit with the purpose of providing focused therapies and supports to allow patients to recover and transition back to the community. An outpatient day program has also been established for the elderly to bridge care between the inpatient setting and the community. The goal is to prevent hospital admission and to enhance independence.

NBRHC has been working with the NE LHIN and community partners to develop programs and strategies to ensure patients are in the right place at the right time receiving the right services. A North Bay ALC Plan as well as a specialized geriatric review has been undertaken to provide a blueprint for the development of future programs.

In the past year, the NE LHIN recognized the ALC challenges and allocated \$1M for three initiatives: Mobile Behavioural Response Team (\$0.5M), two additional beds at PHARA to assist patients to transition home (\$150,000), and additional assisted living funding allocated to Cassellholme and PHARA community support services (\$350,000). The benefit from these initiatives has not been fully realized and as a result occupancy continues to be a pressure.

Members of our regional mental health and the district hospital teams successfully completed a project of real time reporting of alternate level of care data to the provincial Wait Time Information System (WTIS). The information reported will serve to identify issues surrounding barriers to care, inform performance improvement strategies, and ultimately facilitate better access to care in Ontario.

Quality Improvement Plan

The importance of providing high quality, safe care in the hospital was emphasized in 2011, when the Excellent Care for All Act (ECFAA) was introduced by the government. This new Act calls for full participation by the Board of Directors in monitoring quality of care. ECFAA requires that hospitals have a Quality Committee of the Board. Our Committee includes Board directors, clinicians, and community representatives who meet monthly. It reports to the Board and ensures that presentations on quality issues are a regular feature for the education of all directors. The key role for the committee is to develop a Quality Improvement Plan (QIP) each year for approval by the Board.



We are committed to providing safe, high quality patient care in a caring manner and the QIP is a tool to affirm our pursuit of improvement by focusing on key priorities. This year's priorities included a focus on patient safety and access to care within the realms of cost-effectiveness and consistently meeting or exceeding the needs of our patients. Specific focus and resources were applied to staff hand hygiene practices, as this is a core element in preventing health-care associated infections and the spread of antimicrobial resistance.

Regular updates to the quality initiatives outlined in the QIP have been made to the Quality Committee. The progress made to date reflects the efforts made at all levels of the organization and the support of the NE LHIN in our quality initiatives. Data is available to successfully report on some of the plan's goals and targets. It should also be noted that we were able to attain the following achievements while moving to the new site, amalgamating two organizations and embarking on the process of a new organizational structure:

- The percent of ALC beds within the hospital has been reduced from 39% in March, 2011, to 27% by the end of September, 2011. This was achieved by working consistently and regularly with our community partners and stakeholders to achieve prompt access to community services and by improving patient flow within the hospital.
- Our financial health has improved dramatically by surpassing our goal of -6 % and reducing our total margin from -12% to -1.9% by the end of December, 2011. The amalgamation and the reduction of ALC days have helped to create efficiencies.
- Over an 11-month period, the average amount of time most of our patients waited in the Emergency Department to be admitted into the hospital has decreased from a high of 12.5 hours in 2008, to 12.2 hours. We already rate highly on this indicator provincially, so small gains are enormous steps towards improvement. We have improved patient flow in the Emergency Department and other areas using provincial improvement tools.

Quality improvement work is continuous and NBRHC provides ongoing quarterly updates on our website as progress is made in the QIP.



STROKE PREVENTION

The North Bay Regional Health Centre is one of five hospitals in northeastern Ontario equipped to provide the 'clot-busting drug' (known as tPA) to stroke patients meeting the criteria for the treatment. Without it, Lucie Owen (bottom left) wouldn't be here today.



ARAMARK

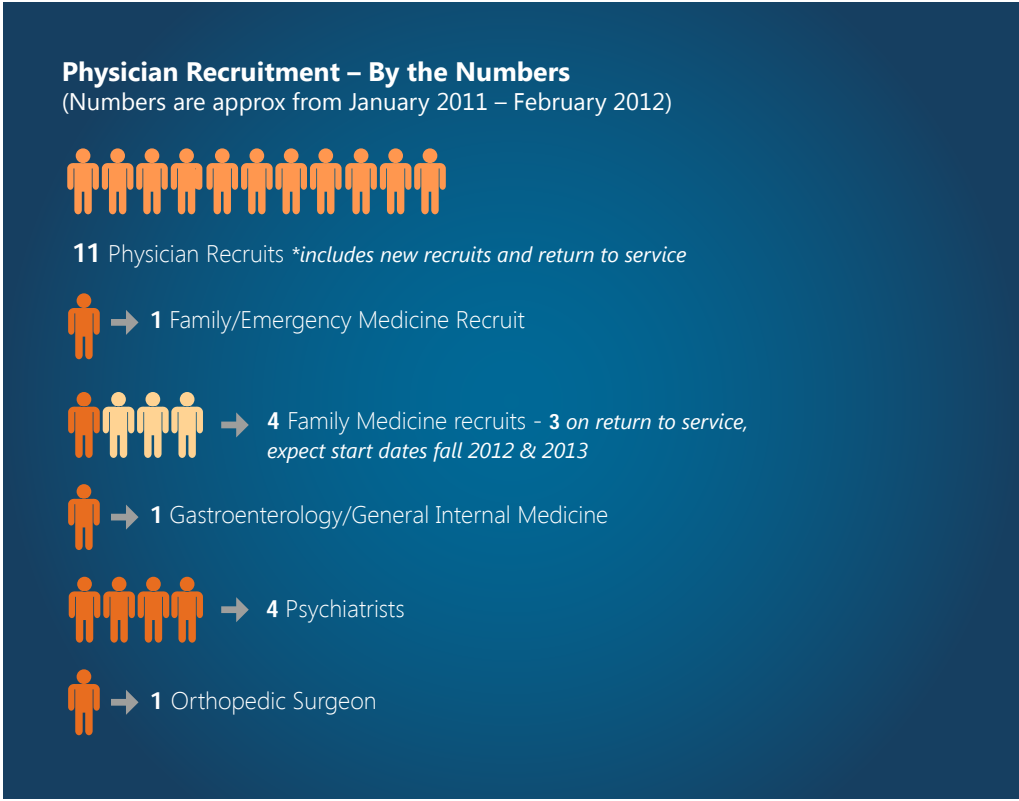
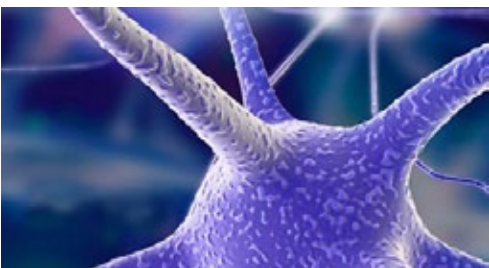
Aramark has done something they've never done before. They teamed up with Vocational Services to provide work training to an inpatient looking to gain some new skills. After a few months, Aramark offered Darcy full-time employment.

Research

NBRHC inherited a Research Department from the Northeast Mental Health Centre that is specific to, but not exclusively related to mental health. NBRHC, led and supported by our Research Department, has engaged the consultancy firm of *SHI Inc.* to facilitate the development of a regional Academic Health Science Research Network to better address the unique needs of the north and overcome barriers that impact academic health care.

Specifically, the Network will encourage the strategic alignment of academic, healthcare, and community-based organizations in conducting research; provide educational and informational tools to build frontline research capacity; foster the development of cross-sector, inter-professional research collaborations; and promote the translation of knowledge into innovative healthcare solutions for both the NBRHC community and our external partners. Stage II of this process was initiated in 2011, and is nearing completion; with the identification of a multi-year, phased-in, strategic approach to develop this network. Collaborative local and regional partners continue to be engaged in this process.

The NBRHC Research Department actively pursues a variety of research topics and over the past year has lead 14 different projects. Research findings are typically submitted for publication in peer-reviewed journals and presented at various local, provincial and national conferences.



Physician Recruitment

Physician recruitment continues to be an important endeavour at NBRHC. We are pleased to report that 11 new physicians were recruited to our community.

Our connection with the Northern Ontario School of Medicine (NOSM) continues to be an important aspect in physician recruitment. In 2010/2011, 99 Medical Residents and Medical Students trained at the North Bay Regional Health Centre in the majority of our medical services.

Each year, North Bay has four home-based, residency training spots for Family Medicine, and in our recent Canadian Residency Matching Service (CaRMS) our city/hospital filled all four spots with an additional International Medical Graduate (IMG) match. In total, starting July 2012, we will have eight Family Medicine Residents training in our community.

French Language Services

The North Bay Regional Health Centre is seeking designation under the French Language Services Act as a bilingual facility by March 31, 2013. We are committed to providing services in both official languages to ensure we are providing the highest quality care possible to our entire catchment area. NBRHC will work closely with the NE LHIN to ensure adherence to the French Language Services Act.

New Recruits

Approximately 175 new staff joined the NBRHC in 2011, with 54 of them being nursing staff (RN and RPN). The new state-of-the-art facility has attracted many healthcare professionals from across the province as openings in specialized areas were definitely an area of interest. The fact that the NBRHC is the first facility of its kind in Ontario/Canada with both acute hospital care and specialized mental health services at one location also plays an important role in attracting talent from across Canada to our community.

Target for 2012-2013 Physician Recruitment:

- 1** Otolaryngologist (ENT) Surgeon
- 1** Obstetrician/Gynaecologist Surgeon
- 2** Emergency Department Physicians
- 1** Anesthesiologist
- 1** General Internal Medicine Specialist

- 10** Family Physicians *over the next 3 years, as part of our strategy to recruit 20 new physicians from 2011-2015*
- 2** General Psychiatrists
- 1** Geriatric Psychiatrist

Awards and Recognition

Several of NBRHC's individual staff and teams earned awards and recognition this year from their professional bodies and affiliations and/or internally from NBRHC. We congratulate our staff on their continued pursuit of best practices and achieving these awards.

Of particular mention is our Emergency Department (ED) that won a Leading Practice Award from the Ontario Hospital Association in November. Due to its success, the entry entitled Speed Sensitive Physician Staffing in the Emergency Room has received a lot of attention from hospitals across the province looking to use a similar approach.

When asked about the Physician-Speed Sensitive Schedule, the ED physicians reported that the new department is 'more pleasant' to work in; doctors felt they are not as rushed; they see patients that have been waiting a reasonable amount of time; and their shift ends on time with almost no hand-off of patients to next shift physicians. We expect that our ED will continue to work towards further improvement in patient flow and staff satisfaction.

Peer recognition programs are in place at NBRHC for both individuals and teams living the values of NBRHC. Instituted in 2011, this program is being well received by staff, physicians and volunteers.



2011/12 Awards and Recognition



NBRHC CARE Award (quarterly):

Dr. Talarico, Renée Baker, Mary Anne Lamothe, Anne Sharp



NBRHC Pride Award:

Derrick Tremblay

NBRHC Team Award:

Operating Room/Post Anesthetic Care Unit/Day Surgery Team



Ontario Hospital Association's Health Achieve Leading Practice for Innovation

Award, sponsored by IBM: for Speed Sensitive Scheduling in the Emergency Department to Les Blackwell, Nancy Jacko and Dr. Scott Daley; project contributors include: Ann Loyst, Liz Hummel and Drs. Cheryl Riley and James Truong.



Ontario Hospital Association: Leading Practice in Patient Experience, for Photovoice; published in February, 2012

Mental Health Commission of Canada, Anti Stigma Conference invited Photovoice as a presenter, March 2012



International Association of Business Communicators, Toronto Chapter, Ovation Award for Special Events to the Public Relations and Foundation Teams for the *NBRHC Open House*

International Association of Business Communicators, Gold Quill Merit Award for Multi-Media to the Public Relations Team for *Goodbye Dance Video*



Northern Ontario Business: Influential Woman Award 2011 to Nancy Jacko, VP Clinical Integration and Chief Nursing Officer



EFFECTIVENESS AND PERFORMANCE

Volunteer Engagement

Volunteers continue to be an integral part of our organization providing assistance and patient comfort services and are a major contributor to our Foundation. We thank them very much for their dedication and contribution to our health centre. Last year we recruited an additional 200 volunteers and now have over 400 serving patients in our facility in many roles from assisting with patient comfort to guiding people through the hospital to assisting with administrative roles. To learn more about becoming a volunteer visit our website at www.nbrhc.on.ca.

We are very pleased to see that the Volunteer Associations of the two legacy organizations have come together and in 2012, will officially amalgamate and become known as the North Bay Regional Health Centre Volunteer Association.

Donors

We would like to thank our donors who have contributed to the NBRHC Foundation's Seeing More Clearly campaign to raise \$6M towards the cost of the MRI and other diagnostic imaging equipment. The success of the campaign to date once again shows the generosity of our citizens and the importance our community puts on having health care services close to home. An annual overview from the Foundation appears at the end of this report.

NBRHC Arts Association: ArtsHealth North Bay

We are very pleased to have members of the local art community involved in our health centre. When we were preparing for the move, we invited them to help us relocate the existing art from both NBRHC and NEMHC. They have been instrumental in helping us install pieces and actually create the NBRHC Permanent Art Collection of some of the more valuable pieces. The collection has caught the eye of other art collectors and we have become the recipient of several donations of Canadian contemporary art;

MRI statistics for 2011/12

MRI Funding is based on hours of operation. For 2011/12 the NBRHC MRI received:

 **1,906 Hrs**
Base Funding +

 **1,400 Hrs**
Wait Time Funding +

 **70 Hrs**
High Risk Breast Funding
returned for general MRI

For a total of 3,376 funded hours of operation.

The MRI hours of operation for 2011/2012—excluding maintenance, repair and training—totaled **3,382 hours; six hours more than the available funding.**

With these hours of operation,

 **4,233 patients**

were able to have an MRI in North Bay—avoiding considerable expense in travel to other parts of the province and shortening the wait time for those who travel here from the surrounding district.

adding to our permanent collection, and helping us to create a more healing environment.

Considering the hospital does not fund the Arts Association they have been very resourceful in applying for and receiving grants. With the assistance of a two-year grant from the Ontario Arts Council the ArtsHealth North Residency has now had five artists from across Canada and abroad as on-site artists-in-residence. We were also fortunate to receive a Northern Ontario Heritage Fund Internship grant to hire a full time Art Coordinator for one year, a position that has been instrumental in ensuring the success of the efforts of the Arts Association.

We look forward to supporting the NBRHC Arts Association with its future endeavours.

.....

If we look back to the beginning of our report where change is defined as: "making the form, nature, content, future course, etc., of (something) different from what it is or from what it would be if left alone;" it is safe to say NBRHC has been under significant change in 2011/2012. It has been an exciting year filled with the expected and unexpected impacts of change as we settled into our new health centre.

We look forward to continued positive outcomes as we endeavour to meet the requirements of a demanding health care system within the confines of our financial allocations and with the goal of providing high quality patient care.



Phil Geden
NBRHC Board Chairman



Mark Hurst
President and CEO



Dr. Joseph Madden
Chief of Staff

Board of Directors



Phil Geden
Board Chair



Rod Coles
Vice-Chair



Michael Lowe
Vice-Chair



Gary Jodouin
Treasurer



Dan O'Mara



David Youmans



Jackie Thoms



Lauri Petz



Sheila Parrish



Keith Pacey



Jean Beckett



Dr. Brian Mitchell

*Process is currently
underway to
fill two vacant
positions*



Leann Whitney

Ex-Officio Directors



Mark Hurst
President & CEO



Nancy Jacko
*Chief Nursing
Executive*



Dr. Azaad Kassam
*President, Medical Staff
Association*



Dr. Joseph Madden
Chief of Staff



Financial

The first full year in our new facility, and as an amalgamated organization, was a successful year as we continued our planned progression to a balanced operating position. In accordance with our Hospital Improvement Plan approved by the NE LHIN (North East Local Health Integration Network), we were able to end the year on target achieving a reduction in the operating deficit by 50%. The operational efficiencies realized as a result of our new facility, administrative and program efficiencies resulted in expenditure savings of \$8.8M. At the same time, the non-Ministry revenue realized from retail operations and out-of-province billing was higher than planned and as a result contributed favourably to the bottom line.

As a result of the increased capital spending required to relocate services in 2011, the capital program approved for the year 2011/12 focused only on the mandatory programs and capital purchases required to stabilize operations in the new locations. The 2011/12 capital program provided a \$7.5M investment in facility, equipment and information system projects.

The second phase of the planned bed and volume growth associated with the new facility was implemented. The opening of services has enabled the hospital to achieve performance improvements in both wait time strategies and patient flow. The final phase of growth is planned for our next fiscal year to support increased program capacity.

NBRHC Statement of Operations

Revenues

		2012	2011
MOHLTC/LHIN *			
■ Base	\$	181,440,638	\$ 168,482,375
■ Other	\$	9,948,316	\$ 5,289,957
■ Cancer Care Ontario	\$	2,695,941	\$ 1,932,257
Other votes:			
■ Other government funded programs	\$	14,327,663	\$ 16,710,579
■ MOHLTC/NLHIN funded programs	\$	9,824,184	\$ 9,371,431
■ Patients	\$	10,843,877	\$ 8,229,656
■ Amortization of deferred capital contributions	\$	7,026,091	\$ 1,932,389
■ Other	\$	6,836,683	\$ 7,468,579
■ Preferred accommodation	\$	1,951,837	\$ 2,045,263
	\$	244,895,230	\$ 221,462,486

Expenses

■ Salaries and wages	\$	124,128,190	\$ 113,557,729
■ Supplies and other	\$	35,113,795	\$ 32,505,488
■ Employee benefits	\$	32,831,282	\$ 29,807,316
Other votes:			
■ Other government funded programs	\$	14,327,663	\$ 16,710,579
■ MOHLTC/NLHIN funded programs	\$	9,824,184	\$ 9,371,431
■ Medical fees	\$	11,768,896	\$ 9,136,056
■ Medical and surgical supplies	\$	8,546,587	\$ 7,783,160
■ Amortization of Equipment	\$	7,642,326	\$ 4,644,835
■ Drugs and medical gases	\$	5,536,416	\$ 6,020,976
	\$	249,719,339	\$ 229,537,570

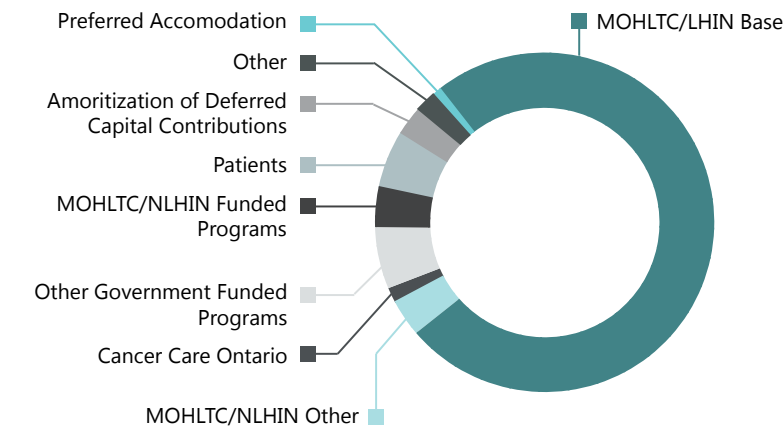
Deficiency of revenue over expenses before the undernoted	\$	(4,824,109)	\$ (8,075,084)
---	----	-------------	----------------

Amortization of deferred contributions - building	\$	10,308,781	\$ 2,749,122
Amortization of buildings	\$	(10,913,161)	\$ (6,365,846)
Government contribution for interest on long term debt	\$	21,244,746	\$ 16,983,608
Interest on long term debt	\$	(22,884,410)	\$ (18,294,450)
Government transition funding	\$	2,599,158	\$ 11,110,057
Transition costs	\$	(3,076,768)	\$ (11,599,331)
	\$	(2,721,654)	\$ (5,416,840)

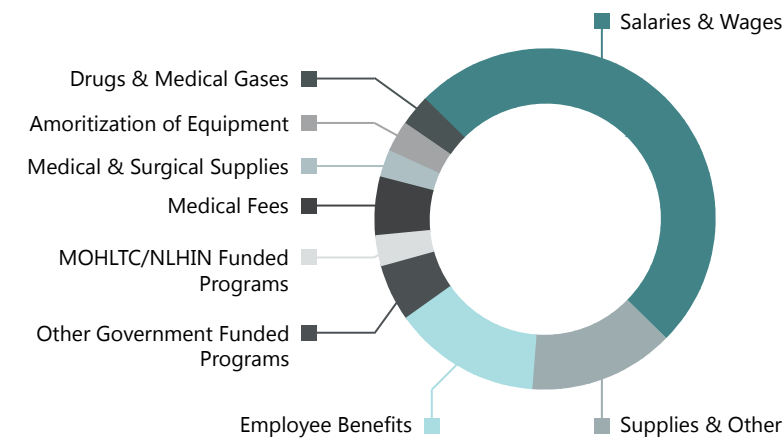
Deficiency of revenue over expenses	\$	(7,545,763)	\$ (13,491,924)
-------------------------------------	----	-------------	-----------------

*Ministry of Health and Long Term Care / Local Health Integration Network

Revenues



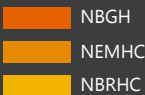
Expenses



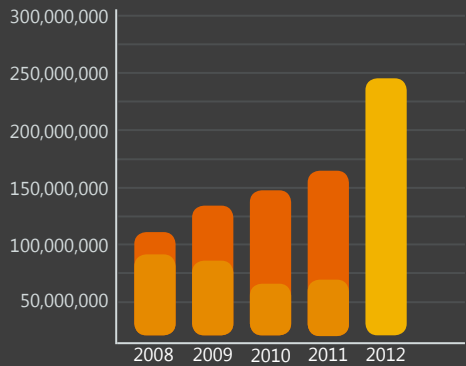
Staff



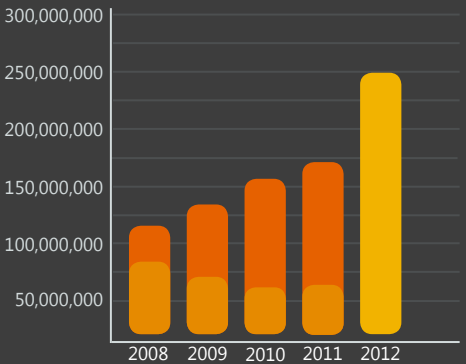
Statement of Operations
5 Year Summary (NBGH & NEMHC)



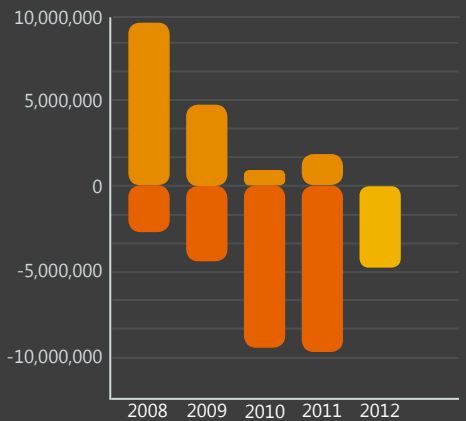
Revenues



Expenses



Surplus/
Deficit



NBRHC Statement of Financial Position

Assets

	2012	2011
Current Assets		
Cash and short term investments	\$ 1,765,787	\$ 28,212,179
Marketable securities	\$ 11,455,874	\$ 22,291,608
Accounts receivable	\$ 6,653,250	\$ 16,895,189
Inventories	\$ 2,399,120	\$ 2,386,227
Prepaid expenses	\$ 2,509,104	\$ 1,598,586
Current portion of long-term receivables	\$ 1,666,307	\$ 1,604,423
	\$ 26,449,442	\$ 72,988,212
Capital assets	\$ 556,761,140	\$ 568,464,836
Capital assets held for sale	\$ -	\$ 824,112
Long term receivables	\$ 13,951,200	\$ 14,893,753
	\$ 597,161,782	\$ 657,170,913

Liabilities, Deferred Contributions and Net Assets

Current Liabilities		
Bank indebtedness	\$ 5,844,000	\$ 20,728,619
Accounts payable and accrued liabilities	\$ 35,813,876	\$ 37,366,472
Deferred contributions	\$ 27,942,485	\$ 26,560,443
Current portion of long term obligations	\$ 6,908,975	\$ 6,316,678
	\$ 76,509,336	\$ 90,972,212
Long term obligations	\$ 403,956,506	\$ 409,556,777
Deferred capital contributions	\$ 120,388,432	\$ 154,137,353
Post-employment benefit obligation	\$ 7,570,900	\$ 6,222,200
Deficiency in net assets		
Internally restricted	\$ 10,994,444	\$ 11,447,005
Invested in capital assets	\$ 27,955,290	\$ 26,408,900
Unrestricted	\$ (50,213,126)	\$ (41,573,534)
	\$ (11,263,392)	\$ (3,717,629)
	\$ 597,161,782	\$ 657,170,913

Hospital Statistics

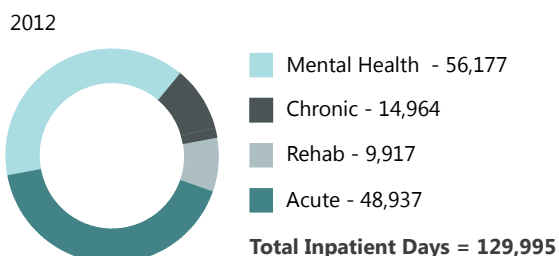
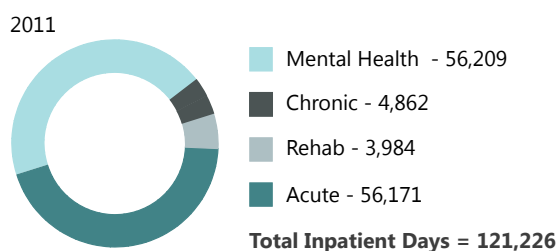
Births



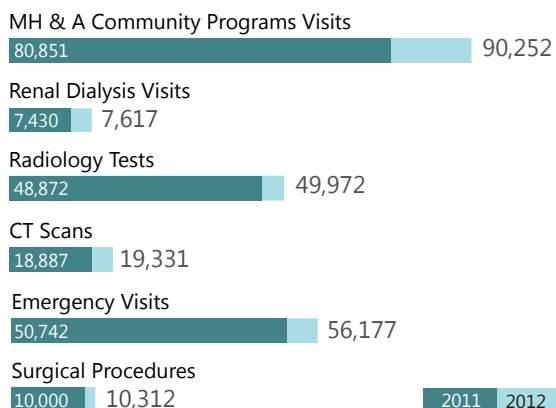
Inpatient Admissions



Inpatient Days



Hospital Visits, Scans, and Procedures



Volunteer Association Report

The amalgamation of the North Bay General Hospital and the Northeast Mental Health Centre in April, 2011, has lead the two Volunteer Associations to also work towards amalgamation. We are unofficially operating as one Association with the plan to officially join as the North Bay Regional Health Centre Volunteer Association at the 2012 Annual General Meeting in June.



Our first year in the new North Bay Regional Health Centre (NBRHC) has been a year of change for the Association and for our volunteers as we settled into our new facility.

Seventeen volunteers were honoured with life time memberships to the Hospital Auxiliaries Association of Ontario (HAAO) in 2011. Previously, this honour was presented to volunteers in Toronto at the annual Ontario Hospital Association Convention. However, due to the high number of recipients, we decided it would be better to honour these volunteers at a dinner held here in the cafeteria. This provided an opportunity for many more of our volunteers to participate and we are happy to say that 88 volunteers and their families attended the festivities. We plan to do a repeat performance next year.

We bid a fond farewell to three of our long standing volunteers who passed in 2011/2012; Alan Simpson, Flo Bucknell and Doris Hawkins. They will be sadly missed.

The shift to the new health centre meant a change in the way we raise funds for the hospital. Our new Gift Shop is our main fundraising activity and during 2011/2012 we have seen sales double. We signed on with local florist **From the Heart** who has been providing our customers with lovely small plants



Recipients of the Hospital Auxiliaries Association of Ontario (HAAO) award in 2011.

Barbara Bain
Kay Brock
Shirley Carfagnini
Lorne Cutts
Jeannette Dominico
Robert Franklin
Edna Geden
Elizabeth Gibson
Joan Horne
Kathy Lerouche
Eunice Lazarou
Nancy Lourie
Joyce Lyons
Pat MacIntyre
Carla Murphy
Betty Piper
Stanley Schiavone

Lifetime membership is achieved after 15 years of service

This year, the North Bay General Hospital Volunteer Association Celebrated 80 Years of Service.



and bouquets. Our Regional Mental Health Centre volunteers ran several raffles to help raise funds for patient programs and services.

Our major fundraiser this year was a draw for a pair of diamond earrings valued at \$11,500. Ticket sales soared as the February 16th draw date drew near and over 2000 tickets were sold bringing in over \$21,000. Special thanks to local Jeweller, P.J. Walsh, for his donation of the earrings and our community partners who helped us to increase ticket sales and surpass our \$20,000 goal.

This year the Volunteer Association was able to provide NBRHC Foundation with \$30,000: \$500 towards the Walk Run event and \$29,500 towards the Association's commitment to the *Caring for Generations Campaign*.

The addition of over 200 new volunteers to the health centre has made a noticeable difference in our ability to assist patients on a daily basis. The Ambassador Program, one of our newer services, is a definite asset in directing patients to all areas and has provided a calming effect for patients and visitors who appear anxious about finding their way around the new health centre.

On behalf of the Executive, I wish to thank all volunteers for their dedication and time and look forward to working together as we build a strong Volunteer Association of the North Bay Regional Health Centre. I anticipate another wonderful year of providing service to patients and their families.


Lorne Cutts



Barbara Wellard



Lois Krause

NBRHC Foundation Report

Donors Support the Diagnostic Imaging Needs of the District *Closing our community's health care gap*

In fiscal 2011- 2012, the Foundation officially changed its name to the North Bay Regional Health Centre Foundation. Through an application to the Charities Directorate, the Foundation was approved to raise and accept funds for all programs of the health centre including regional mental health care needs.

Through generous gifts and the efforts of our volunteers, the Foundation was able to provide \$2.39M in support of building the new Hospital and the purchase of urgently needed medical equipment which includes state-of-the-art diagnostic imaging equipment. The Foundation raises district and regional support through direct mail letters, personal solicitation, memorial gifts, a staff lottery, Friends of the Foundation: monthly giving program, third party events, planned gifts, named endowments and ***Our Hospital Walk/Run*** event.

The ***Seeing More Clearly Campaign, for an MRI and more***, dominated the Foundation's fundraising activities. The campaign, led by Honourary Co-Chairs Barbara Minogue, Ted Hargreaves and Steve Omischl, and managed by Campaign Co-chairs Ted Thomson and Al McDonald, were joined by 40 committed community leaders from our district.

The campaign launched its community phase on May 3, 2011 giving everyone in the district

an opportunity to participate. This phase also included a health centre family campaign giving hospital staff a chance to donate. As a result of the generosity of people in our area and beyond, the campaign reached its \$6M target. The district now has an MRI, digital mammography, X-ray, fluoroscopy, angiography and a SPECT/CT for nuclear medicine. Resulting in access to the best diagnostic care possible. On behalf of our patients our sincere thanks.

This past year, the Foundation sent two letters to the community seeking urgent support. In the spring of 2011 campaign Co-Chairs Al MacDonald and Ted Thomson asked loyal Foundation donors to consider a pledge to the ***Seeing More Clearly*** campaign. In the fall, 40,000 district residents were asked by Al and Ted to support the diagnostic imaging needs of area communities. Individuals responded generously to both appeals, raising more than \$177,065.

The community supported more than 15 special events hosted by service organizations, businesses and individuals in support of the Foundation.

The 5th annual ***Our Hospital Walk/Run*** grew, reaching all targets. A new 6km trail run and an 8km hill run were added while keeping the very popular 5km Walk/Run, the Hospital

Breast Cancer Survivors (Picture Above)

These nine courageous women asked the community to support the purchase of the new state-of-the-art diagnostic imaging mammography unit. Early intervention saves lives!

Mile and April & Friend's. Sponsorship of *Our Hospital Walk/Run* helped us attract a record number of participants. Thank you! Together, 789 participants and volunteers, 42 sponsors and community pledges raised over \$100,000.

In its 12th year, the Foundation felt it was timely to undertake an operational audit to benchmark its result against other peer foundations and to develop a five-year strategic plan to ensure it continues as a best-practice organization.

The Foundation and the NBRHC Public Relations Department received an Ovation Award from the Toronto Chapter of the IABC (International Association of Business Communicators) for their collective planning and execution of the Grand Opening Celebrations for the new Health Centre.



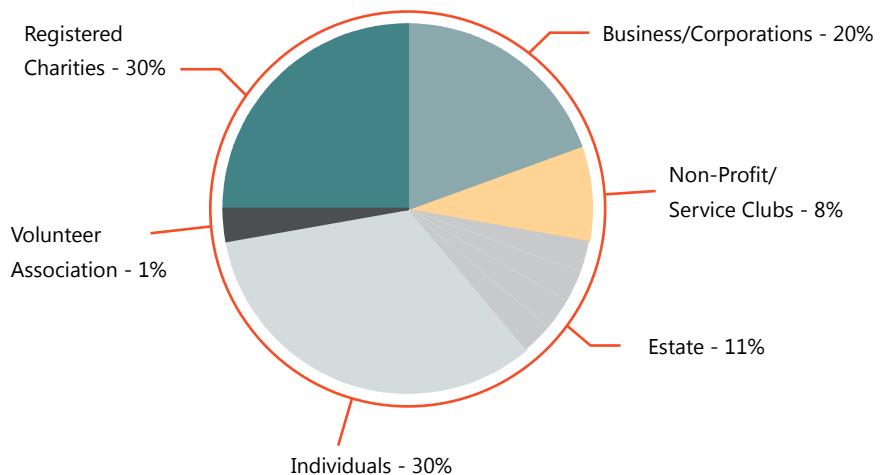
Lois Krause
NBRHCF Executive Director



Barbara Wellard
Committee Chair



Breakdown of Revenues by Donors 2011 - 2012



Ways to Give | There are many ways you can make a donation:

Online

The Foundation has made it easier for you to give. You can donate online by going to the Health Centre's website www.nbrhc.on.ca, click on the Foundation page and click the Donate Now button.

By Mail

Mail your donation to:
**North Bay Regional Health
Centre Foundation**
PO Box 2500
North Bay ON P1B 5A4

By Telephone

Call the Foundation Office at 705-495-8125 to donate with your Visa or MasterCard.

In Person

Visit the Foundation Office at 50 College Drive to deliver your donation in person.

Donations of \$20 or more will automatically receive an official charitable tax receipt.



North Bay Regional Health Centre Foundation Board of Directors 2011/2012

(Left -Right) Katherine Eckler, Bernard Goldfarb, md, Claude Fortier, Micheal Lowe, Mark Hurst, NBRHC President & CEO, Lachlan McLachlan, Vice Chair, Guido Verrillo, Susan Larmer, Brian Chute, Michael Valenti, Lois Krause, NBRHCF Executive Director, Luc Lalonde, Barbara Wellard, Chair, Nancy Birtch, Treasurer, Earl Graham, Eric Thompson, Lloyd Burke, Linda Karam, Beverly Martin, Lottie Frenssen.

The Foundation relies heavily on over 140 extraordinary volunteers. This includes those who volunteer to serve on the board, help in the office and volunteer at special events.

Executive Committee:

Committee Chair: Barbara Morland Wellard
Lachlan McLachlan, Vice Chair
Nancy Birtch, Treasurer
Guido Verrillo, Chair Planned Giving
Kathrine Eckler, Chair Mental Health Care
Linda Karam, Chair Annual Giving
Lois Krause, Secretary

Investment Review Sub-Committee

Sub-Committee Chair: Luc Lalonde
Eric Thomson, Board Trustee
Shawn Flindall, Community Volunteer
Peter Greco, Community Volunteer
Robert Martyn, Community Volunteer

Annual Giving Committee

Committee Chair: Linda Karam
Beverly Martin, Board Trustee
Donna Baker, Community Volunteer
Leslie Burn, Community Volunteer
Ron Driscoll, Community Volunteer
Joël Lamoureux, Community Volunteer
Lynn Larondeau, Community Volunteer
Tami Price-Fry, Community Volunteer
Kathy Stackelberg, Community Volunteer
Pat Stephens, Community Volunteer
Vicki Tyler, Community Volunteer
Laurie Ypya, Community Volunteer

Finance and Investment Committee

Committee Chair: Nancy Birtch
Lloyd Burke, Board Trustee
Earl Graham, Board Trustee
Luc Lalonde, Board Trustee
Michael Valenti, Board Trustee
Claude Fortier, Board Trustee

Planned Giving Committee

Committee Chair: Guido Verrillo
Eric Thomson, Board Trustee
Barbara Morland Wellard, Board Chair
John Balfe, Community Volunteer
Sally Colvin, Community Volunteer
Shawn Flindall, Community Volunteer

Mental Health Care Committee

Committee Chair: Kathrine Eckler
Liz Brooks, Community Volunteer
Karen Carmichael, Community Volunteer
Tricia Hartley, Community Volunteer
Kenneth Tregenza, Community Volunteer
David Youmans, Community Volunteer
Karen Bennett, Resource
Bob Cunningham, Resource
Tamara Dubé-Clarke, Resource

Donors listed made these cash gifts, pledge payments and gifts-in-kind from April 1, 2011 to March 31, 2012

\$100,000 to \$249,999

Edna Davis
G. Raymond Chang Foundation
Krembil Foundation

\$50,000 to \$99,999

Ronald Carmichael
William Holland
CTV
J.P. Bickell Foundation
Physicians' Services Incorporated Foundation
Terry McKerrow CAT Scan Operating Fund

\$25,000 to \$49,999

Claude & Maria Fortier
James M. Grant and Family
Joe & Heather Guido
Paul & Chris Lamont
Angela H. Pedley (Charity) Trust
J.S. Redpath Limited
North Bay & District Dental Association
North Bay Regional Health Centre Volunteer Association
Pedersen Construction Inc.
R.S. Brown Holdings Limited
RBC Royal Bank & RBC Foundation
The Stockfish Family Foundation
Tim Hortons of North Bay

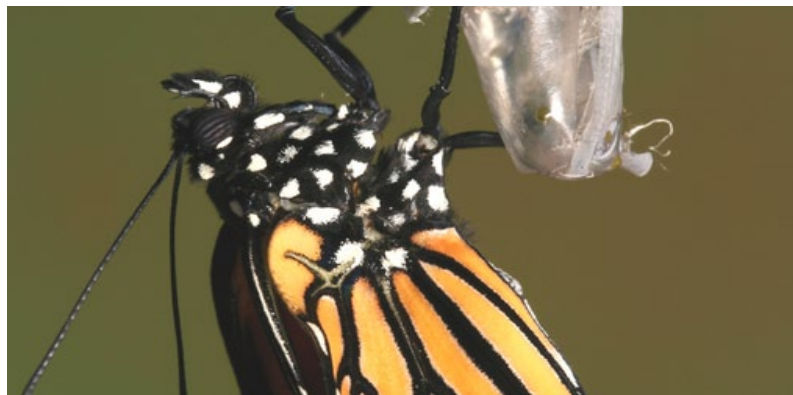
\$10,000 to \$24,999

John & Livia Hachkowski
George & Lynne Hutchison and Family
Valentine (Ali) Jackson
Kurt & Ruth Neubig
William & Helen Trussler
Gordon & Phyllis Yardley
Bishop Alexander Carter Foundation
Canadian Imperial Bank of Commerce
Comsatec Inc.
Designed Roofing
G & P Welding & Ironworks
Jim Moore Petroleum & Moore Propane
K Kars Shriners
Knights of Columbus - Chevalier de Colomb
Lions Club - North Bay
Multiple Sclerosis Society of Canada
North Bay Elks Lodge #25
North Bay Hydro Distribution & North Bay Hydro Social Club
Northern Ontario Heritage Fund Corporation



Stockfish Family Foundation | \$100,000 pledge

In 2009, inspired by a desire to contribute to the quality of life in their community, George and Lynne Stockfish owners of Stockfish Ford Sales established their family foundation. Supporting health, education and sports, the foundation is overseen and administered by daughter Jayne Stockfish-Irwin and son Michael Stockfish (pictured in photo).



Papa Joe Lefebvre Family & Friends
PJ Walsh Master Goldsmith
Royal Canadian Legion Branch #23
Shoppers Drug Mart Cassells, Josephine & Lakeshore
Sisters of St. Joseph of Sault Ste. Marie

\$5,000 to \$9,999

Chancey & Kathleen Armstrong
Dr. Blair Bowker
Margaret Roynon Hughes
Dr. Cameron & Florence Hunter
Mark & Mary Hurst
Honourable Justice Norman & Linda Karam
Dr. Azaad Kassam
Dr. Katarzyna Lukomska & Walter Sitkowski
Nicole Neff & Family
Larry & Lucie Owens
Oscar & Sandra Poloni
Robert Richardson Family
Fred & Mary Ann Routery
Glenn Sheridan
Alexander S. Speirs & Elizabeth Campbell Speirs
John & Barbara Wellard
Bonfield & District Lions Club
Farm Credit Canada
George Stockfish Ford Sales Ltd.
Gold Fleet Subaru
J. G. Fitzgerald & Sons Ltd.
JP Investments Ltd.
Kiwanis Club of North Bay
Leon's Furniture
Lions Club - Ferris
Lions Club - Temagami
Lions Club - Widdifield
Miller McAsphalt
Neddy's North Bay Hyundai
Nipissing First Nation
North Bay Royal Purple Lodge #170
Northern Credit Union
Ontario Electrical Construction Company Limited
Piotrowski Consultants Ltd.
Royal Canadian Legion Branch #599
Royal Canadian Legion Ontario Provincial
Command Branches and Ladies' Auxiliaries
Charitable Foundation
Stradwick's Carpet One
Strategic Charitable Giving Foundation
The Mortgage Centre
True North Chevrolet Cadillac Ltd.
West Ferris Minor Sports Association

\$1,000 to \$4,999

Terry & Marilyn Ablett
Dr. Susan Adams
Richard Allen
Barbara Bain
Campbell & Kathleen Barrington
Gerhard & Margaret Beckert

Don & Dr. Victorine Beddage
C. Nancy Birtch
Ross & Clementine Blyth
Paulette Breault
Herbert & Geetie Brown
Bill & Doris-Rae Brownlee
Dr. Brian & Janet Buckley
David Butti
Wayne & Michelle Causton
Stephen Cerisano
Lewis & Mary Clarke
Rodney Coles & Karen Carmichael
Ewen & Donna Cornick
Robert & Anne Cowper
Lee & Carolyn Crawford
Fernand Crépeau
Robert & Sharon Cunningham
Ralph & Doreen Currie
Dean & Vicki Decaire
Dr. Dave & Carol Dellandrea
Dr. Bruce & Cathy Demers
Ab & Betty Dennis
Jean Dockendorff
Patricia Doney
Ollie & Norman Edmunds
Robert & Rita Frair
Gerald & Margaret Gaiser
Rose Gelineau
Dr. Bernard & Lisa Goldfarb
Earl Graham
Ted & Sharon Hargreaves
John Henry & Kathleen Bain
Dr. Emilia Hlusek
Dr. & Mrs. Scott Houghton
Keith & Marjorie Howe
Vance & Huguette Hull
Bill, Nancy & Hiliary Jacko
Beth Jackson
Michael & Pamela Jackson
Ted & Norma Josefowich
Dr. Scott Kerrigan & Family
Bruce & Lois Krause & Family
Joseph & Joanne Laplante
Marie Leblanc
Donna & Roger Liddle
Joyce L. Lindsay
Loukidelis Family
Pat & Joyce Lyons
Eleanor Mackey
Nicholas Maille
Bryan & Ellen Manson
James & Margaret Mason
Don & Cathy McCallum
Peter McCann
Alma McCubbin
Lachlan & Laurie McLachlan
Marilyn McLaughlin
Dr. Edward & Jane McLean
Victor & Frances Merriman

Dan & Brenda Muto
Patrick Moore
Tammy, Don & Summer Morison
Dr. L. Mutch
Walpurga Omischl
Norman & Joan Promane
Marguerite Pugliese
Dr. Keith Quirk
John & Mary Rawn
Theodore & Isla Reed
Honourable Justice Greg Rodgers
Donald & Mary Rolfe
Peter Rutland
Marguerite Savoie
Renzo & Tiziana Silveri & Family
Joe & Mary Sinclair
David & Lynda Smits
Dr. Jon & Donna Spencer
Harry & Freda Stephenson
Gary & Lori Stillar
Betty D. Thompson
Tom Thomson & Ellie Thomson
Terry & Bonnie Tweedle
Dr. Bryan Wolfe DC
Gary & Heather Wood
John & Vera Wright
Malcolm & Donna Yetman
David & Sadie Youmans
Atlas Copco Exploration Products
Beta Sigma Phi Beta Upsilon Masters
Beta Sigma Phi Lambda Master Chapter
Boston Pizza - Michael Gibb
Caisse Populaire North Bay Limitée
Callander Lions Club
Cercles d'amitié de Sts-Anges
CFB North Bay / 22nd Wing
CIBC Wood Gundy
CN Employees' and Pensioners' Community Fund
Delorme's RV
Diggles Fraser Family
Ed Eng Photography
Eli Lilly Canada Inc.
Gardewine North
Giant Tiger
Hock Shop - Boucher Family
IAMGOLD Corporation
Investors Group Financial Services Inc.
IODE - Manitou Chapter
IODE Dr. Herbert A. Bruce Chapter
Janssen Inc.
Kemp Pirie Law Office
Knights of Columbus Sacré Coeur
KRB Mechanical
Lincluden Management Limited
LIVING FIT from the INSIDE-OUT
Lundbeck Canada Inc.
Mayne Travel Services Limited
Mitchell Architects Inc.



Nipissing Junction Gospel Hall
 Nipissing Orthopaedic Laboratory Inc.
 North Bay Tax Services
 Peak Fitness
 RCAFA 406 Squadron
 Rock N' Country Dance
 Royal Canadian Legion Branch #408
 Royal Canadian Legion Branch #467
 Sandvik
 Sim Jim Treats
 SRP Building Products Inc.
 Stantec Consulting Ltd
 STO & GO 24/7 Self Storage
 Sundridge Lions Club
 Symetrics
 Tremblay Chevrolet-Buick-GMC
 Trout Lake Senior Club
 True-Centre Muffler & Brakes
 U-NEED-A-CAB
 Vivian Family
 Wingate Charities

\$100 to \$999

Ahmed Abuebaid
 Myrtle Acland
 Frances Agius
 Peter Alexander
 Ruth Alexander
 Gaetan & Liette Allaire
 Deanna Allan
 Charlotte Ames

Clem & Lise Amyotte
 Cheryl Anderson
 James & Karen Anderson
 Art & Elizabeth Appleton
 Jacline Archambault
 Jacques & Huguette Archambault
 Yoland & Suzanne Archambault
 Jeff Archambeault & Joan Martin
 Lloyd & Lorraine Argo
 Douglas & Dianne Armatage
 Bob & Sherry Lee Armstrong
 Richard & Mary Lynn Armstrong
 Dr. Kenneth & Mary Jane Asselstine
 Margaret Atkins
 Albert Attema
 Gerald Aubin
 Patricia Audette
 Barry & Barbara Aulbrook
 John & Sharon Aultman
 Ella Avery
 Alan & Kathy Aylett
 Ron & Giselle Ayotte
 Dr. Max Back
 Ida Bagno
 Jennifer Baker
 Edward & Dorothy Bale
 Robert & Patricia Ballentyne
 Nicole Bamford
 Helen Bannerman
 Girard & Beatrice Barbe
 Albert & Arlene Barber

Brand Barber
 John & Trudy Barber
 Mary Barber
 Sandra Barbieri
 Bonnie Barker
 D. Wayne & Linda Barker
 Buck & Patricia Barnhardt
 Ione Barré
 Doris Bautz
 Norman Baxter
 Joshua Beaton & Pauline Lang
 Ethel Beatty
 Harold & Linda Beatty
 Rodger & Dianne Beauchamp
 Jean & Lucille Beauseigle
 Geraldine Bégin
 Glenda Beilhartz
 Leora Bekesi
 Robert & Barbara Belanger
 Hélène Bélanger
 Jean (Pugliese) Belec
 Lynn Bell
 Don & Diane Bellaire
 Dennis Belmore
 Karen Bennett
 Real & Dolores Benoit
 Teresa Berghamer
 Ruth Bernache
 Paul & Marilyn Bertils
 André Bessette
 Ronald & Nora Best
 Christopher & Leslie Bethune
 David & Laurie Betz
 Roger & Marilyn Betz
 Neil & Verna Bielby
 Gwyneth Birch
 Judith Blahut
 Rebecca Blais
 Ronald & Pauline Blais
 Bill & Joan Blumsom
 Ronald Bogart
 Margaret Bogensberger
 Ovila & Edna Boileau
 Ruth Bolan
 Dr. Larry & Marilyn Boland
 Dr. Douglas & Bonnie Bolger
 James & Jacinthe Bondy
 Helen Boody
 John Booth
 Bryan Boothe & Marlene Gillis
 Cornelius & Aly Bos
 John & Madeleine Bos
 Marc Bouchard
 Laurette Boucher
 Paul & Helen Bourdon
 Angus & Janet Bourgeau
 Robert & Helen Bower

J.S. Redpath Limited | Pledge of \$250,000

Celebrating their 50th year, J.S. Redpath Limited, a company that defines North Bay, is a leader in mining contracting and engineering. J.S. Redpath has supported our district's health care for many years with major leadership donations. They continue to inspire and motivate others in the mining industry to support the North Bay Regional Health Centre.

Photo: George B. Flumerfelt, President and C.E.O.; Martin A. Hunka, Chief Financial Officer, Americas; Barbara Minogue Honourary Campaign Co-Chair; and Al McDonald Campaign Co-chair



Gilbert & Nancy Bowness
Alice Boyer
Lyll & Annabelle Braden
John & Lillian Bradford
Donald & Jean Brawley
Wendy Brawley
Gertrude Brennan
Ross & Noreen Brewer
Bryon & Susan Brideau
Grace Briggs
Louis Brisson
Donald & Alice Brose
Frances Brouse
Jeffrey & Margaret Brouse
Annie Brousseau & Richard Labelle
Rita Brousseau
Gary & Donna Brown
Marty & Helena Brown
Claude & Natalie Brunette
Ellen Bryanton
Michael & Shirley Bubnich
Orest & Janet Bucci
David & Marilyn Buchanan
Lawrence & Doreen Buchanan
John & Anne Buckle
Marcel & Claudette Buckner
Orville & Madeline Buffett
Ronald Buffett
Sue Bullard
Gloria Bullett
Lloyd & Anne Burke
Peter Burns & Carolyn Kennedy
Christopher Burtchall
Munroe & Eva Burton
Paul & Janice Burton
Cameron & Gail Busch

Elisabeth Busch
Evan & Marlene Busch
Vera Byers
Paul & Joan Byrne
Jennifer & Brent Bywater
Cheryl Caine
Helen Caldwell
Terry Callahan
Maurice Cameron
John Campbell & Jean Harris
Elfio & Sandra Cappadocia
Mary Cappadocia
William & Carol Carberry
Bette Card
David & Karen Chamberlain
Thomas & Heather Chambers
Luc Champagne
Rita Champagne
Eric Chan
Robert Lein & Patricia Chapman-Lein
Bernard & Beverley Charron
Gilles & Jeannine Charron
Les & Marion Chartrand
André & Jeanne Chayer
Raymond & Gisèle Chayer
Norman & Irene Checkley
Paul & Delores Chellew
Geordan Chester
Judith Chimenti
Gerry & Louise Chivers
Mark & Ruth Christensen
Karl & Susan Christian
Betty Church
William Church
Grant & Isabel Churcher
Irene Cianfarani

Larry & Leslie Ciglen
 Michael & Sarah Clapperton
 Tom & Barbara Clare
 Christopher Clarke
 Kendra Clarke
 Bernice Cleator
 Clifford & Bernice Clelland
 Philip & Yvonne Clements
 James & June Clemmiss
 Arnold & Elva Cline
 Marie Cloutier
 Dr. David & Cathy Cochrane
 Raymond & Diane Colbourne
 Janice Collins
 Les & Liz Collins
 Dan & Lenora Comerford
 Paul & Karen Cook
 Neil & Deardree Cornthwaite
 Wayne Cotgreave
 Elgin & Jean Cotton
 Joanne Coughlin
 René & Adele Coursol
 Dr. Richard & Elaine Courtice
 Douglas H. Courtman
 Helen Cozac
 Dr. Barbara Crawford
 Raymond & Joan Crawford
 Carl & Gloria Crewson
 Stead & Carolyn Crockett
 James & Margaret Crockford
 James Crosbie
 Sue Crozier
 Daniel Culin
 John & Janys Culkeen
 John & Jeanne Cullis
 A Buyer's Choice Home Inspections
 Henry & Evelyn Cuming
 Donald & Mary Curry
 Teena Curtiss
 Bryan & Jessica Dagg
 Theodora Dallaire
 Bernice Daly
 Robin & Liliane Danielson
 Jim & Julie Davidson
 John & Valerie Davis
 Kenneth Hoyle & Donna Day-Hoyle
 Andre Debernardi
 Wendy Degagne
 Ida Degilio
 Mario & Doris Degilio
 Albert & Susan Demarco
 Micheline Demers-Landry
 Jonny Dempsey
 Joan Denomme
 Hormidas & Gaetanne Desgroseilliers
 Daniel & Yvonne Désilets
 Roger & Marlene Desjardins
 James & Ann Desrochers
 Milton & Ruth Detta

Nancy Dewar & Brad Stenning
 Richard Dickson & Ida Childs
 Ralph & Patricia Diegel
 Gordon & Doris Dillworth
 Madeleine Ditchfield
 Karl Dittmann
 John & Carol Dodgson
 Greg Domanico
 Lawrence & Diona Domenici
 Steven & Sarah Donald
 Ronald & Arlene Dool
 Robert Dorrell
 Delwin & Kathleen Dorschner
 Evelyn Doucette
 Bruce Leach & Jacqueline Doucette-Leach
 Roger & Wanda Doupe
 Murray Dowdall
 Brian & Karin Dreany
 Emma Drouin
 Neil & Pamela Drury
 Patrice Dube
 Eric & Kathaleen Dudson
 Allan Duffy & Jo-Anne Jolkowski
 Harold & Joyce Dugard
 Real & Edith Dumoulin
 Merwin Dupuis
 D'Arcy Duquette
 George & Joan Duquette
 George & Marilyn Duquette
 Henry & Elma Dykstra
 Lee Ann Eaton
 Dr. Howard & Kathrine Eckler
 George & Joycelyne Edwards
 Harold & Eleanor Edwards
 Johnston & Shirley Elliott
 Lance & Linda Elliott
 Nora & Don Coutts
 Douglas & Shirley Ellis
 Kenneth & Caroline Ellis
 Phyllis Esch
 Ronald & Jeannette Etches
 David & Patti Euler
 Terry & Jean Evans
 Robert & Jo-Anne Everest
 Ann Falardeau
 Vivienne Falconi
 Alice Farlinger
 Brian & Bernice Fawcett
 Dr. Frank & Ruth Fazzari
 Bernice Fearnley
 Victor & Patty Fedeli
 Les & Verna Feindel
 Nancy Fenerty
 Edward Fenn
 Harold & Marjorie Fennell
 Ernest & Mary Jean Ferguson
 Harry Ferneyhough
 Jack & Annette Ferris
 Marie Ferriss

Donors

\$100 - \$999

Donors

\$100 - \$999

<p>Mary Fetherston & Families Michael & Bonnie Fielding Aurèle & Rita Filiatrault John & Gail Fitzgerald Michael & Madeleine Fitzmaurice Lawrence & Rita Fleece Owen & Gayle Fleming Jillian Flower George Flumerfelt Bill Fong John & Betty Foreman Earl & Cathy Forestell Denis & Suzanne Fortin Georges & Liliane Fortin William & Mary Foslett Timothy & Suzanne Foster Georges & Huguette Fournier Robert & Joan Franklin Eileen Frederick Stan & Morrine French Lottie & Hans Frenssen William & Iona Fricker Roy & Julie Frost Gertrude Fryer Dr. Donald & Sharon Fung Donald & Gloria Gadd Gerard & Suniva Gagnon Jacques Gagnon Joan Galloway Keith Gardner Reginald & Rita Gauthier Donald & Joan Gavin Ronald & Mary Geddes Philip Geden Mark Giesler Peter Giesler Nancy Gifford Donna Gilliard Bernard & Denise Giroux Jean-Claude & Francine Giroux Lucien & Liliane Godfroid Marilyn & Garth Goodhew Ross & Glenna Gowan Jean Grace Hugh & Mary Grant Jacques & Jennifer Graveline Jacqueline Gray Cheryl Green Margaret Green Pauline Green Donald & Myrnie Grimster Maurice & Della Groulx Lorraine Guillemette Dr. Michael & Carolyn Guy Grant & Gale Guy Kate Hadway Ken & Bernice Haggart Norman & June Hall Kathleen Hallett</p>	<p>Gavin & Beatrice Hamilton Marcelle Hamilton Anne Hansman Paul & Jacalyn Hanson Carl & Patricia Harding Anthony & Mae Hardy William & Linda Harman Aubrey & Carmen Harris Paul & Elizabeth Hart Craig & Cher Harvey Fred & Sheila Haskins Irwin Helps Henry & Marilyn Herbrand Jack & Jan Heron Michael & Linda Hewitt William & Mariann Hibbard John Hickey Armande Higgins Eric & Debra Hilborn Robert & Deanne Hillis James Hilton Dianne & Mick Hinds Alban & Cleo Hinsberger Joseph Hirschberg Allan Hirsh Dr. William & Pat Hodge & Family Glenn & Betty Hogaboam Gerald & Trudy Hogan Marian Hogan John Holland & Sylvie Cotgreave Joan Holmes Eugene & Helen Holtz Andrew Hopkins Bernard & Shirley Hopkins Betty Hotchkin Lois Houston Gord & Peggy Howe Guy Hubert Trina Hummel Donald & Joy Humphrey Joe & Marilyn Hunt Raymond & Donna Hunt Dr. Robert & Diane Hunter Betty Hurley George & Cecile Hurteau Eric & Narumi Hyatt Boyd Simms & Dorothy Ireland Shirley Irvine John & Lucia Irwin Morris Jackson Susan Jackson Dr. Lucien Jacques Allen & Susan James Lanny & Ruth James Robert & Jean Jamieson Clayton & Jeanette Jessup George & Nancy Jessup Eli Jodouin Gary & Carol Jodouin</p>
---	--



Tim Hortons of North Bay | \$50,000 pledge

Tim Hortons of North Bay, through their *Smile Cookie campaign* supported the purchase of a mobile X-Ray Unit for the Women & Children's Care Centre.

John McLellan, District Sales Manager and all the Tim Hortons restaurant owners; Ken & Stephanie Coughlin, Peter, Cheryl & Brandon Moffat, Ralph & Carrie Lynn Closs, Len Hummel and Lorne Breckles, were all part of this successful *Smile Cookie Campaign*.

Photo: John McLellan, District Sales manager; Jane Capstick, Mother, Teddy Capstick, spokesperson; and Al McDonald Campaign Co-Chair.

Edgar & Vivian Johansen
 Doug & Sharon Johnson
 Elizabeth Johnson
 Joseph & Gale Jolie
 Brian & Geraldine Jones
 Neil & Deborah Jones
 Dr. J. Rod Johnston
 Daniel & Elsie Josefowich
 Fred & Ann Juett
 Robert & Cecile Karius
 Helen Karnauchow
 Noreen Keens
 Heinz & Rosemarie Keller
 Frank Kelly
 Robert & Marilyn Kelly
 Neil Kennedy
 Edward & Lois Kent
 Jean Kerr-Penny
 Melvyn & Linda Key
 James & Ellen Kidd
 Thomas & Fleurette Kilmartin
 Elaine Kilroy
 William & Susan Kindratiuk
 Robert & Grace Kingsnorth
 Larry & Heather Klein
 William & Marina Knight
 Lesley & Joy Korbely
 Michael & Marian Kotsilidis
 Herman & Rita Kraus
 Marion Kripotos
 Rita Kunkel
 Paul & Diane Lachance
 Richard & Sandra Lachance
 Raymond & Rita Lachapelle
 Doreen Lacharity
 Andre & Maria Lacroix
 Dr. Bernard Paul Lacroix
 Betty Lafferty

Frank & Patricia Laframboise
 Reginald Laframboise
 Colette Laird
 Ivan & Doris Lajoie
 Robert & Jeannine Lajoie
 Paul Lamarche
 Jim Lamorie
 Yolande Lamothe
 Lorne & Doris Lampman
 Lucien Landry
 Rhyal Lanthier
 Ben Laplante
 James & Louise Lapointe
 Robert Lapointe
 Larry Larmand
 Jacques Larochelle
 Germaine Larondeau
 Kevin & Pauline Latimer
 Dr. Yvan Latour
 Robert & Linda Laughlin
 Eric Lauzon
 James Laverock
 Paul & Jo-Anne Lavigne
 Ed & Edna Lavoie
 Denis & Linda Lawrence
 Robert & Barbara Lawrence
 Vern & Huguette Leacy
 Holly Leatherdale
 Robert & Liane Leblanc
 Ulysse LeBlanc
 Dr. Michael & Heather Leckie
 Maggie Leclair
 Marcel & Lynne Leduc
 June Lee
 Clarence Lefebvre
 Louise Lefebvre

Donors

\$100 - \$999

Michael & Linda Lefebvre	Jeff McCarthy
Jerry Lefevre	Steve & Diane McCarthy
Réjeanne Lepage & Gaston Roussel	Lloyd & Sivan McClenaghan
Norman & Mary Leppan	Stewart & Helen McCombie
Leon & Eileen Levasseur	Daisy McDonald
Colombe Levert	Donald McDonald
Edouard & Jeannette Levesque	Patrick & Wendy McDowell
Pierette Levesque	S. James & Veronica McEachran
Gordon Lindsay	Ron & Patricia McFadden
David & Sharon Linkie	Cheryl McFarling
Glenn & Wendy Lloyd	Larry McIntyre
James & Tina Loeffen	David & Irene McKee
Gladys Long	Louise McKie
Robert & Helga Lorek	Archie & Margaret McLaren
Nancy Lourie	Donald & Janet McLean
George C. Lowe	Harold & Audrey McLean
Ernie & Kelly Loxton	Allen & Maria McLeod
John & Ann Loyst	Robert & Janet McMahon
Albert & Louise Lugli	Harry & Carol McMartin
William & Joan Luzine	Anne McRuer
Doris Lyle	Josephat & Helene Menard
John & Maureen Lyle	Fred & Lynne Mephram
Joseph & Marilyn Lynch	Bonita Mercer
Mark & Lesley-Anne Lyons	Liane Mercier
David MacDonell	Daniel & Lilian Miller
John & Barbara MacInnis	Helen Miller
Donald MacLean	John & Carol Miller
Jack & Lynn MacLellan	Ron & Nancy-Anne Miller
Roderick & Dorothy MacLennan	Shelley Miller
Floyd & Ruby MacMillan	Donald & Norma Milligan
Francis & Viola MacNeil	Elaine Mills
Cynthia MacWilliams	Donald & Mary Mitchell
Eric & Joy Magill	Thomas & Eleanor Mitchell
Michael & Madeleine Makowiczuk	Wendy Mochizuki
Larry & Joanna Malboeuf	Sandra Montreuil
Julie Malette	Alain & Louise Morin
Jean Mallett	Shirley Morin
Catherine Mantha	Pat & Janet Morrissey
Denise Mantha	Edward & Janet Anne Mounce
Gaetan & Connie Marcil	Robert & Mary Lee Moynan
William Marsh	Peggy Mueller
Patricia Marshall	Paul & Olga Mulc
Leo & Karen Martel	Christina Munro
Bruce Martin	Carla Murphy
George & Christine Martin	Dennis Murphy
Robert & Dawna Martin	Heather Murray
Robert Fry & Beverly Martin	Andrew & Karen Mutchmor
Therese Martin	Joan Nabb
Yvette Martin	Mary Judith Neal
Gerard Martineau	Marie Thérèse Neault
Rob & Judy Martyn	Allan & Patricia Neil
Frank & Thea Marusich	Edward & Kathleen Neil
Joan Mason	Dale & Geraldine Neily
Roger & Michelle Mathieu	Alex & Maria Nemeth
Peter & Margaret Maunsell	Dr. Michael Nesbitt
Maurice Mayhew	Merna Nesbitt
Chris & Lori Mayne	Gavin Nettlefold
Thomas & Ruth McArthur	Heinrich Neufeld
Edward & Antoinette McAuliffe	Bruce Nevison



William & Shirley Newhook
 Jeanne D'Arc Newton
 William & Thelma Nichols
 Stan & Jean Nichols
 Stan W. Nichols
 James & Joan Nicholson
 Robert Nicoll
 Cheryl Nidd
 Eva Nodder
 Brian & Pat Nodwell
 Bruce Nodwell & Jane Sargent Nodwell
 Dr. Allison Nodwell
 Thomas & Judy Nodwell
 Wayne Nodwell
 Kevin & Stephanye Noll
 Harvey Norman
 Larry & Helen Novack
 Wilfred Nubel
 Bart & Gail Oattes
 John & Sherry Oberemok
 Marc Bergeron & Peggy-Ann O'Connor
 Dr. Kevin & Sandra O'Grady
 Peter & Willa O'Hare
 David O'Neil
 Richard & Rhea O'Neill
 John & Vondelle Oreskovich
 Jessie Orlando
 Maria Osborne
 Paul & Susan Oshell
 Gwendolynn Ann Oswald
 Dick & Linda Oudekerk

Guy & Joan Ouellette
 Richard & Mira Pacaud
 Dr. Murray & Angela Pace
 Keith D. Pacey & Nancy L. Kilgour
 Arthur & Mary-Ellen Page
 Ray Mantha & Victoria Paine-Mantha
 Peter & Maria Panarites
 Donald Parker
 Colin & Sheila Parrish
 Dennis & Diane Parrish
 George & Denise Parry
 Donald & Margaret Parsons
 Gord & Liz Parsons
 Robert Partridge
 Bud & Velma Pawson
 Garry & Linda Payne
 George & Mary Payne
 Murray & Sharon Payne
 David & Shelley Paynter
 Tim & Stephanie Pearce
 Thomas & Marguerite Peddie
 John & Maria Pellanda
 June Pennie
 Nicholas Perpick
 Marc & Donna Perreault
 Marcel & Micheline Perreault
 Lise Laurette Perrier
 Mary Perrier
 Ralph & Lucienne Perrin
 Paul & Lillian Perron
 David Pessah

Donors

\$100 - \$999

<p> Lauri Petz Gordon & Marjorie Philbin Dorothy P. Phillips Earl & Valerie Phillips John & Annette Phillips Paul & Joyce Philp Marie Piche Jessie Sinon-Pierce Marcel & Fern Pigeon Raymond & June Pigeon Suzanne Pilon Robert & Rita Pincivero Nick & Dora Plutino Denise Poirier Gérard & Gisèle Pouliot Dr. Tom & Shelley Preston Gary & Phyllis Preston James & Elizabeth Price Owen & Hazel Price Ted & Grace Price James & Vana Pride Francis & Rita Primeau Gabriel & Rina Primeau Fred & Heather Priolo Raffaele & Josephine Priolo Stanley & Millicent Priolo Gaétan & Cécile Proulx Todd & Wende Proulx Richard & Mariette Prydie Lynn Puchala Grant & Janice Pybus Gerry Quirt Leo & Helga Rainer Gordon & Patricia Raithby Bob & Tamara Ramsey Lisa Randall Dorothy Raycraft Graydon & Becky Raymer David & Karen Reckzin Florence Redmond Esther Reed Lorence & Janis Reed Ken & Carol Reeder Albert Reeve Bill & Deborah Reid Cyril & Dorothy Reitman Aline Reynolds Donalda Reynolds Roland & Nicole Ribout Jochen & Sandra Rickertsen Brenda Riddler Donald & Jean Rideout Rene & Arlene Ringuette Clifford & Margaret Riopelle Bruce Roberts F. Robertson Jack & Elizabeth Robertson Bert & Bev Robinson Dale Robinson </p>	<p> Ed & Gail Roche Douglas & Susan Rogers Edward & Marianne Rogers Frank & Mary Kate Rogers Timothy & Sally Rogers Daniel Rogerson Jeff & Linda Rogerson Gerome & Beryl Romano Vivian Romano Gilbert Ronholm Joseph & Doris Rose Gordon & Inez Ross Kayvan & Patty Rouhani William Rouse Barry & Gloria Rowlandson Gerald & Erma Rowsome Gerald Roy Rene & June Roy Therese Roy Dr. Ken Runciman Robert Russel Ian & Connie Russell Bonnie Rymal Roy & Roberta Ryman Yvette Rymes T. A. & Eunice Saari Joanne Salmonson Gordon & Marlene Sampson William & Marilyn Sands Raymond & Marlene Sawchuk Basil & Georgette Scanlan Stefano & June Schiavone George & Miriam Schmidt Herbert & Jeanne Schonhoffer Arthur & Mavis Scott Brenda Scott Dr. Don Scott Stuart & Emily Scratch Cecile Scully Michel & Lucie Seguin Wolf & Cecelia Seidler Peter Serkowney Bill Sheridan Peter & Concetta Shields Terry & Vonnetta Shore Pat Simkins Alan & Gwen Simpson Jacqueline Simpson Dr. Robert & Stella Sinclair Anthony & Marjorie Skorich Joseph & Theresa Slattery Arthur & Brenda Smith David & Marilyn Smith Gwen Smith Laurie & Marilyn Smith Marthe Y. Smith Roy & Marian Smith Keenan (Ace) Smyth Dr. Don & Pamela Somerville </p>
---	---

Howie & Elsie Soule
 Yvonne Soulliere
 Margaret Souter
 Gordon & Anita Spalding
 John & Isabelle Spiller
 Celia St. Amand
 Glenn & Linda St. Amand
 Richard St. Louis
 Michael Staley
 Helen Stanton
 James & Patricia Stein
 Victor Stenning
 Patricia Stephens
 James & Crystal Stephenson
 Rosemary Stephenson
 Jan & Wayne Lacroix
 Sheldon & Bernice Stillar
 Marc & Angele St-Jules
 Sylvio & Thérèse St-Jules
 George & Lynne Stockfish
 William Storey

Rita Storie
 Derek & Candy Stott
 Patrick & Joan Stoute
 Peter & Heather Stuart
 Bruce & Karin Sumbler
 Brad & Vicky Sutherland
 George & June Swan
 Alec & Joan Swannell
 Muriel Swant
 Allan Sway
 Henry Szyszka
 Stefania Szyszka
 Edgar Taillefer
 Mr. Luc & Mrs. Lisa Taillefer
 Kathleen Tardif-Martin
 Rick Taus
 Charles & Sheila Taylor
 John & Sonja Tessier
 Gina Tew
 Gilles & Angélique (Fichault) Thibault
 Alan & Shirley Thom
 George & E. Geneva Thompson
 Terry Thompson
 Betty Thomson
 Eric & Margaret Thomson
 Ted & Sharron Thomson
 Gary & Marilyn Thornton
 R. Toivonen
 Laurie Trepanier
 Michelle Trudeau
 Frank & Bernice Turbach
 Butch & Sue Turcotte
 Maurice Turgeon
 Marino & Jackie Tuzi
 Norma T. Ubana
 Therese Vaillancourt
 Mary Van Amelsfoort
 Peter & Geraldine Van Amelsfoort



Temagami Lions Club | \$25,000 pledge

Whenever a Lions Club gets together, problems get smaller and communities get better. They help where help is needed – in their own communities and around the world. Since 1917, they have earned high marks for both integrity and transparency. They are a well-run service organization with a steady vision, a clear mission, and a long – and proud – history. *Photo: Bob Sykes, Bill Kitts, Art Arnold, Brian Koski.*

Grietja Vanderloon
 Rolf & Mary Vassbotn
 Bruno Venne
 Guido Verrillo & Helen Antebi
 Ronald & Dittie Vesterback
 Colin & Joan Vickers
 Michael & Line Vidal
 Bruce & Elsa Wain
 Floyd & Janet Walker
 Jo Wallace
 John & Wanda Wallace
 Colin & Carol Wallace-Tarry
 Douglas & Barbara Walli
 Alva Walsh
 Frank Watters
 Patrick & Margaret Watters
 Ruth Watters
 David & Verna Weber
 Robert & Shirley Webster
 Dr. Robert & Phyllis Weegar
 Harry & Helga Weiskopf
 Susanne Weiskopf
 Wilfred & Carmen Weiskopf
 Jill Weston
 Glenn White
 John White
 Kenneth & Helen Whitehead
 Donald & Roberta Whitmore
 Donald & Sylvia Whyte
 Frank & Lynne Wickson
 Danny & Joan Wilkes
 Walter & Mary Wilkes

Alan & Pat Williams
 Donna Willms-Greenwood
 Gordon & Linda Wilson
 Kathryn Wilson
 Thomas & Dianne Wilson
 Albert & Bernice Wilton
 Laurie Windrem
 Elmer & Jeannine Winfield
 Ms Winkler
 George & Margaret Witiuk
 Roger & Lois Wolfe
 Steven Woolley & Joyce McManus
 Cindy-Anne Wright
 George Wright
 John & Jean Wright
 Earl N. Wuilleme
 Edward & Althea Wunsch
 Maureen Yearsley
 Allan & Elizabeth Yeo
 Enos Yoder
 Dan Young
 Glenna Young
 Calvin & Beverly Young
 Roger Young
 Catherine Zahn
 Sandro Zimbalatti & Christine
 Dawson-Zimbalatti
 406 Wing Bridge Club
 846447 Ontario Inc.
 A. B. Ellis Public School
 AMD
 AquaTox Testing & Consulting Inc.

Beta Sigma Phi - XI Zeta Sigma Chapter
 Beta Sigma Phi Laureate Mu Chapter
 Beta Sigma Phi Preceptor Eta Chapter
 Bouquet d'Amour
 Caring Moments From The Heart
 Carl's "Experienced" Equipment Sales
 Catholic Women's League - St. Rita's Parish
 Catholic Women's League of Sacred Heart
 Cementation Canada Inc.
 Century 21 - Blue Sky Region Realty Inc.
 Co-operators Insurance
 D.S. Dorland Ltd.
 Dale's Ride
 Dr. P. Fuzy Dentistry Prof. Corp.
 Fox & Fiddle
 Hydro One Employees' & Pensioners' Charity
 Trust Fund
 IdyllTyme Sports & Marine
 Ivan's Restaurants
 J & J Machine Works
 Kapuskasing Nursing & Friends
 Kenco Logistics
 Kent Trusses Ltd.
 King George Public School
 KPMG LLP
 Ladies Auxiliary to the Davedi Club
 Les Filles D'Isabelle #1323
 Lions Club - Hudson
 Lynn Johnston Productions Inc.
 Maxwell Pottery

Metro (Orillia) Staff
 Mid-North Appraisals Ltd
 Monette Service Centre
 NATIONAL Public Relations
 Nipissing Rebekah Lodge 152
 Nipissing University
 Nipissing-Parry Sound Catholic District School
 Board
 North Bay Canoe Club
 North Bay Mattawa Conservation Authority
 North Bay Minor Hockey Association
 North Bay Police Association
 North Bay Professional Fire Fighters Association
 North Bay Toyota
 Northeast Mental Health Centre-Employees
 Northern Honda
 Northern Ontario School of Medicine
 Northland Automotive Ltd.
 OPG Employees' & Pensioner's Charity Trust
 Paddon & Yorke Inc.
 Paul & Liz Brooks - Quality Hardwoods
 PGI Fabrene Inc.
 Phelps Women's Institute
 Pizza Hut
 Ram's Head Restaurant
 Rebuilt Resources Skills Dev. Inc.
 Ron Campbell Transport Inc.
 Royal Canadian Legion Branch #639
 Scotiabank
 Service 1 Mufflers and More Ltd.

Soeurs de l'Assomption de la Sainte Vierge
 Spectra Energy
 St. Brice's Church
 St. Mary Magdalene Anglican Church ACW
 Sundridge Harmony Guild
 Supply Chain Alliance Partners
 Telus Community Engagement
 The Catholic Women's League of Canada
 The Next Step Life Fitness Centre
 The Rock Centre
 The Sundridge Happy Gang 705
 The Thomson Team
 Thermo Coustics Limited
 Trinity United Church Women
 Trout Creek Seniors Friendship Club
 Trout Mills Women's Institute
 TWG Communications
 Wasi Council
 Whirlpool Canada LP
 Widdifield Secondary School
 Workplace Safety North

**At their request, donors
 who have chosen to remain
 anonymous are not listed**

The following donors supported the Hospital through sponsorship gifts and special funding from April 1, 2011 to March 31, 2012

Able's Locksmithing
 Active Running & Therapy Centre
 Alcon Canada Inc.
 Bay Produce Farms Ltd.
 Best Western North Bay
 Caisse Populaire North Bay Limitée
 Carte Blanche Promotional Products Inc.
 Cementation Canada Inc.
 CTS Canadian Career College Inc.
 CTV
 Dollar's Independent Grocer
 Edi-Cord Word Processing Systems Ltd.
 Grand & Toy
 Grant Thornton, LLP
 Hampton Inn by Hilton North Bay
 J.E.Y'S Business Record Storage & Mobile
 Shredding
 Janssen Inc.
 Johnson Controls
 K & T Port-A-John Ltd.

KPMG LLP
 North Bay Nugget
 Ontario Northland Transportation Commission
 Paxton Distributing
 Penney&Company marketing design
 PGI Fabrene Inc.
 Plenary Health
 RBC Foundation / RBC Royal Bank
 Rogers Broadcasting
 S.S. Mobile Auto Service
 Scotiabank
 See More Graphics
 Sellebration Productions
 Superior Safety Inc.
 Sysco Foodservices
 TD Commercial Banking
 TD Waterhouse
 The Fun in Fitness Club
 Twiggs Coffee Roasters
 Wood Wyant Canada Inc.



A special thank you to the families who requested donations to the Hospital as expression of sympathy for their loved one.

Remembering:

James L. Ainger
Lena Alexander
Romeo J. Barbe
Carmella Barber
Robert F. Barton
Frances Benes
Baldur Bogensberger
Greg Boudreau
Theresa Brookes
Paul E. Brousseau
Elizabeth Butti
Colline M. Byrnell
Lucy Cappadocia
Ernest D. Cook
Ruby Cote
Lloyd G. Cross
David L. Crozier
Elizabeth A. Davies
Mary J. Dawn

Raymond Delarosbel
Garth C. Delorme
Régent Desgroseilliers
Yvon J. Desrochers
Lucien Duquette
Esther Fitzmaurice
Hector B. Fitzmaurice
Ruth M. Foisy
Peter F. Giesler
Edythe G. Gordon
Robert H. Gray
Jack Green
Lorne R. Green
Marguerite A. Guillemette
Marie Guillemette
Ivy L. Hargrave
Bernice M. Harvey
James R. Hodgson
Eva M. Houston
Kim W. Hung
Ray W. Jobin

Catherine E. Johnston
Laurent Laferrière
Shirley A. Laplante
Eileen P. Larmer
Mildred Ling
Elizabeth H. MacDonell
Maureen A. Marsh
Delbert Mayhew
Lloyd McClenaghan
Albert Messier
Nagashi Mikawa
Bessie I. Milne
Rheal Morin
Colin Muirhead
Aiden L. Murray
John H. Murray
David M. Neil
Shirley Newhook
Denis R. Newton
Thelma A. Nichol
Ann Nodwell
Joan Olmsted
Lloyd A. Osborne
Victoria Periard
Philippe Perron
Rhéa Perron
Nancy Pigden
Waltraut Popp
Raffaele Priolo
Beryl J. Romano
Barry D. Rowlandson
Gerald Rowsome
Dorothy Sauvé
Francesca Scarfone
Margaret F. Smith
Walter Smith
Merv St. Amand
Vivian Stargratt
Jenny Stover
Jacob Strobl
Lawrence A. Thomson
Allen A. Topham
Richard Trotter
Rolf Vassbotn
Eva E. Wilson
Michele Zimbalatti

A thoughtful service

The Foundation gratefully acknowledges the following funeral homes for their work and dedication to the families they serve and for the impact they have on helping with the community's healthcare needs:

Hillside Funeral Services
Martyn Funeral Home
McGuinty Funeral Home
AM Paul Funeral Home

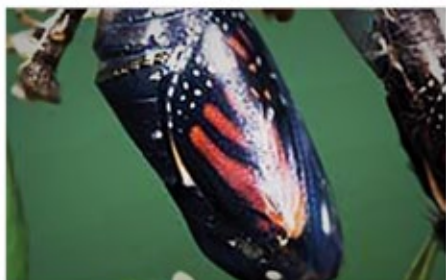
Monette & French Funeral Home
Opatovsky Funeral Home
Theoret Funeral Home Ltd
Whispering Pines Funeral Home





North Bay Regional Health Centre

50 College Drive
P.O. Box 2500
North Bay ON,
P1B 5A4
705.474.8600
www.nbrhc.on.ca



North Bay Regional
Health Centre



Centre régional
de santé de North Bay