The Ottawa Hospital
Annual Report 2014-2015

Tender Loving Research
Inspired by Research
Message from the Chair of the Board, and the President and CEO

The Ottawa Hospital, one of Canada’s largest academic hospitals, is committed to excellence – inspired by research and driven by compassion. As this online annual report for fiscal year 2014-2015 illustrates, we continue to excel in fulfilling our core mandate as a leader of acute tertiary care, educational programs, and innovation and research.

In 2014-2015, Ontario’s health system saw unprecedented change, and Ontario hospital budgets were flat-lined for a third consecutive year. The Ottawa Hospital has embraced the change. We continue to lead the way with robust educational programs, top-quality patient care, research and innovation while remaining fiscally responsible.

We balanced our budget for a 13th consecutive year by finding innovative solutions and creating significant improvements in efficiency and productivity. In fact, our cost profile has never been lower and our patient experience and quality of care have never been better. Despite increasing volumes of sicker patients and significant fiscal constraint, patients who arrive on our doorstep during their most vulnerable moments know that we are committed to greeting them with a smile and providing them with world-class care. The dedication and compassion of our health-care professionals and support staff set an exceptional standard for patient care.

“Our clinician scientists and researchers are leading the charge in exploring the next frontiers of 21st-century medicine.”

Our research successes in 2014-2015 have kept The Ottawa Hospital amongst the top research hospitals in Canada. Our clinician scientists and researchers are leading the charge in exploring the next frontiers of 21st-century medicine. As international leaders in stem-cell research and regenerative medicine, we see a day when we will be able to rebuild the human body. We are also at the forefront of personalized medicine and see a day when all patients will receive customized care, matching their own genetic profile to that of their cancer. We are committed to research that changes practice, improving quality of life for patients and their families. This is what we call Tender Loving Research or TLR.

We are privileged to provide excellent care to the sickest and most complex patients in Ottawa and the Champlain LHIN, and we are proud of our successes in research that change the way we practise medicine. We like to say that, at TOH, you will receive tender loving research along with tender loving care.

James G. McCracken  
Chair of the Board

Dr. Jack Kitts  
President and CEO
In the Spotlight
Research saves a stroke patient’s life and changes stroke treatment around the world

Claude Corneau realized something was very wrong the moment he started dropping his mechanic’s tools at work.

It was January 23, 2014, and although he didn’t realize it at the time, a massive blood clot was blocking blood flow to his brain. Corneau, 70, was suffering a life-threatening stroke.

“I don’t remember much after the ambulance came,” said Corneau, a husband, father and grandfather from Calabogie, Ontario. “But I do remember waking up briefly and realizing that we were on the way to The Ottawa Hospital, and I was very happy about that.”

The Ottawa Hospital provides world-class, compassionate care to approximately 1,200 stroke patients every year, but Corneau also received something extra special that day. He was the first person in Ottawa to be treated in a clinical trial that would save his life and eventually change how strokes are treated around the world.

“The standard of care initially was to try to dissolve these large blood clots with medication,” explained Dr. Cheemun Lum, a neuroradiologist at The Ottawa Hospital and the University of Ottawa. “This trial was testing a new device which we insert through the leg artery. We manoeuvre it up into the brain and then we pluck out the clot and pull it out of the brain.”

“This research has really brought my husband back to life. We’re able to see our children and our grandchildren, and I’m not alone.”

-Shirley Corneau
Dr. Lum co-led The Ottawa Hospital’s arm of this international trial, along with Dr. Dariush Dowlatshahi.

The results were recently published in the *New England Journal of Medicine*. They show that people who received the experimental clot-plucking procedure in addition to the standard clot-dissolving medication were 50 percent less likely to die than those who received the medication alone. They were also almost twice as likely to have a positive recovery.

Like many of the other participants in the study, Corneau was able to return home a couple of weeks after his stroke with no major disabilities. He was even able to return to work as a mechanic a few months later.

“This research has really brought my husband back to life,” said Corneau’s wife, Shirley. “We’re able to see our children and our grandchildren, and I’m not alone.”

In fact, Claude and Shirley Corneau celebrated their 50th wedding anniversary in the summer of 2014.

“The words ‘game-changer’ and ‘breakthrough’ have been used to describe this research,” said Dr. Lum. “It really is the most significant advance in stroke therapy that I have witnessed in my career as a physician. It’s very exciting for stroke patients and it is now becoming the standard of care around the world for patients with the biggest strokes and the largest clots.”

“This clinical trial is just one of more than 600 trials involving nearly 9,000 patient volunteers conducted at The Ottawa Hospital in 2014. Many of these trials tested innovative new treatments, while others examined different ways to prevent or diagnose disease, or deliver health care more efficiently.

“The Ottawa Hospital is a great place to do research because a lot of our research focuses on exactly what The Ottawa Hospital is about, which is excellent patient care,” explained Dr. Dowlatshahi, a stroke neurologist at The Ottawa Hospital and the University of Ottawa, and scientific director of the Ottawa Stroke Program. “What we are trying to do is to treat the patients in front of us and treat their family but also learn from what we are doing so that we can improve care for all people at The Ottawa Hospital and around the world. This is Tender Loving Research.”
Fast Facts
Our people. Our facilities. Our patients.

11,638 Employees
1,377 Physicians
4,231 Nursing professionals
1,358 Residents and fellows
24 Paramedics students placements
648 Medical students
1,632 Nursing placements
1,025 Volunteers
1,727 Scientists, investigators, trainees and staff
### Our facilities

<table>
<thead>
<tr>
<th>Facility Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beds</td>
<td>1,117</td>
</tr>
<tr>
<td>Bassinets</td>
<td>96</td>
</tr>
<tr>
<td>Average length of stay (days)</td>
<td>8</td>
</tr>
<tr>
<td>Scientific research labs</td>
<td>63</td>
</tr>
<tr>
<td>Clinical-grade cell and virus manufacturing laboratories</td>
<td>3</td>
</tr>
<tr>
<td>Laboratory procedures</td>
<td>7,579,883</td>
</tr>
</tbody>
</table>

### Our patients

<table>
<thead>
<tr>
<th>Patient Activity</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient admissions</td>
<td>50,023</td>
</tr>
<tr>
<td>Emergency visits</td>
<td>169,507</td>
</tr>
<tr>
<td>Surgical cases</td>
<td>34,379</td>
</tr>
<tr>
<td>Babies delivered</td>
<td>6,296</td>
</tr>
<tr>
<td>Eye care surgical cases</td>
<td>14,066</td>
</tr>
<tr>
<td>Ambulatory care visits</td>
<td>1,126,204</td>
</tr>
<tr>
<td>Patients enrolled in clinical trials</td>
<td>6,855</td>
</tr>
</tbody>
</table>
Top News
Research, technology and new procedures that touch lives

The Ottawa Hospital is prepared for Ebola, thanks to our 750-member response team

The response team at The Ottawa Hospital forms one of the largest cohorts of trained Ebola responders in Ontario. The hospital’s General Campus is one of the four provincial centres designated to treat potential cases of Ebola.

Patient’s question triggers study about blood thinners

Physicians around the world now have guidance to help them determine the best oral blood thinners to use for their patients suffering from blood clots in their veins, thanks to a patient who asked his physician a question he couldn’t answer.

Dr. Kirsty Boyd performs Canada’s first nerve-transfer surgery

Timothy Raglin may soon move his fingers for the first time in seven years after a team of surgeons at The Ottawa Hospital rerouted the nerves in his arm.

Dr. Bryan Lo: Star recruit to run Ottawa’s first molecular oncology lab

The molecular oncology lab promises to revolutionize cancer diagnosis and treatment by allowing health-care providers to analyze the genetic flaws inside tumour cells and tailor therapies to a patient’s individual type of cancer.
Daily injections don’t prevent pregnancy complications

Many pregnant women inject themselves daily with a blood thinner to reduce the risk of developing blood clots. Dr. Marc Rodger published conclusive evidence from a clinical trial that these daily injections had no effect.

Dr. Jeffrey Turnbull invested with the province’s highest honour

In February, Dr. Turnbull, Chief of Staff at The Ottawa Hospital, was invested with the Order of Ontario for his work with the province’s most vulnerable. Dr. Turnbull leads a team that rounds on homeless shelters, reducing ED readmissions and ensuring that at-risk patients have care when they need it.

Life out of cancer: Care gives Ottawa woman hope, time and her baby

Jillian O’Connor’s newborn son, Declan, was born despite his mom’s diagnosis of terminal breast cancer four months into the pregnancy.

Fewer deaths, more lives saved: The Ottawa Hospital is one of nation’s top “rescue” centres

The Ottawa Hospital is one of the best in the country for rescuing patients from life-threatening injuries or illnesses, according to a new scorecard that tracks the performance of Canadian hospitals.
Checking in: Calling patients at home after discharge catches problems and reassures

“It used to feel like nobody cared when we left the hospital,” a patient told RN Sascha Ménard early this fall. “And now I know they care.”

Windòcàge: New community room reflects Aboriginal culture

First Nations, Inuit and Métis communities designed a community room in The Ottawa Hospital Cancer Centre. Named Windòcàge, the room is a welcoming space that helps put Aboriginal patients and families at ease.

Patients and family doctors get faster answers from specialists

Patients are getting faster answers from specialists thanks to Dr. Clare Liddy, a family physician, and Dr. Erin Keely, an endocrinologist, who teamed up to create an award-winning new electronic consultation process.

Dr. Angel Arnaout inducted into the Order of Ottawa

Dr. Arnaout was recognized as “one of Canada’s leading breast surgical oncologists. With knowledge, skill, dedication and compassion, she continues to improve the care of cancer patients while reducing the need for chemotherapy in breast cancer patients.”
By the Numbers
Our 2014-2015 financial report and quality indicators

**Financials**

**Revenue distribution 2014-2015**

- **76%** Ontario Ministry of Health and Long-Term Care
- **12%** Patient revenues
- **8%** Sundry and ancillary
- **2%** Other votes
- **2%** Amortization of grants
- **1%** Connecting Northern and Eastern Ontario
- **0%** Preferred accommodation and copayment
- **$1,303.5M**
Expenditure distribution 2014-2015

- Salaries: 59%
- Other supplies: 16%
- Medical and surgical supplies: 8%
- Medical staff: 6%
- Drugs and gases: 5%
- Depreciation and amortization: 5%
- Connecting Northern and Eastern Ontario: 1%

Total expenditure: $1,278.3M
Quality indicators

At The Ottawa Hospital, excellence in patient care is our priority.

By improving on wait times, infection rates and other key measures of a high-performing hospital, our goal is to rank among the top 10 percent of North American hospitals in providing safe, high-quality care to our patients.

<table>
<thead>
<tr>
<th>QUALITY INDICATOR</th>
<th>2012-13</th>
<th>2013-14</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
<td>100.57%</td>
<td>101.7%</td>
<td>103.96%</td>
</tr>
<tr>
<td>Wait time in Emergency Department for 9 out of 10 admitted patients (hours)</td>
<td>28.7</td>
<td>27.3</td>
<td>29.2</td>
</tr>
<tr>
<td>Surgical cancellations due to lack of inpatient beds</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hospital standardized mortality ratio (observed deaths / expected deaths)</td>
<td>86.5</td>
<td>78.1</td>
<td>76</td>
</tr>
<tr>
<td>Hand hygiene compliance before patient contact</td>
<td>89.7%</td>
<td>89.5%</td>
<td>91.79%</td>
</tr>
<tr>
<td>C. difficile infection rate (# of hospital-acquired infections per 1,000 patient days)</td>
<td>0.69</td>
<td>0.52</td>
<td>0.32</td>
</tr>
<tr>
<td>Staff did everything to control pain – inpatient (%)</td>
<td>82.1%</td>
<td>82.3%</td>
<td>84.2%</td>
</tr>
<tr>
<td>Excellent overall rating of care – inpatient (%)</td>
<td>46.5%</td>
<td>46.7%</td>
<td>48.6%</td>
</tr>
<tr>
<td>Percentage of Alternate Level of Care days*</td>
<td>13.4%</td>
<td>13.5%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Readmissions within 30 days of hospital discharge</td>
<td>9.18%</td>
<td>9.7%</td>
<td>9.8%</td>
</tr>
</tbody>
</table>

* This is the percentage of patient days occupied by Alternate Level of Care (ALC) patients. ALC patients are those who no longer receive acute care and are awaiting discharge to a long-term care facility, another hospital or home with or without support services.