



Régie de la santé du Restigouche
Restigouche Health Authority

ANNUAL REPORT
2004-2005

RESTIGOUCHE HEALTH AUTHORITY

- *Ambulance Services Revenue Management Centre*
- *Campbellton Regional Hospital*
- *East Restigouche Community Health Care Centre*
- *Extra-Mural Program*
- *Jacquet River Health Centre*
- *Region Addiction Services*
- *Restigouche Health Authority - Emergency Medical Service*
- *Restigouche Hospital Centre*
- *St. Joseph Hospital*



MISSION

We work towards wellness for all.

As part of the community, we:

- ▲ Assist individuals in assuming an active role in their own health;
- ▲ Promote healthy lifestyle behaviours;
- ▲ Provide preventative, acute, rehabilitative, and palliative services in the home, community and hospital settings, as well as provincial psychiatric tertiary and forensic services.

VISION

- ▲ Individuals, families and communities taking responsibility for their own health by making a commitment to wellness.

GUIDING PRINCIPLES

We firmly believe that the following guiding principles are achievable through dynamic communication.

- ▲ **Clients – The Focus of Care**
We partner with clients and families in planning care. We involve them in decision-making throughout the care process and promote their ability to manage their own health.
- ▲ **Best Practice Approach – Commitment to Excellence**
We offer our clients quality treatment and service options, supported by evidence-based practices.
- ▲ **Human Resources – The Key to Excellence**
Our human resources are at the heart of the services we provide. We ensure a healthy and supportive working environment through effective communication, recognition, technology and continuing professional and personal development.
- ▲ **Fiscal Accountability – A Shared Goal**
We demonstrate fiscal responsibility by providing quality care in a cost-effective manner to best serve the community.
- ▲ **Health Information Management – Essential to Quality Care**
Timely healthcare information and quality data are the basis of effective and efficient decision-making.
- ▲ **Teamwork and Partnerships – Winning Alliances**
Integrated services are planned and offered in a spirit of consultation and cooperation with agencies, partners and providers to meet clients' needs.



BOARD CHAIRPERSON / PRESIDENT AND CEO

On behalf of the Board, we are pleased to present the 2004-2005 annual report to the Region 5 community.

Pursuant to the Regional Health Authorities Act, Board elections were held for 8 of the 15 Board positions in May 2004. Elected Board members will serve 4-year terms, and may be re-elected. The remaining seven Board members continue to be appointees of the Minister of Health and Wellness.

Further to the development of the Health and Business plan for Region 5, the Board adopted a series of strategic directions for the Health Authority in May 2004. Our strategic directions were developed following considerable consultation with both internal and external stakeholders, and will serve to guide the organization in the development of its goals and objectives for the next 3-year planning cycle.

In June 2004, the Minister of Health and Wellness introduced the Provincial Health Plan. Spanning over a 4-year period (2004-2008), *Healthy Futures: Securing New Brunswick's Health Care System*, is the result of several years of work that began with the creation of the Premier's Health Quality Council (PHQC) in January 2000. The Plan has two goals; namely, improved health, and a sustainable health care system for New Brunswick. To realize these goals, the Plan established four strategic priorities; namely, the improvement of population health, better access to care and services, enhanced health human resources and accountability and evidence-based decision-making.

As to Region 5, the Provincial Health Plan outlined considerable change to the health care delivery system. The St. Joseph Hospital was converted to a community health centre effective April 1, 2005. The facility's forty-four (44) beds were removed along with its emergency room mandate. As a result, all inpatient and emergency services were consolidated to the Campbellton Regional Hospital.

In September 2004, the Restigouche Hospital Centre celebrated its 50th anniversary. First opened in 1954, the facility now has a bed capacity of 150, and at one time housed over 800 patients. It remains the largest tertiary care psychiatric facility in New Brunswick, and provides forensic services for the Province. Acknowledgements and congratulations are extended to all those who were associated with the patient care mandate of the Restigouche Hospital Centre over the years.

The status of the current Forensic program facilities at the Restigouche Hospital Centre continues to be a concern for the Health Authority. Patient volume has nearly doubled in the Forensic program since its inception in 1998 as the designated provincial Forensic program, resulting in security concerns due to overcrowding, in addition to numerous operational challenges on an ongoing basis as a result of the current physical limitations of the unit. The Health Authority has provided the Department of Health and Wellness with a proposed plan to redevelop additional patient units at the Restigouche Hospital Centre, including provision for a new Forensic Unit. Given the status of this



matter, it is anticipated that Government will give the Health Authority's proposal immediate priority in terms of the Department of Health and Wellness capital project approval process.

In the fall of 2004, the Federal, Provincial and Territorial governments completed negotiations with respect to a new Health Care Accord. The accord includes \$41 billion over the next ten years in new federal funding for health care aimed at enhancing access to care and sustainability in relation to the ever-changing healthcare needs of Canadians.

The Board approved the revised medical staff by-laws on the recommendation of the Medical Staff in January 2005. The by-laws remain with the Department of Health and Wellness, pending approval by the Minister.

In March 2005, approval was received for a satellite dialysis unit. The unit will be located at the St. Joseph Community Health Centre in Dalhousie, and is expected to become operational in the 2005-2006 year. With an operating budget of approximately \$1,000,000 per year, the unit will provide hemodialysis to medically stable patients, and will be able to accommodate up to 16 patients. Many of the patients from Region 5 who now travel to Bathurst for this service three times a week will now be able to have their dialysis needs met in Region 5.

During the year Father Valéry Haché celebrated his 50th anniversary as an ordained member of the Roman Catholic clergy. Father Haché has been instrumental in the ongoing development and provision of pastoral care services in the Health Authority and its predecessor organizations over the past 43 years. The Board is pleased to acknowledge Father Haché's work and contribution to hospital-based pastoral care over the years. Congratulations are extended to Father Haché on the attainment of this significant personal milestone.

We conclude this year's report by acknowledging the work and commitment of the entire healthcare team with regard to the provision of optimum patient care to the Region 5 community.

Édouard Maltais
Chairperson

Dan Arseneau
President and CEO



STRATEGIC DIRECTIONS

Promote patient service through enhanced program delivery.

- In its ongoing commitment to improve access to care and to effectively understand and meet the needs of the residents of Region 5, the Health Authority undertook a feasibility study in the fall of 2004 to examine various rural transportation models and their impacts on the health and well-being of the Region 5 population. The study is ongoing.
- In March 2005, the Health Authority implemented a Hospitalist Program at the Campbellton Regional Hospital. This program is designed to provide family medicine to “unattached or orphaned” patients, that is individuals who do not have an attending physician or whose attending physician does not practice at the Campbellton Regional Hospital. The program is covered by general practitioners. Coverage is provided on a weekly rotating basis, and the Hospitalist physician is currently providing care for approximately 20 to 25 patients a day. The program allows for enhanced coordination of patient care, as well as improved utilization of hospital beds and human resources.
- The Health Authority embarked on a study of the needs of the elderly, and how to best meet them given the aging population in Region 5. Under the leadership of Hazel Johnson, Nurse Practitioner, the Healthy Aging Project was started in November 2004. A proposal was presented and implementation of the Healthy Aging Program began in January 2005. This program includes a Memory Clinic, a Functional Assessment Clinic and improved assessment tools for the Geriatric Medicine/Rehabilitation inpatient unit.
- The Health Authority hired its first nurse practitioner during the past year. As part of her mandate, she started working in the Emergency Department and is also involved in health promotion and prevention strategies such as the Women’s Wellness Program. In response to legislation the advanced role of the nurse has been implemented in the Emergency Department at the Campbellton Regional Hospital and the Walk-in Clinic at the St. Joseph Community Health Centre in Dalhousie. The Optimal Collaborative Practice Committee, under the leadership of Kris Gauvin, has worked diligently to promote the full scope of practice for registered nurses and licensed practical nurses.
- In January 2005 a continence clinic was established by Louise Bourgeois, Continence Nurse Advisor. This is a self-referred or physician-referred clinic using a conservative approach to manage urinary or fecal incontinence. This clinic is located at the St. Joseph Community Health Centre in Dalhousie.
- Although the provincial cancer network is not yet established, the Health Authority is proceeding to cooperate with the Oncology Centre of the Dr. Georges Dumont Hospital to provide improved oncology services to our population. Representatives from both health authorities have met to start planning for the physical, human and financial resources required to begin this program.



- Over the past year the Organ and Tissue Procurement Advisory Committee has focused on corneal retrieval. Two employees have received education and training in this procedure, and once certified by an ophthalmologist they will have completed their preparation. Under new legislation passed in April 2005, regional health authorities are now required to approach families to ask for organ and tissue donations provided the donor meets established criteria. It is hoped that this effort will increase the number of donors in the province.
- With three family physicians, the arrival of a fourth one in August and the advent of a nurse practitioner, the St. Joseph Community Health Centre is well on its way to completing the establishment of its Collaborative Practice. Patients who are members of the practice can be seen by appointment Monday to Friday, between 8 a.m. and 4 p.m. Collaboration between doctors, the nurse practitioner and other health professionals is a way of effectively utilizing the health provider resources to deliver healthcare in a manner to best meet the needs of the population. Successful collaboration benefits patients, providers and the healthcare setting.

Promote and develop measures to recruit and retain appropriate human resources.

- The Health Authority continues to offer bursaries and location grants for students in several patient care programs in return for a service agreement. In 2004-2005, the Health Authority recruited 21 registered nurses, one respiratory therapist, one occupational therapist, one clinical psychologist, two pharmacists and one physiotherapist.
- The Health Authority continued its cooperative work with the Family Medicine Unit in Dieppe and the faculty of medicine at *Université de Sherbrooke* in order to set up a medical education centre in the region. Once again this year, the Health Authority welcomed family medicine residents and third- and fourth-year medical students who completed their optional practice training.
- Bursaries continue to be available for potential candidates and new physicians through a policy sponsored by the Board on physician recruitment and retention.
- The Health Authority is currently sponsoring two candidates in Family Medicine, one in Radiology, one in Psychiatry and one in Urology who are committed to returning to Region 5 to practice.
- During the year, five physicians joined the Medical Staff of Region 5. These included one psychiatrist and four general practitioners. Two family physicians, one radiologist and one urologist are scheduled to arrive in 2005. A number of approved positions remain vacant. These include one position in Obstetrics and one in Psychiatry.



Promote quality and performance through enhanced health information and data.

- In keeping with its commitment to better understand, serve and ensure a healthy future for the residents of Region 5, the Health Authority developed its first 3-year rolling strategic plan, meant to carry it through to 2007/2008.
- In December 2004, the Health Authority launched a new Web site that will serve as an important marketing and recruitment tool in the Health Authority's efforts to present a positive and professional image of our organization and the Restigouche region. The site's design allows Internet users to navigate with ease and to quickly find the information they are seeking, whether it concerns the Health Authority or the programs and services it delivers.
- In keeping with provincial and national electronic health record initiatives, and with a view to achieving a filmless environment, the Health Authority embarked on Phase 3 of the Picture Archiving Communication System (PACS) project, extending image viewing capacity throughout the Health Authority and facilitating the transfer of images both within and outside our Region.
- A privacy awareness campaign was held in the spring, summer and fall of 2004 for the purpose of highlighting the importance the Health Authority attributes to protecting the information of the people it serves and employs.
- In an effort to enhance and expand the services currently available within Region 5, the Health Authority actively participated in provincial discussions and consultations aimed at developing telehealth opportunities within this Region. The Health Authority continues to explore telehealth opportunities as an innovative means of delivering health care consultation, diagnosis, and education for both patients and staff.

Ensure facility improvements to promote and enhance service delivery

- Much needed renovations to patient units at the Restigouche Hospital Centre continue to be an immediate priority for the Health Authority. While some work in this regard has been completed since the 1996 Master Plan / Functional Program exercise for the Restigouche Hospital Centre, no work has been completed on this project in the last three years.
- Construction of a new 3-million dollar facility adjacent to the Restigouche Hospital Centre to house the Region Addiction Services Program began in the fall of 2004 and is slated to be completed in late June 2005.
- The Restigouche Hospital Centre Multidisciplinary Team, and Volunteer Services and Foundation Development office have developed an innovative project that will benefit the clients of the Hospital Centre, as well as residents of the community with mobility issues. The Park Project will be used by health care professionals such as physiotherapists, occupational therapists, speech therapists, psychologists and recreationists to conduct therapy sessions in an outdoor setting. It will function as a laboratory, while offering our clients a pleasant setting to enjoy the outdoors. The park will be a multi-sensory centre



that will allow for stimulation of the senses: sight, auditory, touch and smell. It will be open in the evenings and on weekends for members of the community with mobility issues. The park will be built with funds from the Restigouche Health Authority Foundation in partnership with community groups.

- The Pharmacy Department added a new automated packaging system, called PACMED. This system is designed to package medication in unit doses. The advantages of this system are twofold. It enhances patient safety by packaging each dose of medication separately. It also allows for the recycling of medications returned to the pharmacy as each dose is individually identified with the product name, strength, identification number, lot number and expiry date. This will result in significant drug cost savings.



RESTIGOUCHE HEALTH AUTHORITY FOUNDATION

Without a doubt 2004-2005 was the most successful year for the Restigouche Health Authority Foundation since the days of the Labatt Relays in the early 1990s. Much of the credit goes to the Foundation's new partnership with the Restigouche Health Authority employees and to the Employee Lottery initiated on March 1, 2004. This fund-raiser generated a grand total of \$63,000 in the 2004-2005 year.

The Foundation honoured the employees on April 23, 2005 with a special reception. At that time, the Foundation revealed that \$25,000 would be spent on a "transport incubator" to facilitate the care of infants while they are being transferred to specialized centres. As well, \$38,000 will be carried over to next year, and used towards the purchase of a replacement mini-van. This mini-van is equipped with a special capability to accommodate handicapped persons. The Foundation extends a very special thank-you to all employees, and counts on their continued support in the year ahead.

On April 23rd, David Murray, owner / operator of McDonald's Restaurants announced that the Restigouche Health Authority's project of a "Therapeutic Playground" would be the beneficiary of all funds raised on McHappy Day on May 18, 2005. The Foundation will partner with McDonald's and others to build this therapeutic playground, which will be located on the grounds of the Restigouche Hospital Centre, and will be fully accessible to all children with mobility problems.

On February 19th, Mr. Sydney Demeau spearheaded the third annual fund-raiser "Curl To Care", one of the highlights of the year. With his organization committee, the participation of 26 teams, the cooperation of the Campbellton Curling Club and volunteers, a total of \$18,000 was raised. The Restigouche Health Authority Foundation recognizes that such a fund-raiser would not be possible without the assistance of the many team participants, the support of the local businesses, hospital suppliers and the generosity of countless donors. To each and everyone who contributed to the success of this event, sincere thanks!

The Foundation hosted, for the first time in July 2004, a "Children's Fun Western Day" as part of the Bon Ami Festival in Dalhousie. Special thanks are extended to Carolle de Ste- Croix who chaired this event with many volunteers, a large number of which were Health Authority employees. Over 300 children attended this event accompanied by parents and grandparents. A great time was had by all and the Foundation plans on repeating this event.

Once again the Foundation was the recipient of the proceeds raised by the Tim Hortons Smile Cookie Campaign. A cheque for \$2000 was presented to Mrs. Linda Gray, Nurse Manager of the Pediatric Unit at the Campbellton Regional Hospital. Funds raised helped purchase TVs and DVD players for hospitalized children. Thank you to the community for your support, which helps to enhance the quality of the hospital stay for many sick children in the region.

Much is accomplished in partnerships. The Foundation recognizes the on-going partnership with Soup N' Sweets, which continues to assure positive outcomes. Whenever a member of the community patronizes the Soup N' Sweets outlet at the Campbellton Regional Hospital location,

a portion of the proceeds benefits the Foundation and forms part of its annual contribution to the purchase of specialized medical equipment in the region.

During the past year the Restigouche Health Authority Foundation contributed a total of \$80,000 towards the purchase of the following: a transport incubator, a transport ventilator, and furniture to improve the quality of life for the residents of two patient units at the Restigouche Hospital Centre.

More service groups and organizations made the Foundation their charity of choice during the year. Special thanks are extended to “Le Club des Aînés de Notre-Dame-des-Neiges” as well as to the CN Retired Pensioners Association for their generous donations. To all community groups who made contributions during the past year, we say heartfelt thanks.

The Foundation publicly acknowledges and extends its deepest appreciation to Drs. Paul Cortin and Surya Master for their leadership shown in the medical community in their dedicated support of the Foundation’s good works. A special thank-you is extended to Linda Lepage-Leclair as she finished her term of office in September 2004.

The Foundation expresses its sincere thanks to the following individuals for their continued assistance and dedication during the past year, namely, Mrs. Claudette Redstone, Volunteer Managing Director, Mrs. Carolle de Ste-Croix, Development Officer, Mrs. Marie Allard, Administrative Support, and Mr. Jean-René Noël, Director of Communications. A heartfelt thank-you to all Board members for their faithful service.

With the ongoing generous support of the community, the population of Health Region 5 will continue to benefit from specialized medical equipment in the future. Your donations make it all possible!

Maurice Dion
President

VOLUME & ACTIVITY INDICATORS

CAMPBELLTON REGIONAL HOSPITAL AND ST. JOSEPH HOSPITAL		
GENERAL INFORMATION	2004-2005	2003-2004
Number of Beds *	190	190
Occupancy Rate (%)	79.5	83.5
Number of Admissions	5,155	5,913
Patient Days	46,446	54,413
Average Stay (Days) - Acute Care	9.1	7.9
Number of Births	259	294
Emergency Visits	46,872	53,595
Ambulatory Care Visits	31,931	31,881
Laboratory (units)	3,317,843	3,220,124
Diagnostic Imaging (units)	1,107,571	1,159,471
Surgical Cases, Inpatient	948	1,031
Surgical Cases, Day Surgery	1,550	1,754
Surgery wait list as of March 31	392	285
% Surgery by Day Surgery	62.0	63.0
Physiotherapy (units)	1,166,290	1,202,999
Occupational Therapy (units)	687,100	592,275
Speech Therapy (units)	104,660	133,550
Audiology (units)	203,630	183,010
Respiratory Therapy (units)	820,696	762,770
Breast Cancer Screening (Region 5 residents age 50-69)	1,377	1,882
Clinical Nutrition (units)	431,151	428,108
Extra-Mural Program Visits	19,137	18,685
Ambulance Calls	2,101	1,837
Jacquet River Health Centre Visits	8,446	9,500

* Excludes Veterans' Affairs Canada and Addiction Services beds

RESTIGOUCHE HOSPITAL CENTRE					
GENERAL INFORMATION	2004-2005	2003-2004	STATUS OF ADMISSION	2004-2005	2003-2004
Number of Beds	150	150	Voluntary	1	9
Admissions	213	208	Involuntary	2	3
Discharges	216	199	Court Orders	153	154
Occupancy Rate (%)	98.0	95.5	Prison Transfers	23	17
			Review Board	34	25
			Admissions from Region 5 (%)	8.0	11.1



OFFICIAL LANGUAGES

The Restigouche Health Authority recognizes its obligations and is committed to offering and providing services to the public in the official language of choice, and to promoting a balanced use of both official languages within the Health Authority. Without exception, all verbal and written information prepared for the public is published in both official languages. Second language training is offered to staff in either official language, and the language requirements for each position in the Health Authority are defined by a Language Evaluation Committee. In 2004-2005, the Health Authority did not receive any complaints regarding official languages.



RESTIGOUCHE HEALTH AUTHORITY

BOARD OF DIRECTORS

Édouard Maltais, Chairperson
 Adolphe Goulette, Vice Chairperson
 Roger Caron, Treasurer
 Patricia Talbot, Secretary
 Alden Appleby
 Sister Sylvia Boudreau
 Ruth Bulmer
 Roland Dumont
 Owen Firth
 Hermile Gagnon
 André Gallant
 Donald LeBlanc
 Edith Morris
 Pierre Paquet
 Denyse Zyveniuk
 Dan Arseneau, President and CEO

CORPORATE EXECUTIVE

Dan Arseneau, President and CEO
 Ruth Lyons, Senior Vice President
 Jean Boulay, Vice President – Corporate Services
 Dr. Ronald Barriault, Vice President - Medical
 Gwen Cook, Chief Nursing Officer

FACILITY MANAGERS

Bertrand Collin, Restigouche Hospital Centre
 Lynn de Groot, St. Joseph Hospital
 Ruth Lyons, Campbellton Regional Hospital

REGION DIRECTORS

Marcel Bossé, Financial Services
 Christine Cowan, Planning and Information Management
 Claire Dennie, Extra-Mural Program and Rehabilitation Services
 Jean-Luc Landry, Materiel Management
 Bruce McPhail, Facilities Management / Clinical Engineering
 Diane Mignault, Quality Management
 Jean-René Noël, Communications
 Fernand Robichaud, Human Resources
 Léo Vienneau, Support Services

REGION MANAGERS

Gilbert Bélanger, Physiotherapy
 Sylvie Bergeron, Translation
 Margaret Cameron, Food Services
 Gerry Duguay, Clinical Engineering
 Janluc Gagné, Stores
 Albert Gauvin, Social Work
 Robert Huot, Psychology
 Jacquie Jackson, Pharmacy
 Marie-Reine Lavallée, Diagnostic Imaging & Electrodiagnostics
 Marco Lavoie, Environmental Services
 Dan Leger, Laboratory
 Linda Lepage-Leclair, Employee Training and Development
 Michael Levesque, Region Addiction Services
 Sterling Loga, Laundry / Linen
 Marie-Andrée Maher, Audiology and Communication Disorders
 Kim Pein, Recreation
 Diane Pelletier, Admitting/ Telecommunications
 Pauline Perron, Occupational Therapy
 Aline Poirier, Central Processing
 Claude Richard, Security
 Ghislain Roy, Information Systems
 Linda Sunderland, Clinical Nutrition
 Anne Thibault, Health Records
 Shelley Wisener, Respiratory Therapy

MEDICAL STAFF EXECUTIVE

Dr. Gilles Verret, President
 Dr. Sylvain Massé, Vice President
 Dr. Nadine LeBelle-Déjario, Secretary - Treasurer

MEDICAL STAFF - DEPARTMENT HEADS

Dr. Alex Laevski, Psychiatry
 Dr. Marc Lagacé, Surgery
 Dr. Bertrand Laporte, General Practice
 Dr. Mark Whalen, Medicine



**MEDICAL STAFF - SERVICE CHIEFS /
COORDINATORS**

Dr. Manutchehr Assemi, Pediatrics /
Nursery
 Dr. Roger Bashala, Palliative Care
 Coordinator
 Dr. Paul Cortin, Ophthalmology
 Dr. Hristo Laevski, Anesthesia
 Dr. T.C. Kim, Laboratory Medicine
 Dr. Marc Lagacé, General Surgery
 Dr. Nadine LeBelle-Déjario, Emergency
 Medicine
 Dr. Allister McGowan, Diagnostic Imaging
 Dr. Jean-François Séguin, Dentistry
 Dr. Gilles Verret, Orthopedic Surgery
 Dr. Armando Voges, Obstetrics /
 Gynecology
 Dr. Mark Whalen, Internal Medicine
 Continuing Care / Geriatrics Coordinator,
 vacant

**RESTIGOUCHE HEALTH AUTHORITY
FOUNDATION**

Maurice Dion, Chairperson
 Michel Soucy, Vice Chairperson
 Robert Renault, Secretary-Treasurer
 Beverly Audet
 Dr. S.P. Master
 Edith Morris
 Irène Savoie
 Beezie Sullivan
 Dorothy Hamilton
 Claudette Redstone, Managing Director

**CAMPBELLTON AUXILIARY - HEALTH
CARE**

Barbara Leblanc, President
 Linda Goudreau, 1st Vice President
 Aline Parker, 2nd Vice President
 Alexina Delaney, Treasurer
 Renee Montgomery, Secretary
 Rena Parker, Past President

ST. JOSEPH HOSPITAL AUXILIARY

Sharon Irvine, President
 Edith Morris, Vice President
 Dorothy Hamilton, Treasurer
 Jane Boudreau, Secretary



MEDICAL STAFF

Anesthesia

Dr. M. Aldea
Dr. T. Alsamsam
Dr. H. Houshmand
Dr. H. Laevski
Dr. L.T. Lam **

Dentistry

Dr. P. Brisson
Dr. F.Y. Choy
Dr. C. Desjardins
Dr. B. Irvine
Dr. L. Lambert
Dr. M. Levesque
Dr. J.-C. Robichaud
Dr. J.-F. Séguin

Dermatology

Dr. G. Beaulieu ***

Diagnostic Imaging

Dr. H. Bajwa
Dr. A. McGowan
Dr. I. Uhm **

General Practice

Dr. M. Andrawis
Dr. R. Barriault
Dr. R. Bashala
Dr. G. Becerro
Dr. L. Bujold
Dr. S. Clements
Dr. A. Fontaine
Dr. D. Furlong
Dr. M. Johnston
Dr. L. Laevski
Dr. R. Lamontagne
Dr. B. Laporte
Dr. N. LeBelle-Déjario

Dr. P. LeBlanc
Dr. S. Lepage
Dr. J. Levesque
Dr. C. MacDonald
Dr. V. MacMillan
Dr. S. Massé
Dr. S. Mieszkowski **
Dr. A. Pelletier
Dr. C. Picard
Dr. B. Quintal
Dr. D. Robichaud
Dr. V. Saini
Dr. S. Singh
Dr. M.H. Swan
Dr. E. Wilkins**

Internal Medicine

Dr. L. Cruz
Dr. Y. Luntao
Dr. J. Pascual
Dr. M. Whalen

Neurology

Dr. P. Bailey ***

Obstetrics/Gynecology

Dr. A. Voges

Ophthalmology

Dr. P. Cortin
Dr. M. Panneton

Orthopedics

Dr. G. Verret

Otolaryngology

Dr. G. Roussel ***

Pathology

Dr. T.C. Kim
Dr. H. Lopez-Valle
Dr. C. Mills

Pediatrics

Dr. M. Assemi
Dr. E. Elrify

Physical Medicine

Dr. M. Taillon ***

Psychiatry

Dr. F. Aumeerally
Dr. M. Binette
Dr. K. Haque
Dr. D. Huppé
Dr. M.A. Jahangir
Dr. A. Laevski
Dr. A. Mann ***
Dr. R. Potvin
Dr. L. Vacaflor ***

Surgery

Dr. G. Fuzesi
Dr. M. Lagacé
Dr. E. Landry **
Dr. S.P. Master
Dr. B. Pothier **

Urology

Dr. M.C. Lo **
Dr. P. Ouellette ***
Dr. P. Walsh***

** Honorary Staff

*** Consulting Staff



SUMMARY OF OPERATING RESULTS

YEAR ENDED MARCH 31, 2005

	<u>Budget</u>	<u>Actual</u>	<u>Variance to Budget</u>	<u>Notes</u>
Revenues:				
Department of Health and Wellness				
Hospital Services	52,469,371	52,469,371	-	
Medicare	4,721,903	4,721,903	-	
Mental Health	10,137,688	10,137,688	-	
Ambulance	609,000	791,230	182,230	(1)
Medical Education	189,348	189,348	-	
Federal	1,650,970	1,650,970	-	
Patient recoveries	9,099,860	8,752,724	(347,136)	(2)
Recoveries & sales	669,825	682,186	12,361	
Board generated		531,421	531,421	(3)
Amortization of deferred contributions related to capital assets		3,781,328	3,781,328	(4)
Total revenues	79,547,965	83,708,169	4,160,204	
Expenses:				
Nursing inpatient services	31,489,065	31,877,269	(388,204)	(5)
Non-inpatient services	7,268,792	7,255,081	13,711	
Diagnostic and therapeutic services	11,686,914	11,559,022	127,892	(6)
Medicare	4,721,903	4,721,903	-	
Research and education	762,098	768,704	(6,606)	
Support services	20,400,300	20,301,233	99,067	
Administrative services	3,218,893	3,024,794	194,099	
Board sponsored		443,684	(443,684)	(3)
Amortization of capital assets		3,781,328	(3,781,328)	(4)
Total expenses	79,547,965	83,733,018	(4,185,053)	
Deficit from operations for the year before the undernoted	-	(24,849)	(24,849)	
Adjustment of prior year-end settlements	-	(320,582)	(320,582)	
Net deficit for the year	-	(345,431)	(345,431)	

Notes

- (1) Revenues for inter-hospital transfers are not budgeted by the Department of Health and Wellness.
- (2) Patient revenues were less than projected.
- (3) Revenues and expenses for the Board are not budgeted.
- (4) Amortization is recorded both as an expense and revenue, and it is not budgeted.
- (5) Increased costs in salaries related to overtime and general relief.
- (6) Surplus in salaries due to vacant positions.
- (7) In keeping with the requirement under the *Regional Health Authorities Act*, senior management salaries are as follows for the calendar year ending December 31, 2004:

President and CEO	\$151,408
Senior Vice President	\$97,445
Vice President - Medical	\$127,317
Vice President – Corporate Services	\$95,297
Chief Nursing Officer	\$78,242

