



# Toronto Rehabilitation Institute

## 2007 ANNUAL REPORT



We asked Toronto Rehab employees, volunteers and patients to illustrate this year's Annual Report with their self-portraits. Each portrait is as unique as the talent and commitment these individuals bring to our hospital. We thank each and every one for their many contributions throughout the year.



## Toronto Rehabilitation Institute 2007 ANNUAL REPORT

- 2 Report of the Board Chair and President & CEO
- 6 Advancing rehabilitation knowledge and practice
- 10 **Driving discovery and innovation**
- 13 *Leading through education*
- 16 Working together to achieve excellence
- 20 Toronto Rehab Leadership
- 22 Fast Facts

## Toronto Rehabilitation Institute Foundation 2007 ANNUAL REPORT

- 24 Report of the Foundation Board Chair and President
- 26 Annual Fund continues to deliver
- 33 Campaign for Toronto Rehab moves into final stage
- 38 Foundation Leadership
- 40 Fast Facts



# Report of the Board Chair and the President & CEO

At Toronto Rehab, we are surrounded by remarkable people—people rebuilding their lives following disabling injury and illness. And each year, more than 15,000 of these individuals rely on Toronto Rehab to help them begin that journey.

Sharing their struggles and successes is another remarkable group of people—our clinicians, support staff, researchers, educators and volunteers. You will find the faces of many of them in this report, their self-portraits as unique as the perspective, talent and commitment each brings to their work at Toronto Rehab.

Our skilled clinicians are using the latest advances in rehabilitation care to help patients regain their abilities and independence to the fullest extent possible. They work closely with our talented researchers who continue to push the frontiers of rehabilitation science, discovering new treatments, technologies and assistive devices to help individuals achieve their full potential. This passion for new knowledge is also shared by our educators and the close to 1,000 students that we educate each year, drawn from our 40 university and college partners. And supporting all of this activity is the work of our dedicated support staff and the contributions of our many outstanding volunteers.

## ADVANCING REHABILITATION CARE

The efforts of all of these remarkable people are reflected in our achievements over the past year. This is the second year of implementing our 2005–2010 strategic plan, a plan approved in 2005 and focused on achieving excellence in all areas of our work.

This year we continued to develop new approaches to enhance patient care and improve outcomes. In a model pioneered by Toronto Rehab, we have reduced the amount of time patients spend in hospital and improved outcomes for frail elderly individuals who fracture a hip, including those who face cognitive challenges. This program has proved so successful that Toronto Rehab is working in partnership with the Total Joint Network on a project funded by the



Ministry of Health and Long-Term Care to help 39 hospitals in the Greater Toronto Area implement the same model.

We also continued to focus on patient safety this past year, implementing a new safety strategy that engages our staff and leadership in reporting and reducing errors that could adversely affect patient care.

## IMPROVING OUR FACILITIES

This year also saw major advances in the redevelopment of our physical plant. Our \$5.6 million redevelopment of the Lyndhurst site was completed, providing improved and expanded outpatient facilities for our spinal cord patients and doubling laboratory space at that location. We also completed our major renovation of the 11<sup>th</sup> and 12<sup>th</sup> floors of the University Centre, creating a much needed base for Toronto Rehab's expanding research enterprise.

These renovations mark another step forward in our ambitious multi-million dollar plan for renewal and expansion. This coming year we will launch a \$10 million renovation of our Queen Elizabeth Centre to better meet the needs of patients and families in our Complex Continuing Care Program. The redevelopment of the University Centre will also begin with the demolition of the southwest wing and the start of construction for our new state-of-the-art patient care wing and research facilities. This new building will be designed to meet the needs of tomorrow in terms of rehabilitation care, teaching and research, including the innovative iDAPT research facilities.

A major fundraising effort is underway to support this redevelopment and to further enhance our research capacity through the endowment of five research chairs. Support for the campaign has been strong and we are grateful to our many donors for their contributions. As the campaign enters its final phase this coming year, we look forward to its successful completion.

## CREATING NEW KNOWLEDGE AND SUPPORTING DISCOVERY

Research informs and improves the care we provide and enriches the clinical training we offer to students and health care professionals. Most importantly, it provides new hope for the 3.6 million Canadians who live with the consequences of disabling injury and illness.



At Toronto Rehab, we continue to build our research program. This past year our efforts were evaluated by a panel of leading rehabilitation scientists from across North America. The committee was excited by our program and complimentary about the extraordinary range of our research capability.

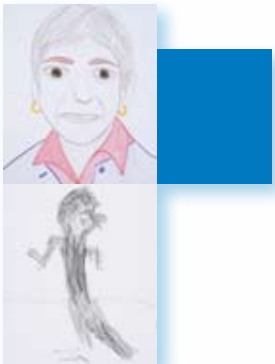
One of the unique components of our program is its focus on moving discoveries through preliminary concept design and development to product testing, refinement and production—ensuring they reach the marketplace and the people they are intended to help. This year we opened a new design and prototyping laboratory to support this work and are actively collaborating with industry to aid in the commercialization of new inventions.

Our commitment to exploring new approaches is also reflected in how we carry out our responsibilities as a premiere academic institution in partnership with our main affiliate, the University of Toronto. Toronto Rehab led the way among Ontario teaching hospitals in implementing and evaluating an innovative interprofessional education placement model that promotes team learning and practice. Our expertise continues to be recognized through major research grants, including one this past year from the Ontario Ministry of Health and Long-Term Care to support other hospitals that want to introduce interprofessional clinical placements to their facilities. We will continue to develop and share our expertise in this area as we move forward.

Toronto Rehab's commitment to knowledge translation and learning also extends to our staff. We are recruiting bright and committed professionals and helping them to achieve their potential by supporting their ongoing professional development in a safe and supportive environment. This investment is particularly important in a health care environment that is facing a critical labour shortage in the coming decade.

## ADAPTING TO A CHANGING ENVIRONMENT

Looking ahead, we are about to begin a major investment in our information management systems that will enable us to move to an electronic patient record. Toronto Rehab clinicians and researchers will work closely with our Shared Information Management Systems (SIMS) colleagues on this multi-year project. In the process, we



will revolutionize how we record and communicate patient data, improving our ability to smoothly transition our patients through the health care continuum and allowing us to easily track and gather data to inform our planning and research.

Like all health care providers, we are experiencing fundamental changes in our relationship with government. The transition of authority to Local Health Integration Networks (LHINs) continues, creating new accountabilities for funding and planning health services. Such major change does not take place quickly; however, Toronto Rehab has a proven record of successful collaborations with government and other health care providers. This strength, together with our demonstrated ability to respond to evolving health care demands, will be critical as we move forward.

The need for rehabilitation services continues to grow, and Toronto Rehab is well-positioned to meet the demand. We continue to excel in a rapidly changing environment due to the high quality of our clinical programs, the accomplishments and growing national and international reputation of our research program and our exceptional educational leadership. These strengths depend on the contributions and commitment of the people you see represented in this report—hospital and foundation Board members, staff, physicians, researchers, educators, volunteers and donors.

Together with our patients, they are the face, and heart, of Toronto Rehab.

David E. Thring  
*Chair, Board of Directors*  
Toronto Rehab

Mark Rochon  
*President & CEO*  
Toronto Rehab





# Advancing rehabilitation knowledge and practice

When it comes to patient care, Toronto Rehab is constantly raising the bar. Assumptions are challenged. Questions are asked. New approaches are tested and evaluated. We are focused on improving outcomes for our patients and enhancing their quality of life—and we continue to make progress toward that goal.

## IMPROVING OUTCOMES THROUGH NEW MODELS OF CARE

This past year marked the first phase of a two-year service transformation in our Musculoskeletal Rehabilitation Program to better serve patients with cancer, multiple trauma and other complex conditions.

Among the resulting initiatives is a new service for patients with complex medical and cognitive issues. Often elderly, these patients previously spent weeks recovering in acute care and were frequently unable to return to independent living. In a new approach pioneered by Toronto Rehab, these patients are now quickly transferred to rehabilitation for a comprehensive assessment and mobilization. The result is shorter hospital stays and improved patient outcomes. With our help, the Total Joint Network is now implementing this model in 39 organizations across the Greater Toronto area.

In our Cardiac Rehabilitation Program we are also serving more complex patients, such as those with congestive heart failure. These patients are severely disabled by their condition and are frequently admitted to hospital with complications brought on by their limited cardiac function. At Toronto Rehab, a new, specialized rehabilitation program for these patients is integrating patient education and exercise with close medical monitoring. Early results are promising, with individuals experiencing improved quality of life, fewer visits to emergency departments and shorter hospital stays.

At the same time, Toronto Rehab is extending the reach of its existing cardiac rehabilitation model through a new home-based pilot program. Rather than attending an in-hospital exercise class three times a week, patients can now complete the prescribed exercise regimen where and when they wish. This flexibility makes the program accessible to a much broader cardiac population.



Careful monitoring, regular telephone contact and interventions at key points ensure that patients are safe and receive the support they need to stay motivated.

## EASING TRANSITIONS FROM HOSPITAL TO COMMUNITY

For patients receiving inpatient rehabilitation, the transition back into the community can be challenging. Publicly funded rehabilitation services in the community are limited and patients find it difficult to navigate the system and find the support they need.

This past year the Neuro Rehabilitation Program began to test a new model of transitioning patients who have had a stroke or brain injury to determine whether they experience improved outcomes. As part of this pilot outreach project, an interprofessional team conducts home visits, links patients with appropriate day hospital and community programs, and provides support and follow-up to address needs as they arise.

Easing transitions is also the focus of a unique year-long pilot project launched by Toronto Rehab and Bloorview Kids Rehab for young people with disabilities who are entering adulthood. Although these young adults can no longer remain in paediatric facilities, appropriate services may not be available for them in adult rehabilitation or complex continuing care programs. The result has been fragmented care in the community.

In this demonstration project, a physician and nurse practitioner work with patients to assess their needs and coordinate the necessary services to ensure an integrated, holistic approach to their ongoing care. Initially focused on individuals with cerebral palsy and acquired brain injuries, pilot results will be used to develop a funding proposal for a more comprehensive service to meet the needs of the wider population of young adults with disabilities.

## STRENGTHENING CONTINUITY OF CARE

Good nursing care is critical to successful patient outcomes and enhanced patient satisfaction. This past year Toronto Rehab made significant changes to improve the continuity of care we provide patients. A new model of nursing care was introduced in which one nurse has primary responsibility for each patient throughout his or her stay.



In addition, significant efforts were made to decrease staff absences due to illness, and to reduce the use of replacement agency nurses. Our strategies were highly successful: we have significantly reduced the use of agency nurses while increasing the ratio of full-time to part-time nurses.

PERCENTAGE OF FULL-TIME NURSES		USE OF AGENCY NURSING STAFF AS A PERCENTAGE OF TOTAL PAID NURSING HOURS	
2006	2007	2006	2007
66.1%	69.9%	3.9%	0.4%

We also constantly measure and evaluate the quality of the patient care we provide. This past year, as part of a provincial initiative, we introduced a standardized outcome measurement tool at our Lakeside Long-Term Care Centre. Previously used in complex continuing care settings, the tool allows us to monitor and compare our performance against other long-term care facilities in a variety of areas including pain management, skin and wound care, and rates of depression.

8

**ENHANCING PATIENT AND FAMILY SATISFACTION**

Patient and family satisfaction is another critical measure of the quality of care we provide. This past year we focused on a variety of initiatives to enhance patient and family satisfaction in our Complex Continuing Care (CCC) Program. A recent survey showed promising results and we are continuing to focus on improvement strategies.

These efforts will be enhanced by a \$10 million renovation of the Queen Elizabeth Centre to begin next year. CCC patients, families and staff provided important input into these plans, which call for major changes to patient rooms, bathrooms and public spaces such as the main lobby, patient and family lounges and activity rooms. The changes include new lighting, furnishings, paint, flooring, handrails, window coverings and artwork—all designed to improve accessibility, the living environment and quality of life for our patients.

Improving patient facilities was also the focus of a major renovation at our Lyndhurst site completed this past year. The \$5.6 million redevelopment improved and expanded outpatient facilities for our spinal cord patients, provided a new main entrance and patient drop-off area and doubled laboratory space for our growing research program.



## CREATING A SAFER ENVIRONMENT

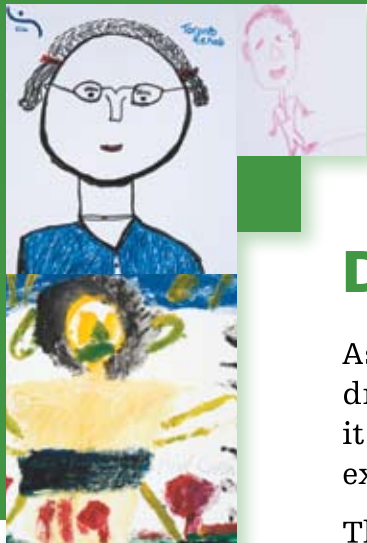
In view of a number of major studies on adverse events in North American hospitals, the issue of patient safety has moved to the forefront of Canadian healthcare in recent years and, at Toronto Rehab, we continue to advance best practice in this area. This past year we developed and began implementing a new patient safety initiative. The goal is to create a culture of safety by creating an environment where employees are supported in promptly reporting errors, identifying safety issues and developing and implementing solutions to such issues. Our new patient safety officer will play a key role in this regard and work closely with our caregiving teams to ensure that safety initiatives are enacted at the point of care.

We also implemented a new unit dose drug distribution system in which medication for each patient is pre-measured and pre-packaged, reducing the potential for errors. In addition, we are installing new computer software for ordering and administering medication. Customized to a rehabilitation environment, the software provides automatic checks and balances to reduce the possibility of adverse drug interactions and other medication errors.

Technology is also playing a role in improving patient safety in the area of radiology. Toronto Rehab is one of the first rehabilitation centres in Canada to implement a Picture Archiving Communications System (PACS). This web-based tool allows digital x-ray images to be posted online for immediate access by a physician or a radiologist through a secure web interface. The system eliminates delays associated with processing and transporting film-based x-rays from Toronto Rehab to an off-site radiologist. Radiology reports are now available in one to two days rather than five, resulting in timelier clinical decision-making and improved patient care and safety.

We continue to contribute to research in the area of patient safety, as well. Toronto Rehab is currently conducting a study with funding from the Canadian Patient Safety Institute (CPSI) to test the effectiveness of a staff communication tool in improving patient safety in a rehabilitation environment. We also recently received funding from CPSI to explore the safety priorities of patients and families and to determine how to engage them better in these issues.





## Driving discovery and innovation

As an incubator for new ideas and new discoveries, Toronto Rehab is driving a new era of research in rehabilitation. In the six years since it was established, Toronto Rehab's research program has undergone exceptional growth and is already demonstrating significant results.

This was confirmed this past year during our first annual peer review, which was conducted by a committee of leading rehabilitation scientists from across North America. The committee congratulated Toronto Rehab on its "remarkable research enterprise," noting the excellence demonstrated by the high number of research grants, peer-reviewed articles and graduate and post-doctoral fellows. The review also highlighted the Canadian and international reputation of Toronto Rehab researchers and complimented the performance of our research teams.

### BUILDING OUR RESEARCH CAPACITY

It is clear that the future of rehabilitation research is bright. In collaboration with our major affiliate, the University of Toronto, and our other academic partners, Toronto Rehab continues to shape that future by training a new generation of researchers—clinicians, engineers, computer scientists—who can think beyond the traditional boundaries of rehabilitation science, work in multi-disciplinary teams, and see the potential for applying technology to the challenges facing individuals with disabling illness.

10

EVERYTHING HUMANLY POSSIBLE

<b>RESEARCH FACULTY</b>	<b>235</b>
Core Scientists	25
Adjunct Scientists	36
Graduate Students	91
Post-Doctoral Fellows	27
Research Support	56



Last year Toronto Rehab scientists supervised 91 masters and doctoral students and 27 post-doctoral fellows. Active investigators, these individuals are already contributing to the body of research underway at Toronto Rehab. But we are also building capacity and a strong network of researchers that extends across the province and the country, and around the globe.

Despite severely limited funding for new projects from the Canadian Institutes of Health Research (CIHR) and other funding bodies, Toronto Rehab researchers continued to be extremely successful in securing research grants this past year. These funds, together with support from the Toronto Rehab Foundation and our renewed research grant from the Ontario Ministry of Health and Long-Term Care, supported significant activity in our seven research areas: mobility, activity, communication, cognition, sleep and cardiopulmonary function, new rehabilitation technologies and health services research.

## CREATING NEW SPACE FOR DISCOVERY

This high volume of research activity requires infrastructure and this past year Toronto Rehab significantly increased the space devoted to research. At Lyndhurst Centre, the renovation of our laboratory was completed, doubling its size in the process. Renovations on the 11<sup>th</sup> and 12<sup>th</sup> floors of University Centre were also completed, providing new environmental and dysphagia laboratories, as well as work space and meeting rooms to facilitate the collaboration that is so critical to the generation of new knowledge.

We also opened advanced design and prototyping facilities at newly renovated space at 180 Elm Street. While these facilities will ultimately be housed in the iDAPT research facilities in the redeveloped University Centre, this interim location enables us to move ahead with this critical link in our research program. These facilities allow researchers to translate innovative ideas into new devices and products that can be tested, modified and adapted. This capability is critical not only from a research perspective, but because it opens the door for attracting investors and moving invention from the laboratory to the marketplace.

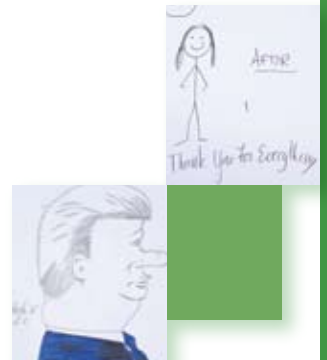


As our research activity continues to grow, work also continues on design and planning for the state-of-the-art robotic technology to be housed in the iDAPT research facilities. Working with an international team, we are developing one of the world's most advanced research facilities, scheduled for completion in 2010.

## MOVING BEYOND THE LABORATORY

Commercialization is a significant focus as we continue to build our research program. This past year, our technology team filed three U.S. provisional patent applications for new inventions, a remarkable achievement for such a young program. Several private sector partnerships are now in place and we will continue to strengthen our commercialization program in the coming year.

Our research is also generating new knowledge on how to improve quality of life for people with disabling illness or injury, and about how the health care system can best address their needs. To ensure this knowledge informs health policy, the Strategic Policy and Research Communication unit (SPARC) was created this past year. Focusing on knowledge translation, the team links researchers to policy makers, helping the government and others to integrate new research findings into policy and planning decisions.





## *Leading through education*

As a leader in rehabilitation science, Toronto Rehab is committed to developing new knowledge that will make a difference in the lives of those affected by disabling injury or illness.

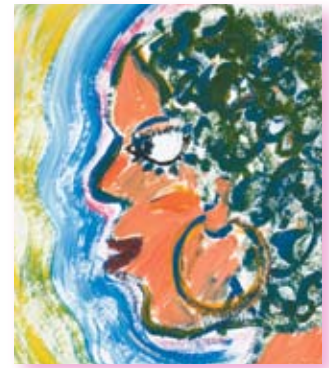
We're also committed to sharing it—with students who are entering the field of rehabilitation and complex continuing care, health care professionals in the community, patients and families, and the broader public. We are constantly searching out innovative approaches to fulfill this responsibility, with some exciting results.

### **BUILDING CAPACITY IN INTERPROFESSIONAL EDUCATION**

Toronto Rehab has led the way in interprofessional education (IPE), an educational model that brings together students from different disciplines to learn how to work effectively in teams to provide patient care. As other teaching hospitals begin to implement the model, Toronto Rehab is increasingly called upon to share its expertise.

This leadership was acknowledged this past year when Toronto Rehab, three other Toronto-area teaching hospitals and the University of Toronto were awarded \$3.4 million by the Ontario Ministry of Health and Long-Term Care to build capacity in interprofessional care across the province. As the only teaching hospital in Toronto with a structured program of IPE student placements, Toronto Rehab was asked to create a toolkit of curriculum materials, manuals and workshops that can be used by other hospitals to establish a similar educational program.

Toronto Rehab is also playing a key role in a major IPE research grant from Health Canada. Working with our interprofessional clinical teams, we are exploring methods to assist clinicians to teach using an IPE model, as well as developing communication tools to support this approach to patient care.



## MEETING INCREASED DEMAND

Building on our success in IPE, we continue to explore other innovative models of education as well.

We also recognize the need to increase the number of health professionals with expertise in rehabilitation, complex continuing and long-term care in order to meet the projected rise in demand for rehabilitation services. In the academic year ending in June, 2006 we increased our student placements by 14 per cent, while maintaining the high quality of the specialized education we provide: 97 per cent of students who complete a clinical placement with Toronto Rehab say they would recommend a Toronto Rehab placement to their classmates.

STUDENTS (FOR THE ACADEMIC YEAR ENDING JUNE, 2006)	
Students on Clinical Placements	525
Other Students	475
IPE Placements / Students	7 / 43

Percentage of students who would recommend Toronto Rehab as a placement option to others	97%
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Total conference & event attendance	1,505
Event satisfaction rating	84%

## A TRUSTED RESOURCE FOR HEALTH CARE PROFESSIONALS

Toronto Rehab serves as an important educational resource to professionals already in the field, sharing best practice and the latest developments in research and patient care. Last year, Toronto Rehab hosted 16 educational events for more than 1,500 health care professionals and consumers.

Among these events was our first Cardiac Rehab Symposium, an interactive event presenting the latest in cardiac rehabilitation best practice to a sold-out audience of cardiac rehab professionals. We also hosted our 2nd International Spinal Cord Conference, a showcase of the latest research and patient care developments presented to clinicians, educators, researchers and consumers.



## REACHING OUT TO THE COMMUNITY

Toronto Rehab also has a strong commitment to raising the profile of disability and rehabilitation issues in the wider community and helping our patients, their family members and the community to learn more about prevention, recovery and living with disabling illness and injury.

To this end, a new public education series, *Living With/Living Well*, was launched this past year and will be expanded in the coming year. In order to extend our educational reach and address the changing needs of our audiences, video recordings of the presentations and the associated education materials will also be available as an online health resource through the Toronto Rehab website.

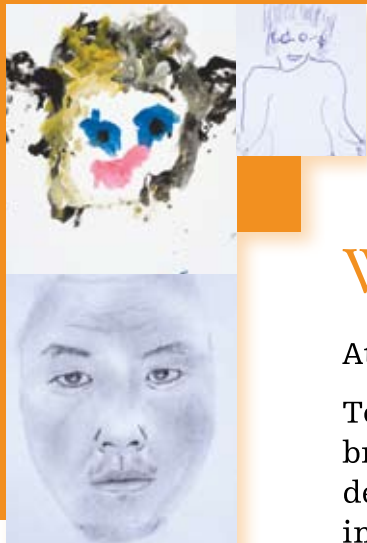
## SUPPORTING PATIENTS THROUGH EDUCATION

At Toronto Rehab, patients and their families are informed and active participants on the rehabilitation team. Education supports this participation, empowering patients and families by providing them with the knowledge and skills they need to engage in the rehabilitation process and to come to terms with their new circumstances.

This past year, Toronto Rehab undertook a number of initiatives to enhance patient education. We conducted a needs assessment with patients and families to determine what information they need and how they prefer to receive it. We also inventoried current educational resources and created a resource for staff on the Toronto Rehab intranet that provides tips and tools to help them deliver patient and family education.

Work in this area will continue in the coming year with a focus on establishing patient resource centres at each site to provide patients and families with access to reading materials, CD-ROMS, e-learning and other materials to support their learning needs.





## Working together to achieve excellence

At Toronto Rehab we help individuals rebuild their lives.

To do that takes a team—made up of skilled professionals who bring their knowledge and expertise to the care of each patient, and dedicated administrative and support staff who sustain the complex infrastructure required to deliver this care.

Our people are critical to everything we do—and we are committed to creating a work environment that attracts and supports the very best.

### HELPING STAFF STAY SAFE AND HEALTHY

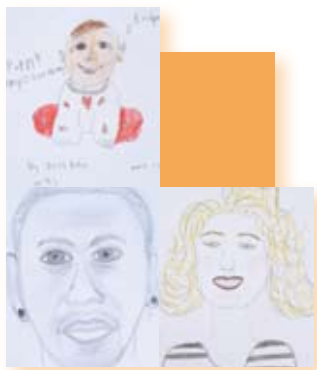
Ensuring the health and safety of our staff is of utmost importance. And, while Toronto Rehab already has an impressive safety record, strong leadership by the Joint Health and Safety Committee this past year helped to further reduce the number of lost time workplace accidents by 50 per cent.

16

LOST TIME ACCIDENTS (DAYS PER YEAR)		SICK TIME (DAYS PER FULL-TIME EMPLOYEE)	
2005	2006	2006	2007
16	8	9.19	8.30

Percentage of employees willing to recommend Toronto Rehab as a great place to work	81.5%
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Staff absences due to illness were also reduced this past year. By working with staff to address workplace and personal issues affecting their health, we were able to achieve a 10 per cent decrease in sick time across the hospital. Patient care also benefits when staff sick time is reduced, particularly in nursing where the use of agency nurses to cover staff absences has been significantly decreased.



## CREATING AN ENVIRONMENT OF CONTINUOUS LEARNING

As rehabilitation science continues to advance, it is essential that our staff have the knowledge and skills to care for increasingly complex patients.

This past year, significant progress was made on a new comprehensive professional development program to address these needs. As a first step, each of the 12 professional disciplines identified and prioritized the key rehab-specific skills, or competencies, required to provide care for Toronto Rehab's patient populations. This approach, driven by the needs of patients, will ensure that staff members have the opportunity to develop or enhance relevant skills and immediately apply them to patient care.

Aided by a grant from The Change Foundation and the Ontario Nursing Secretariat, nursing was the first discipline to implement an education program based on these new competencies. The results were outstanding: more than 80 per cent of Toronto Rehab nurses took part in the in-services offered this past year. The remaining disciplines will develop their educational strategy and begin delivering programs this coming year.

At the same time, a large number of Toronto Rehab nurses are upgrading their skills through on-site programs being offered in partnership with George Brown College and Ryerson University. With tuition support from Toronto Rehab, nearly one-third of our registered practical nurses (RPNs) are currently enrolled in a program to upgrade their qualifications from a certificate to a diploma level, the new requirement for entering practice. Another 25 diploma-prepared registered nurses (RNs) are working toward their baccalaureate degree.

Toronto Rehab is proud to support this community of learners and is putting in place other structures to encourage continuous learning among all staff. A new library learning centre was opened at Lyndhurst Centre this past year. Together with a similar centre at our Hillcrest site, it provides easy access to learning resources such as text books, journals and computer resources so staff can continually develop their skills.



## FOCUSING ON NURSING RECRUITMENT AND RETENTION

All hospitals are anticipating a severe shortage of nursing staff in the next decade. As part of our proactive approach to address this issue, Toronto Rehab is actively recruiting and supporting nurses who are just beginning their careers.

With funding from an Ontario Nursing Strategy Grant, 14 new graduates were recruited and provided with a 16-week extended orientation this past year. Designed to help nurses develop the specialized knowledge and skills required within a rehabilitation or complex continuing care setting, the program provided Toronto Rehab with an opportunity to build a relationship with these potential employees.

The grant also strengthened our efforts to retain our experienced nurses. In a parallel program, eight late-career Toronto Rehab nurses participated in an intensive three-month wound care program, providing them with an opportunity to advance their skills and enhance their mentorship role on their units.

We are currently participating in the New Graduate Guarantee initiative of the Ministry of Health and Long-Term Care, the goal of which is to guarantee a full-time position to every new nursing graduate in the province.

## DEVELOPING OUR LEADERS

Good leaders make a difference. They create an environment where employees can share an organization's vision for the future, embrace change and feel their work is valued.

This past year, Toronto Rehab launched a new leadership development program to help managers, advance practice leaders and corporate professional leaders build their leadership competencies. The comprehensive program is based on a two-year cycle of training modules and was specifically developed, in concert with a new performance management system for leaders, to support the achievement of our strategic directions. Seventy-five leaders participated in a series of workshops, combined with individual coaching meetings with their direct managers, to build accountability and performance management into the education process.



In addition, seven of these leaders were also given the opportunity to participate in a hospital leadership development program developed by the University of Toronto's Rotman School of Management and the University Health Network. The eight-month program uses seminars, case studies and project work to develop leadership and management skills.



# Toronto Rehab Leadership

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Mark Rochon  
Connie Roveto  
David Thring

## QUALITY OF PATIENT CARE COMMITTEE

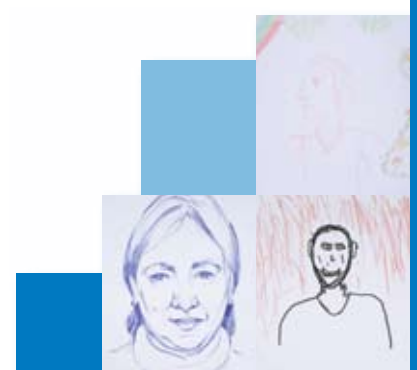
Connie Roveto, *Chair*  
Richard Boxer  
Ronald Cooper  
Catharine Craven, MD  
Louise Lemieux-Charles  
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Lynda Staples  
Sandy Wise

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Mark Rochon  
Trent Gow

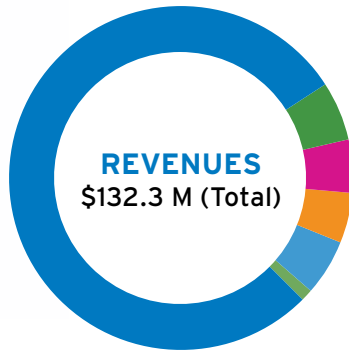
## SENIOR MANAGEMENT

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*President and Chief Executive Officer*  
Carol Boettcher  
*Vice President, Human Resources and Organizational Effectiveness*  
Jim Elliott, CA  
*Vice President, Finance and Support Services*  
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*Vice President, Research*  
Sheila Hicks  
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Gaétan Tardif, MD, FRCPC  
*Vice President, Patient Care and Chief Medical Officer*  
Karima Velji, RN, PhD  
*Vice President, Patient Care and Chief Nursing Executive*

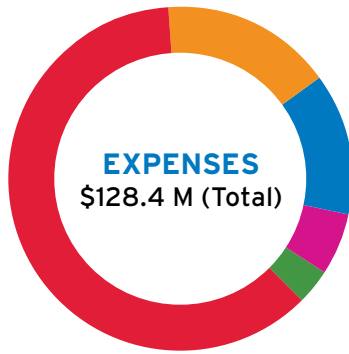


# Fast Facts

## 2007 HOSPITAL REVENUE AND EXPENSES

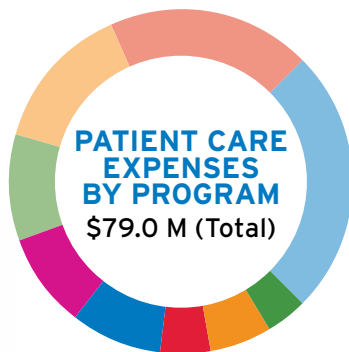


■ Ministry of Health and Long-Term Care	\$ 104.0 M	78.6%
■ Research grants	\$ 7.3 M	5.5%
■ WSIB and non-resident fees	\$ 6.4 M	4.8%
■ Co-payment & preferred accommodation fees	\$ 5.9 M	4.8%
■ Investment and other income	\$ 7.1 M	5.4%
■ Amortization of deferred contributions related to capital assets	\$ 1.6 M	0.9%



■ Patient care services	\$79.0M	61.5%
■ Environmental and nutrition services	\$20.7M	16.1%
■ Corporate services	\$ 17.2 M	13.4%
■ Research	\$ 7.3 M	5.7%
■ Education	\$ 4.2 M	3.3%

## PATIENT CARE SERVICES EXPENSES BY PROGRAM



■ Cardiac Rehabilitation	\$ 3.2 M	4.1%
■ Clinical Services	\$ 4.6 M	5.8%
■ Patient Care Support	\$ 3.7 M	4.7%
■ Musculoskeletal Rehabilitation	\$ 6.7 M	8.5%
■ Lakeside Long-Term Care	\$ 7.2 M	9.1%
■ Geriatric Rehabilitation	\$ 7.7 M	9.8%
■ Spinal Cord Rehabilitation	\$ 11.0 M	13.9%
■ Neuro Rehabilitation	\$15.2 M	19.2%
■ Complex Continuing Care	\$19.7 M	24.9%

PATIENT CARE	Complex Continuing Care		Long-Term Care		Rehabilitation	
	2005/06	2006/07	2005/06	2006/07	2005/06	2006/07
Inpatient Admissions	241	294	68	51	1,924	1,885
Patient / Resident Days	84,489	75,911	45,969	46,510	72,083	70,867
Average Length of Stay (days)	447	256			37	38
Total Ambulatory Visits	8,848	8,985			127,606	133,607

<b>PEOPLE</b>	<b>2,212</b>
Medical / Dental	105
Nursing	643
Clinicians	468
Administrative and Support Services	591
Volunteers / Total Hours	405 / 23,855

LAKESIDE LONG-TERM CARE CENTRE	
Nursing	114
Service and support	38
Volunteers	8





# Report of the Board Chair and President of the Toronto Rehab Foundation

The Foundation had another outstanding year in 2006/07. Our total fundraising revenue for the year reached \$8 million—remarkable growth from about \$2 million just five years ago.

These results are already making a very real difference to patients whose lives have been turned upside down by debilitating injury and illness. With our support, Toronto Rehab clinicians and staff are applying the latest advances in rehabilitation science to the care they provide, while top researchers continue to explore new approaches and innovative technologies that will revolutionize care today and in the future. These developments offer real hope for countless individuals and inspire our donors and volunteers as they continue to help the Foundation meet its goals.

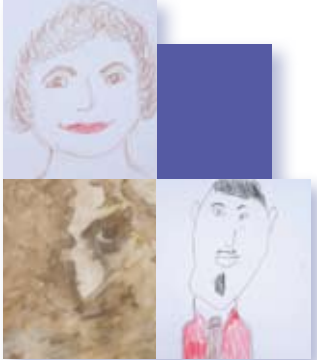
This year more than \$1.7 million was raised through our Annual Fund, driven by the strength of our signature fundraising events and through the loyal and ongoing support of our personal and corporate donors. Expanding our base of support continues to be a priority, and our events provide us with the opportunity to showcase our achievements in front of new and diverse audiences.

At the same time, we advanced our capital campaign to its final stage. *Everything Humanly Possible: The Campaign for Toronto Rehab* is now just \$16 million away from reaching its \$60 million private sector campaign goal. We will bring the campaign to its successful conclusion in the coming year, making several exciting announcements this fall.

## STRENGTHENED BY CONTINUITY AND RENEWAL

The volume of activity sustained by the Foundation is impressive. While mounting a major capital campaign we have also continued to grow the Annual Fund over the last several years, further enhancing our fundraising capacity for the future. Our strong base of over 6,000 active donors provides a solid foundation as we move forward.

Our success is made possible through the strength of our volunteer leadership. In particular, we wish to acknowledge the contribution of our Board, which leads our fundraising and volunteer development and provides important fiscal oversight of the \$48 million held and invested by the Foundation.



We are especially grateful to the direction provided over the past two years by our immediate Past Chair, David Kerr. We applaud the efforts of Board member Joie Watts, who chaired the two most successful galas ever in 2005 and 2006, and who will retire from the Board this year. We also wish to acknowledge the contributions of Yezdi Pavri, Group Managing Partner at Deloitte, who is also stepping down from the Board. Yezdi served on the Finance Committee and remains a member of the Campaign Cabinet.

At the same time, we welcomed Timothy Casgrain, Chairman of Skyservice Airlines, into his new role as Board Vice-Chair. He will take on the role of Chair in 2008/09. We are also happy to have welcomed several new Board members: Luc Vanneste, Executive Vice-President and Chief Financial Officer at Scotiabank, and Judy McLeod, a senior telecommunications executive, were appointed at last year's Annual General Meeting. David Taylor, a newly retired senior partner of KPMG LLP, joined the Board in September 2006.

## LOOKING TO THE FUTURE

The past five years have been a period of significant growth. At the same time, we have consciously built a strong base that we will foster as we move forward, transitioning the momentum of the campaign to an ongoing major gifts program.

Our individual, corporate and foundation donors have been critical to our success, and we wish to thank them for their generous support. With their help, Toronto Rehab will continue to advance rehabilitation science, instill hope and restore lives.

Paul Weiss  
*Chair, Board of Directors*  
Toronto Rehab Foundation

Sheila Hicks  
*President*  
Toronto Rehab Foundation





## Annual Fund continues to deliver results

In 2006/07 we continued to set new records in our annual fundraising campaign. Two of our annual events—the On Track to Cardiac Recovery fundraising walk and our staff campaign—again topped their previous records for funds raised. Together with our signature gala, successful direct mail, innovative corporate sponsorships and strong base of personal, foundation and association donors, we pushed this year's total to more than \$1.7 million.

Equally important, we continued to expand our donor base this past year. More than 700 new donors contributed to the Annual Fund, an important indicator of our continued potential for growth.

Future growth also requires a strong base of dedicated volunteers. There we can also celebrate success—more than 200 volunteers contribute their time and energy to our cause. Furthermore, a large number of our volunteers work on our events year after year, committed to helping us help individuals who have experienced a life-changing illness or injury.

The following are some of the successful initiatives that took place this past year.

Our signature event, Gala XVII, celebrated its 17<sup>th</sup> successful season with more than 1,500 guests attending a cocktail reception, dinner and evening hosted by CHFI radio host, Erin Davis, and featuring music by Canadian singing sensation, Colin James. Chaired for a second year by Board member Joie Watts, the event raised over \$450,000 to support Toronto Rehab research, programs and services. To date, the annual gala has raised close to \$3.5 million, a tremendous record of success. We would like to thank our sponsors and, in particular, Loblaw Companies Limited, which has provided support throughout the event's 17-year history.

The On Track to Cardiac Recovery fundraising walk continues to grow each year, and this past year was no exception. More than 260 current and former patients, donors, volunteers and staff walked the indoor track at Rumsey Centre and raised a record \$100,000 in support of cardiac rehabilitation and secondary prevention. This year's proceeds will support diabetes programs and research.

The event has raised more than \$260,000 since it began four years ago thanks to the dedication of our volunteer Chair and former patient Jim Chestnutt and his team of volunteers, the participation of our many walkers, the support of our sponsors and Cardiac Rehab Program staff. Our thanks to the year's presenting sponsor, the Dominion of Canada General Insurance Company, our gold sponsors KPMG and Bell Canada, and our silver sponsors, Thomas Large and Singer, Homelife New World Realty Inc., and Subway.

Our Giving Together Staff Campaign also outperformed all previous years. With the support of Toronto Rehab's 1,800 employees, \$67,000 was raised to support patient care. We wish to thank the co-chairs Michelle Hawryluk and Lorraine Reynolds for leading this initiative as well as their team of 29 hard working volunteers. A combination of special events, payroll pledges, raffles and sales contributed to the campaign's success, including a sold-out edition of Team Cuisine, a cookbook featuring recipes from staff across Toronto Rehab. Funds raised will support a variety of initiatives benefiting patients, including a patient resource centre, furniture for patient lounges and equipment for use in various programs.

Introducing potential donors to the work of Toronto Rehab is an important step in cultivating a strong donor base. At the third annual Rising to the Challenges of a Lifetime Breakfast, former stroke patient and well-known Canadian mystery writer Howard Engel provided a firsthand account of how research conducted at Toronto Rehab is making a difference in the lives of individuals. Sixty guests contributed a total of \$38,000 at the breakfast. Board member Laurie Goad co-chaired the event again this year, together with new Board member Judy McLeod.

And staff, patients, friends and families of the Spinal Cord Rehabilitation Program turned out in record numbers for this year's Rick Hansen Wheels in Motion event. Their participation resulted in \$25,000 to purchase specialized equipment for the program's fitness program.



## Thank you for your Gift of Hope

Thank you to all the individuals, corporations & foundations who generously supported the Annual Fund this past fiscal year. Every donor's gift is sincerely appreciated & helps to advance rehabilitation & enhance quality of life for Toronto Rehab patients. We received gifts of \$250 or more from the following donors between April 1, 2006 and March 31, 2007.

### INDIVIDUALS

#### PATRON \$10,000 - \$49,999

Gerry & Susan Brockelsby  
Ms. Connie Chen  
Mr. & Mrs. J. Lawrence Goad  
Mr. Dmyant Sangha Willard & Ann Sutherland  
Mr. Luc A. Vanneste  
Paul & Carolyn Weiss  
Anonymous (1)

#### BENEFACTOR \$5,000 - \$9,999

Mr. Richard J. Boxer, Jr.  
Mr. David B. Jubb  
Mr. Sidney Mendelson  
Mr. Robert Pitfield  
Mr. Warren Tang  
Mr. Jay Telfer  
Mrs. Sheila Waengler  
Mr. David Williams

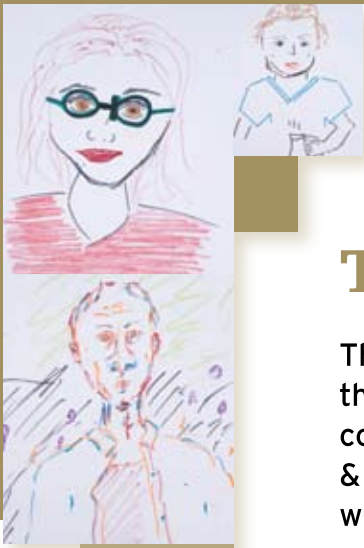
#### ASSOCIATE \$2,500 - \$4,999

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Ms. Laurie Goad  
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Mr. Mark Whitmore  
Ms. Jane Williamson  
Mr. Steven Wolfe  
Joan & Bob Wright  
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Mr. Pong Yau Wong  
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Mr. L.H. Bartelink  
Ms. Ann Bayler  
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 Mr. David Wong  
 Anonymous (11)

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\$10,000 - \$49,999

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 McLean Budden Ltd.  
 Rick Hansen Man In Motion Foundation  
 Scotiabank

### BENEFACTOR

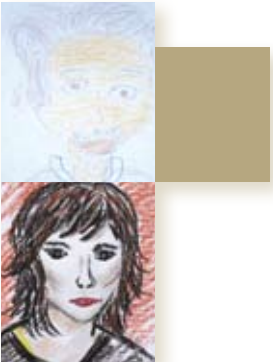
\$5,000 - \$9,999

Nancy Ralph & Associates  
 RBC Foundation  
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 The Royal Canadian Legion Ladies' Auxiliaries Charitable Foundation

### ASSOCIATE

\$2,500 - \$4,999

Canadian Cardiac Rehabilitation Foundation  
 Ernst & Young LLP  
 Menkes Developments Inc.  
 Onex Corporation  
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 Sun Life Assurance Company of Canada



**SUPPORTER****\$1,000 - \$2,499**

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Anonymous (1)

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 Juan Carranza  
 Barrister &  
 Solicitor  
 KPMG Canada LLP  
 Oatley, Vigmond  
 Personal Injury  
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**ASSOCIATE**

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 Home Life New  
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**CONTRIBUTOR**

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 Massey Treble  
 Estate of John  
 William Walker

The Toronto  
 Rehab Foundation  
 expresses its sincere  
 appreciation to  
 Loblaw Companies  
 Limited and Loblaw  
 Properties Limited,  
 and the more  
 than 1,500 people  
 who attended and  
 supported our annual  
 Gala.





## Campaign for Toronto Rehab moves into final stage

*Everything Humanly Possible:* The Campaign for Toronto Rehab is now close to a successful conclusion following another impressive year of activity.

Excitement is growing as the campaign enters its final stage and the ambitious multi-million dollar expansion and renewal of Toronto Rehab that it supports takes shape. A commitment to excellence, this major redevelopment will allow Toronto Rehab to continue its leadership in exemplary and innovative rehabilitation care, teaching and research. With the support of the campaign, Toronto Rehab is:

- redeveloping the University Centre into a state-of-the-art patient care and teaching facility that includes such unique features as an outdoor patient therapy rooftop garden;
- creating iDAPT, a world-class centre for research and discovery;
- establishing five research chairs to further enhance research capacity; and
- completing major renovations to the Lyndhurst Centre.

We are now only \$16 million away from reaching our \$60 million private sector campaign goal. This remarkable achievement has been made possible by more than 250 individual, corporate and foundation donors. Personal giving has been particularly strong: close to 70 per cent of our donors are individuals.

It has also required the skill and dedication of an impressive group of volunteers. Led by Campaign Chair Barbara Stymiest, RBC Financial's Chief Operating Officer, the Campaign Cabinet has worked steadily toward its goal. Following its earlier successes in securing corporate gifts led by Tom MacMillan, Chair, Corporate Leadership Division, the cabinet shifted its efforts this past year. Guided by John C. Clark, Chair, Personal and Foundations Giving Division, the focus is now on major and leadership gifts as the campaign moves into its final phase.

The personal commitment and leadership shown by this team of volunteers continues to inject energy into our campaign. This past year, campaign volunteers Al Pace and Kristin Morch hosted more than 150 guests at their historic Toronto residence in support of



the Outpatient and Specialized Physiotherapy Area planned for the redeveloped University Centre. Engaged by an evening that featured author and scholar Margaret MacMillan as keynote speaker, guests contributed more than \$200,000 to this unique treatment facility.

Board member Gerry Brockelsby also demonstrated his support for the campaign soon after joining the Board last year. A founding partner of Marquest Investment Counsel Inc., he challenged his peers to match his corporate gift of \$100,000. To date, he has reached 87 per cent of his goal.

The final, and public, phase of the campaign takes place this coming year. We look forward to several major announcements this fall and to celebrating with our volunteers, donors, patients and staff as we reach our campaign goal.





# Everything Humanly Possible: The Campaign for Toronto Rehab



The Toronto Rehab Foundation expresses its sincere appreciation to the following individuals, corporations and foundations for their generous support of the capital campaign. Gifts of \$1,000 or more received up to March 31, 2007 are acknowledged with thanks.

## \$400,000 - \$999,999

RBC Foundation  
Anonymous (1)

## \$250,000 - \$399,999

CIBC  
Ernst & Young LLP  
Imperial Oil Foundation  
Manulife Financial  
Scotiabank  
Barbara G. Stymiest  
TD Bank Financial Group

## \$100,000 - \$249,999

Harold E. Ballard Foundation  
BMO Financial Group  
Gerry & Susan Brockelsby  
Deloitte  
Enbridge Inc.  
Falconbridge Limited  
Michael Gardiner  
Mary & Graham Hallward  
James Rutley Grand Memorial Fund at Toronto Community Foundation  
The KPMG Foundation  
The Dr. Robert & Mrs. Lyn MacMillan Family  
Marquest Investment Counsel  
Albert Pace & Kristin Morch  
Andrew & Valerie Pringle  
RioCan Real Estate Investment Trust  
Gretchen & Donald Ross  
Sun Life Financial  
TSX Group  
Anonymous (1)



**\$50,000 - \$99,999**

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 National Bank Financial  
 PricewaterhouseCoopers LLP  
 John & Pamela Richardson  
 Sears Canada  
 The W. Garfield Weston  
 Foundation

**\$10,000 - \$49,999**

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 Canada Foundation  
 Dr. Nora Cullen  
 James H. Cummings Foundation,  
 Inc.  
 David Denison & Maureen  
 Flanagan  
 Design Vision Retail Inc.  
 John David & Signy Eaton  
 Foundation  
 Jim & Sonya Elliott  
 Anthony & Shari Fell  
 Harry E. Foster Charitable  
 Foundation  
 Gary E. German  
 GMP Capital  
 Goldman Sachs Canada Inc.  
 Joan and Clifford Hatch  
 Foundation  
 Mary Hatch  
 Nelson Arthur Hyland  
 Foundation  
 Instinet Canada Ltd.  
 Rosamond Ivey  
 Winston & Stephanie Ling  
 Robert & Patricia Lord  
 Mackenzie Financial Employees  
 Fund  
 Catherine & Gordon McCauley  
 Judy McLeod  
 Mercer Human Resource  
 Consulting  
 Ron Meredith-Jones  
 F.K. Morrow Foundation  
 Ogilvy Renault  
 Ram & Usha Ramkumar  
 Gerry Rocchi



Sarah & Mark Rochon  
David & Ann Taylor  
Joie Peter Watts  
Paul & Carolyn Weiss  
Wellington West Capital Markets  
Inc.  
Anonymous (3)

## \$1,000 - \$9,999

Aon  
Robert Baines  
Peter Berry  
Carol Boettcher  
Michael Bowick  
Brant Community Health Care  
Karen Burgess  
Ronald Cooper  
Harold Corrigan  
Dr. Thane Crossley  
Douglas Dawson  
Jennifer Ferguson  
Geoff & Bonnie Fernie  
Georgia Gerring  
David & JoAnne Gilmer  
Marcel Gingras  
Barry J. Goldlist  
Peter Goring & Erica Pratt  
Sheila & Howard Hicks  
Home Trust Company  
Hon. Robert P. Kaplan  
Douglas Kee  
Craig & Tori Laurence  
Dr. Louise Lemieux-Charles  
Ian & Barbara Lennox  
Karen Louie  
W. MacNicol  
Dawne McCulloch  
Brian & Jennifer McLaughlin  
Mehdi Javadi & Ilse Djawadi  
Michael & Kelly Meighen  
Monarch Corporation

The Mulvihill Family Foundation  
Beth Nowers & Jack Curtin  
Robert O'Leary  
Paradigm Capital  
Yezdi & Jennifer Pavri  
Brenda Pergantes  
Jeffrey Plunkett  
Progistix-Solutions Inc.  
Christopher Purkis  
Research Capital Corp.  
C. I. Roveto  
Jan A. Seyfried  
Edward Sorbara  
Tim Sorensen  
Sorrell Financial  
Sprott Securities  
Dr. Gaetan S. Tardif &  
Dr. Monica Branigan  
David Thring  
Christine Thompson  
Gregory & Vivien Thompson  
Barry Thomson  
Unilever Canada Limited  
Karima Velji  
Westwind Partners Inc.  
J. I. Williams





# Toronto Rehab Foundation Leadership

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Mark Rochon  
Barbara G. Stymiest  
Gaétan Tardif, MD  
David J. Taylor  
David E. Thring  
Luc A. Vanneste  
Joie P. Watts

## BOARD COMMITTEES

### EXECUTIVE COMMITTEE

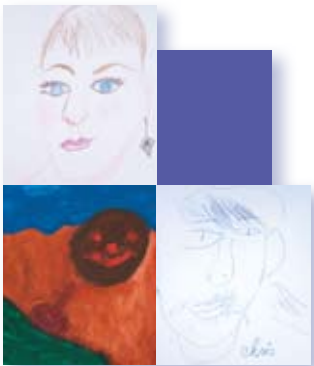
Paul R. Weiss, *Chair*  
Timothy W. Casgrain  
David W. Kerr  
Sheila Hicks  
Mark Rochon

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Thomas C. MacMillan, *Chair, Corporate Leadership Division*

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Brenda Pergantes, *Chair, Campaign Communications*

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Kristin Morch

Yezdi Pavri

Mark Rochon

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David E. Thring

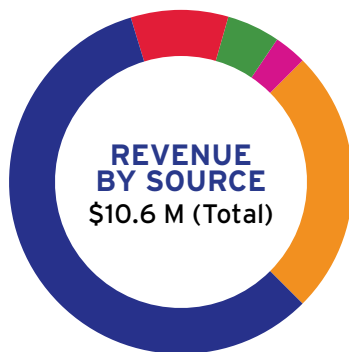
Joie P. Watts

Paul R. Weiss



# Foundation Fast Facts

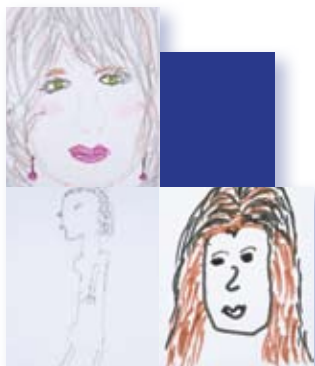
## 2007 FOUNDATION REVENUE BY SOURCE



■ Individuals	\$ 6.1 M	58%
■ Events	\$ 1.0 M	9%
■ Corporate gifts	\$ 0.5 M	5%
■ Foundations & Associations	\$ 0.3 M	3%
■ Investment and other	\$ 2.7 M	25%

Since 1999, the Foundation has made grants of \$22 million to support the following Toronto Rehabilitation Institute priorities:

- \$1.0 million toward \$3.0 million scholarship fund at U of T
- \$1.5 million toward a joint Research Chair held at the University of Toronto
- \$2.0 million toward Saunderson Family Chair in Acquired Brain Injury Research
- \$2.0 million toward a Chair in Spinal Cord Injury Research
- \$700,000 toward an additional Research Chair
- \$1.7 million in ongoing annual research support
- \$3.0 million toward major renovations and infrastructure upgrades at three sites
- \$7.1 million toward the redevelopment of the University and Lyndhurst Centres
- \$3.0 million in grants for equipment, research, patient programs, and staff and public education







## TORONTO REHABILITATION INSTITUTE

A University of Toronto  
Teaching and Research Hospital

### UNIVERSITY CENTRE

550 University Avenue  
Toronto, Ontario M5G 2A2

416-597-3422

[www.torontorehab.com](http://www.torontorehab.com)