

2016/17

# ANNUAL REPORT

## TO THE COMMUNITY



CREATING OUR FUTURE TOGETHER



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Cover photos, clockwise from bottom left:

Petticoat Lane volunteers with the NHH Auxiliary; members of the NHH Emergency Department team, 2017 Group Achievement Award winners; Cobourg patient Diane Barnes with NHH's Ontario Telemedicine Network nurse Patti Ley; Hannah Clarkson, first baby of the year welcomed at NHH on January 1st 2017, with her proud parents Julia and Kevin Clarkson of Bowmanville; Cancer and Supportive Care Services Registered Nurse Andrea Doyle-Philp with patient, donor and community champion Bill Patchett; and, Assess and Restore patient Chris Mitchell (centre) with his son Steve Mitchell of Port Hope, saying thanks to his care team (L-R) Karen Truter, Nurse Practitioner; Jill Klintworth, Community Care Access Centre; Deka Al-Ali, Occupational Therapy student; and Barbara Shaw, Registered Practical Nurse.



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## MESSAGE FROM THE CHAIR OF THE BOARD

**It has been an honour** for me to serve as a Director on the NHH Board since June 2009. As I prepare to conclude my third and final year as Chair I want to repeat a statement I made at last year's Annual Meeting: this is, by far, the most rewarding volunteer opportunity I have ever had.

Health care – the delivery of it – touches all of us. NHH is just one part of the community's larger and increasingly inter-connected health-care system, but it is an essential part, and without its services and related community economic impact, west Northumberland would be a very different place.

Hundreds of extremely dedicated staff, physicians, specialists and volunteers come together at NHH to meet the growing care needs of thousands of local patients. Their work is further supported by the work of the NHH Foundation, which raised an unprecedented \$4.6 million in the past year for essential medical equipment and related educational support.

Our system is in the midst of huge transformation as it adjusts to meet the needs of an increasingly older population, and west Northumberland is in the forefront of that Canada-wide evolution. People are living longer in their own homes with very complex health conditions, and often without family members close by. It is imperative that our system become more user friendly, efficient and responsive to the needs of this demographic, and here in Northumberland we have a unique opportunity to build on strengths developed over the past few years to do just that. Our Assess and Restore initiative and Community Care Northumberland's new palliative care outreach program are just two examples of how we have been working more closely with patients, family members, family physicians and our partners to enhance local care. We have learned a lot from our PATH experience and continue to use those learnings every day.

As we change, though, we must not lose the values that made our community hospital strong in the first place: integrity, quality, respect, compassion and teamwork. In fact, following these values daily has gone a long way towards allowing us to weather some difficult storms over the past few years.

Thanks to the continuing efforts of staff and physicians, the four-year Hospital Improvement Plan (HIP) is on track to achieve \$1,627,992 in projected net savings by the end of the 2017/18 fiscal year, without reducing services. With an annual operating budget of approximately \$70 million, this is a significant achievement, made even more remarkable by the fact that NHH was recognized as very efficient, even before the process began.

Thanks to the new efficiencies gained so far through the HIP, and very welcome in-year funding increases (both base and one-time) from the province, we ended 2016/17 in a balanced position. We are predicting the same for 2017/18.

Financial stability has returned to NHH, and I believe we have come through the challenges of recent years a stronger and more focused organization, better connected to our partners, patients, and each other, including our Local Health Integration Network (LHIN).

The duty of our Board is much more than year-to-year financial and quality stewardship. We must also focus on our communities' future needs. We were able to turn renewed attention to that work this past year with our new Strategic Plan, which you will read more about in this Report.

This Plan builds on the strengths of the past and incorporates what we heard from internal and external consultations to set NHH on a path to address both current and longer-term needs for hospital services in west Northumberland. The purpose of the Plan goes beyond sustaining local hospital services—it aims to strengthen them for a future which will bring increased need for inpatient medical care, geriatric, mental health, palliative, rehabilitation, cancer care, dialysis and emergency care.

As I prepare to pass the volunteer position of Board Chair into the very capable hands of First Vice-Chair Dr. Elizabeth Selby I want to thank all of the Board and Community volunteers for their tireless service to the health care needs of our special community. It has been my privilege to work with such an outstanding group of people and serve west Northumberland as your Chair.

I also want to thank the Board's two direct staff members—President and CEO Linda Davis and Chief of Staff (COS) Dr. David Broderick—for their skill and counsel. NHH has benefited greatly from the strength of their leadership. I extend my warmest congratulations to David on the completion of his 13th and final year as COS, and welcome Dr. Mukesh Bhargava who will be assuming responsibility for this very key role on July 1.

In the years ahead, our Board looks forward to the continued assistance of the Central East LHIN, the Ministry of Health and Long-Term Care and, of course, our extremely supportive MPP Lou Rinaldi and we thank you, the community we serve, for your continued trust and support.

**CHAIR OF THE BOARD,  
Jack Russell**

# MESSAGE FROM THE PRESIDENT AND CEO

**2016/17 has been another very busy year at NHH** with more quality and safety investments introduced to continually enhance the care we provide. Investments in our service culture, Pharmacy, Intensive Care program and fall prevention practices are just some examples. Process changes associated with our Hospital Improvement Plan (HIP) efficiencies, including consolidation of our Medical/Surgical units on the second floor into one 36-bed unit, the combination of staff across Restorative and Palliative Care units on the first floor, and the integration of microbiology services with Peterborough Regional Health Centre, were also completed.

Three quality and safety audits, the first focused on the NHH Laboratory, which achieved all of the Institute for Quality Management in Healthcare requirements for good laboratory practice and, following that our voluntary hospital-wide review from Accreditation Canada and our annual inspection of Pharmacy, we're also successful!

In November 2016 our strategic planning process was launched—the first thorough review of NHH's current and future priorities in almost six years.

Our Board had recommended holding the new Strategic Plan's development until the External Operational Review was completed and the HIP implementation was well under way and that proved to be a very good decision. The Operational Review, and the related HIP, laid the foundation for our new Strategic Plan by clearly affirming the need for NHH to maintain its current services and, in some cases, expand them—a conclusion that was also drawn from the regional Environmental Scan we commissioned with regional partners this past year.

The Environmental Scan was one component of our strategic planning work. The second was stakeholder consultation. We gathered input from many different perspectives using a range of techniques. The result was insight from hundreds of individuals, groups and organizations and we combined that input with our Environmental Scan findings and the knowledge we have been gaining steadily through our recent years of rising patient need and continuous process improvement.

Highlights of our Plan are summarized in this Report on pg. 6 and available in full on our website, [nhh.ca](http://nhh.ca). I thank all who participated in its development and I look forward to bringing regular updates to our community in the years ahead. Special thanks are owed to our dedicated team of physicians and specialists. Engagement from NHH's supporting physicians through the HIP process and, most recently, the Strategic Plan has resulted in new strategic objectives that are not only the right thing to do – they are achievable. Thank you to our Chief of Staff, Dr. David Broderick, and medical chiefs (listed on pg. 11) for their time, counsel and continued support.

Alongside our planning work, patient volumes in many areas—obstetrics, outpatient ambulatory care and chemotherapy—have continued to rise, while patient acuity in our Emergency Department and our Medical/Surgical unit has risen. Incredible work is done here every single day, quietly, by dedicated nurses, allied health professions and supporting staff. The team met the increased demands with quality care and compassion while keeping our operating costs as low as possible.

Even with our innovative Assess and Restore intervention in Restorative Care, and our close collaboration with community partners, NHH's "ALC" (Alternate Level of Care) patient volume is creeping upward again, challenging our team to maintain that necessary flow of patients in from the Emergency Department and home when the acute stage of an illness or condition is resolved. In June, 2017, more than 20% of NHH's inpatient beds were occupied by patients designated as ALC. To no fault of their own, these patients simply have no other place to go. Long-term care spaces are scarce, particularly for those who require specialized supports, and community care alone is not enough for them to go home safely. As such, they remain at NHH – and the wait time within our Emergency Department increases in step, as that 'flow' referenced above cannot be achieved.

New solutions are being considered by the province to address the situation and we look forward to having an opportunity to be part of these in the year ahead while we continue to work with our local partners to provide care to all our patients in the right place, at the right time.

As NHH's CEO for almost four years now, the exceptional level of support from the west Northumberland community and the hospital team continues to inspire. Already supported by hundreds of volunteers, in the fall of 2016 we issued a call for interest for a new team of volunteers: our inaugural Patient and Family Advisory Council (PFAC). We were very pleased to welcome our first PFAC in January 2017, and we will look forward to working with them on continuous quality improvements in the year ahead as we strive to meet our shared purpose of *Exceptional patient care. Every time.*

**PRESIDENT AND CEO,  
Linda Davis**



NHH President and CEO Linda Davis and NHH Board Chair Jack Russell (second from right) with Northumberland-Quinte West MPP Lou Rinaldi (centre) at the May 2017 announcement confirming new base funding for area hospitals. Also shown: Glenn Rogers, Director, Central East LHIN Board, and Gordon Park, Vice Chair of the Board, Campbellford Memorial Hospital.

## CREATING OUR FUTURE TOGETHER

NHH's new **Strategic Plan** lays out a roadmap for the sustainability of NHH as an efficient, high-quality community hospital with growing linkages between local and regional partners to further strengthen local patient care.

The result of an extensive internal and external consultation process and careful analysis of an updated Environmental Scan of current patient volumes and anticipated future growth, the Plan re-affirms NHH's service mandate and shared purpose.

Determined to solicit input from many different perspectives, NHH used a range of techniques including community conversations, focus groups, print and hard copy surveys and face-to-face meetings to gather input from close to 650 individuals, groups and organizations. As a result, the Plan reflects stakeholder perspectives from across the communities served, funders and community partners as well as the staff, physicians, volunteers and donors responsible for the Plan's implementation.

NHH's new Plan sets out four distinct Strategic Objectives that will guide the hospital team over the next four years. Associated with each Objective is a set of priorities or actions which will be further detailed at a program and unit level in the days and months ahead. Progress will be monitored and measured for each with the support of quality and safety indicator tools such as the corporate Quality Improvement Plan, the work plans of Quality and Practice Committees and the individual work plans of staff and leaders throughout the organization, with regular reporting through to the Board of Directors.

The **2017/18 – 2020/21 Strategic Plan** is available for download in several forms on the hospital website, [nhh.ca](http://nhh.ca): the full 193-page Strategic Plan document, completed with its related Appendices including the detailed Environmental Scan; the Strategic Plan minus the Appendices (37 pages); and, a short one-page Strategic Plan highlights document. To request a printed copy, please contact Jennifer Gillard at [jgillard@nhh.ca](mailto:jgillard@nhh.ca) or 905-377-7757.



Our new Plan builds on the strengths of the past, and incorporates what we heard from our stakeholders in setting NHH on a path to address both current challenges and our longer term needs. Our aim is to not just sustain local hospital services, but to strengthen them and evolve to better meet the rising patient demand."

Jack Russell,  
*Chair, NHH Board of Directors*

### → OUR SHARED PURPOSE

Exceptional patient care.  
Every time.

### → CORE VALUES

- Integrity
- Quality
- Respect
- Compassion
- Teamwork

### → STRATEGIC OBJECTIVES

- Quality and Safety
- Great Place to Work and Volunteer
- Collaborative Community Partnerships
- Operational Excellence

### → STRATEGIC ENABLERS

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## SERVICES PROVIDED AT NHH TODAY

NHH has evolved over the past 13 years to provide service in four key areas:

- Acute Care;
- Post-Acute Specialty Services;
- Outpatient Care; and
- Diagnostics.

These services have grown and changed based on the needs of the communities we serve, and the funding available to meet those needs. As well, opportunities have been developed through local and regional partnerships as we work together to create efficiencies across the broader health-care system while supporting care close to home.

Today, NHH is one of an increasingly inter-related network of care provider organizations in our region.

Below is an overview of our services, related supports and linkages to regional centres.

### ACUTE CARE

**Emergency** – staffed by family physicians, emergency medicine specialists, nurse practitioners, skilled nursing staff and other health care professionals, the NHH Emergency Department (ED) is open 24 hours a day, seven days a week, 365 days a year. The ED is easily accessible by ground ambulance transport and an on-site heliport provides increased access for emergency patients arriving at and departing from the hospital by air. There were 34,264 patient visits to NHH's ED in 2016/17.

**Intensive Care** – comprised of six private rooms, including one with negative pressure isolation capabilities, NHH's Intensive Care unit is equipped with state-of-the-art patient bed and medical equipment including ready access to life-saving technologies such as cardiac and arterial monitoring and respiratory ventilation and pressure support.

**Medical/Surgical Inpatient Care** – the largest unit in the hospital, the medical/surgical unit provides inter-professional care for patients who require acute care.

**Maternal/Child Care** – With six birthing suites, a dedicated operating room for caesarean sections and an experienced health care team, NHH provides newborns and their families with the personal and exceptional care expected of a community hospital—thanks to a strong partnership with local family physicians, obstetrician-gynaecologists, anesthetists and midwives. 540 babies were welcomed at NHH in 2016/17—up from 495 the year prior.

**Surgical Services** – With more than 5,000 patient cases per year, NHH's surgical program provides a range of services, including general surgery, gynaecology, ophthalmology, orthopaedics, otolaryngology and plastics as well as dental/oral surgery. Both day surgery and inpatient surgical services are provided.

### POST-ACUTE SPECIALTY SERVICES

**Restorative Care** – specially designed for adults who are no longer in the acute phase of an illness but do not yet have the strength or independence necessary to safely return home, Restorative Care focuses on rebuilding strength and reducing the need for assistance that often follows an acute illness. Assess and Restore is a successful nurse practitioner-led 'intervention' housed within the Restorative Care unit that is proving to have a very positive impact on the number of patients able to safely return home with supports versus the previous alternative: long-term care.

**Inpatient Rehabilitation** – specialized in caring for patients recovering from strokes, operations and injuries, NHH's inter-professional team of nurses, doctors and therapists partner with patients and their families to offer a therapeutic program designed to help people achieve their rehab goals, and regain as much independence as possible.

**Palliative Care** – NHH's Palliative Care program accommodates patients and their families when disease is not responsive to curative treatment. Patients are admitted to NHH for support and help managing pain and symptoms; some stay for the duration of their illness while others go home with support from our community partners.



## OUTPATIENT CARE

**Ambulatory Care Clinics** – NHH’s Ambulatory Care Unit hosts clinics with physicians and specialists in the areas of internal medicine, obstetrics and gynaecology, ophthalmology, general surgery, cardiology, ear/nose/throat, plastic surgery, paediatrics, rheumatology, mental health, neurology, orthopaedics, pain management and urology. Our health care team provides consultations, treatments and assessments including minor procedures as well as pre-operative assessment and education. Over 16,000 patient visits were made to these clinics in 2016/17 alone.

**Cancer and Supportive Care Clinics** – offered in partnership with the Durham Regional Cancer Centre and the Central East Regional Cancer Centre, the Cancer and Supporting Care Clinic at NHH provides blood and iron treatments not related to cancer as well as cancer care, including chemotherapy infusions, diagnosis, follow-up and supportive treatments.

**Community Mental Health Services** - offered in partnership with Ontario Shores Centre for Mental Health Services, NHH’s mental health and addictions services, located at 1011 Elgin Street West, Suite 200, provides a variety of services to close to 40,000 visits per year to clients 16 years of age or older to treat a wide range of mental health issues. Specialized services such as Assertive Community Treatment, Supportive Housing and Intensive Case Management are also offered.

**Dialysis** - a satellite of the Peterborough Regional Renal Program, NHH provides haemodialysis to Level II dialysis patients. A renal insufficiency and nephrology clinic is also offered through the regional program with the support of nephrologists, dietitians, social workers, pharmacists and nurses. This clinic saw over 6,100 patient visits in 2016/17.

**Telemedicine** - 1,025 specialist consultations were completed through NHH in 2016/17 thanks to the Ontario Telemedicine Network (OTN)—a significant increase over the prior year. Now in operation at NHH for five years, OTN provides local patients with access to specialists outside our community, without leaving

home. Initially used for mental health consultations, consultations are now being facilitated for a broad range of patient needs on both an outpatient and inpatient basis, increasing local access to specialized care, minimizing travel for vulnerable patients and their families and resulting in significant system cost savings.

## DIAGNOSTICS

**Diagnostic Imaging** – NHH offers Magnetic Resonance (MR) imaging, Bone Mineral Densitometry (BMD), advanced Computed Tomography (CT) scanning, mammography, nuclear medicine, general X-ray and ultrasound on an inpatient and outpatient basis.

**Women’s Health** – the Women’s Health Centre delivers bone density testing, ultrasound, mammography and breast needle biopsy. An affiliate of the Ontario Breast Screening Program services (OBSP), NHH also offers mammogram self-referral for eligible Ontario women between the ages of 50 and 74.

## CLINICAL AND HOSPITAL SUPPORTS

Supporting our patient care services are teams of other professionals who, indirectly, make care possible. These include:

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## MESSAGE FROM THE CHIEF OF STAFF

**It is with mixed feelings that I write** this last message as NHH's Chief of Staff.

My colleague, Dr. Mukesh Bhargava, will assume the leadership role for NHH medical staff on July 1. Currently our Chief of Medicine, Dr. Bhargava has demonstrated skilled leadership, strong clinical acumen and a penchant for innovation since joining the hospital in 2012. I am confident that he will serve NHH well as your new COS. I will continue to provide in-patient care at NHH and my office practice will remain unchanged.

I have been on the NHH Board for fourteen years, thirteen as Chief of Staff. Without reservation I believe it was my most interesting work role.

All physician programs are fully staffed and we no longer rely on agencies or external service providers to support coverage. We have also welcomed a number of new specialist physicians.

Our internal medicine program continues to grow, with the addition of two new internists: Dr. Loganathan and Dr. Wijayakumar in 2016/17.

Dr. Abu Awad joined NHH as our third obstetrician-gynecologist, bringing new expertise in minimally invasive laparoscopic gynecological surgery, specialized training in pregnancy care and delivery as well as added infertility expertise. Dr. Jessica Green also supports our growing maternal/child service by providing occasional obstetrician/gynecologist locum support. Dr. Alison Tilley, who joined us last summer, is one of three general surgeons supporting local patient care, thanks to a connection gained through Queen's University and Dr. Andrew Stratford.

Dr. Francesco Mulé—introduced to us as an Emergency physician—started a new pain clinic in our Outpatient Ambulatory Care unit and he is also our lead physician for community palliative care. We are also exploring, with his support and that of a growing community of practice, the local delivery of Medical Assistance in Dying (MAiD), which is currently available in the community and, to NHH inpatients, through a partnership with Peterborough Regional Health Centre. I anticipate that it will be offered at NHH in the future for those patients who qualify.

In our Emergency Department, four new physicians have joined our team: Drs. Shammaa, Barnett, Jakins and Bruder. Our community mental health program has been strengthened by the addition of three new psychiatrists: Drs. Siu, Waese and Momi. Dr. Rajinder Momi has also accepted an appointment as NHH's Acting Chief of Psychiatry, filling a position that was previously vacant.

The need for cancer care continues to grow in Northumberland and we were very pleased to welcome the addition of three new physicians to our oncology program, Drs. Koneru, Zalewski and Smerdon. This is due to the strong partnership we enjoy with the Central East Regional Cancer Program out of Lakeridge Health in Oshawa, and again augments the care available to patients here in our community.

We have welcomed several new family physicians on our hospital team as well. Dr. Kate Everdell and Dr. Karen Northey have joined the community and care for patients here at NHH in addition to their office work. Dr. Kevin Lam is providing locum support. Northumberland's voice at regional planning tables has also been increased in the past year, thanks to the appointment of Dr. Philip Stratford as Primary Care Physician Lead for the Northumberland County sub-region of the Central East LHIN. Dr. Stratford will play an important role in advancing a more integrated health care system for patients in our region.

The Foundation deserves special mention. As stated in previous communications, hospital equipment is mainly purchased from money donated by local citizens and is not government funded. The NHH Foundation has done an outstanding job meeting the need for equipment at NHH, steadily increasing their capacity for annual support. A future challenge will be to replace some high priced diagnostic imaging equipment and a new Electronic Medical Record or Clinical Information System. The community has been very generous and continues to actively support NHH. Thank you!

One final achievement in the past year is NHH's participation in eHealth Ontario's ConnectingOntario program. A major step forward in the development of a province-wide electronic health record (EHR), ConnectingOntario is bringing benefits to patients, clinicians and the local health-care system, enabling province-wide medical information sharing by linking previously isolated systems. This means that clinicians, whether in a hospital, community clinic or doctor's office, can access patients' personal health information, anywhere, anytime. Quick access to complete information puts us in a better position to provide the best possible care and I'm very pleased to report that NHH is now part of this program, viewing patient content and, as of later this summer, feeding content into the provincial system.

NHH is a high quality, efficient, patient focused mid-sized hospital. It is also critically important to the future growth and sustainability of Northumberland communities. Guided by our new Strategic Plan, and with the support of our community partners and LHIN, we will strive to continually improve so that we can achieve our mission, providing *Exceptional patient care. Every time.*

I am grateful and proud to have served the hospital and look forward to continuing to support NHH as a community family physician.

## MESSAGE FROM THE CHIEF OF STAFF Dr. David Broderick



## FACTS & FIGURES

### NHH DEPARTMENT CHIEFS

#### DIAGNOSTIC IMAGING

Dr. Matthew Vaughan, Chief

#### EMERGENCY

Dr. Carson Kwok, Chief; Drs. Jeff MacPherson and Francesco Mulé, Deputy Chiefs

#### FAMILY PRACTICE

Dr. Jeffrey Knackstedt, Chief

#### MATERNAL/CHILD

Dr. Kathleen Barnard-Thompson, Chief

#### MEDICINE

Dr. Mukesh Bhargava, Chief

#### MENTAL HEALTH SERVICES

Dr. Rajinder Momi (Acting), Chief

#### PATHOLOGY

Dr. Allison Collins, Chief

#### POST-ACUTE SPECIALTY SERVICES

Dr. Jay Amin, Chief

#### SURGERY

Dr. Andrew Stratford, Chief

SERVICE ACTIVITY	April 1, 2015 to March 31, 2016	April 1, 2016 to March 31, 2017
Emergency Department Visits	34,288	34,264
Admissions	4,495	4,427
Births	495	540
Surgical Cases	5,215	5,098
Dialysis Visits	6,371	6,153
Chemotherapy Visits	7,188	7,220
Out-patient Ambulatory Care Clinic Visits (Excluding Mental Health)	15,571	16,355
Community Mental Health – Individuals Served*	2,298	3,129
Telemedicine Visits	720	1,025

### FULL- AND PART-TIME STAFF

Full-time: **283**

Part-time: **318**

**TOTAL: 601**

### MEDICAL PRACTITIONERS

Physicians (including specialists): **133**

Midwives: **14**

**TOTAL: 147**

### VOLUNTEERS

Board of Directors (not including ex officio members): **12**

Board Community Committee Volunteers: **5**

Auxiliary: **350**

Foundation: **75**

Spiritual Care: **11**

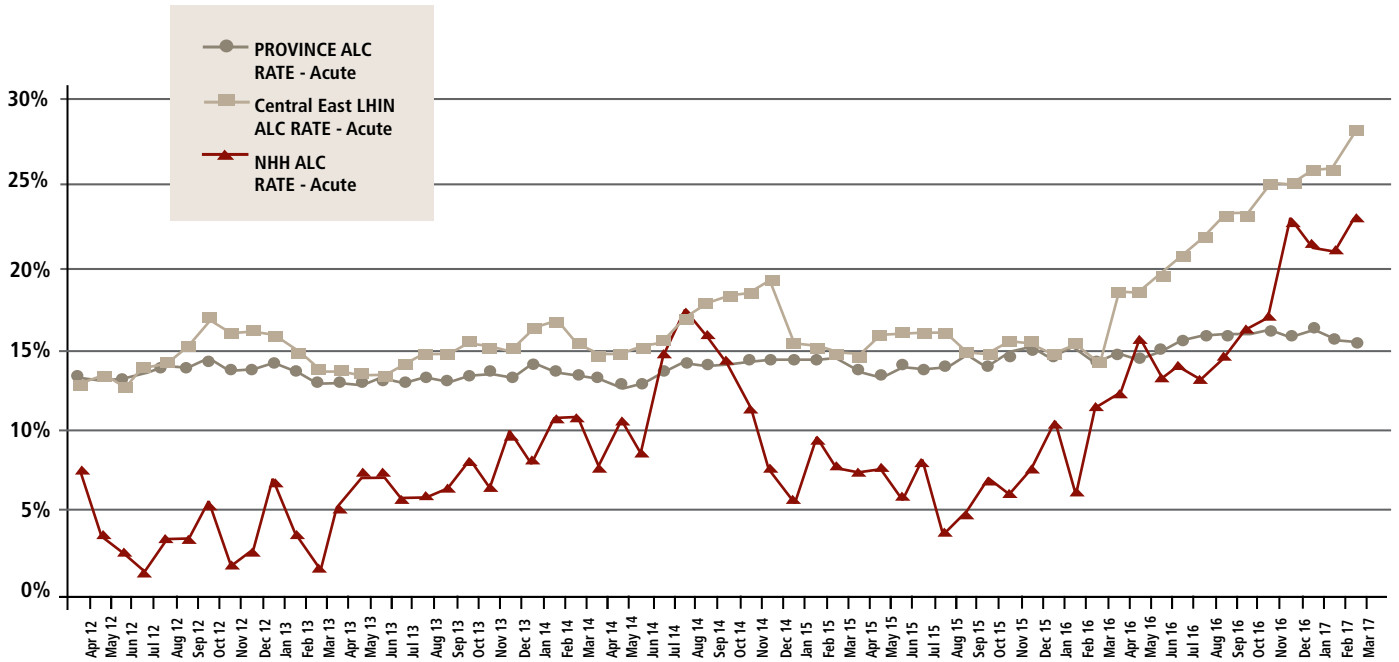
Patient and Family Advisory Council: **7**

**TOTAL: 460\*\***

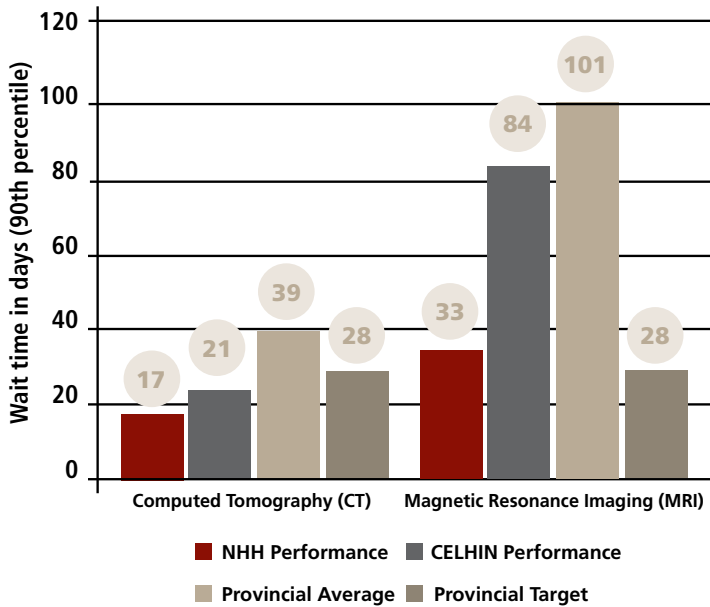
\*Reporting of community mental health service has been adjusted in 2016/17 to track unique individuals served versus visits.

\*\*Also active at NHH are countless volunteers associated with external groups, including the St. John Ambulance Therapy Dog program, community drivers who support NHH patients through Community Care Northumberland, the Canadian Cancer Society and many others.

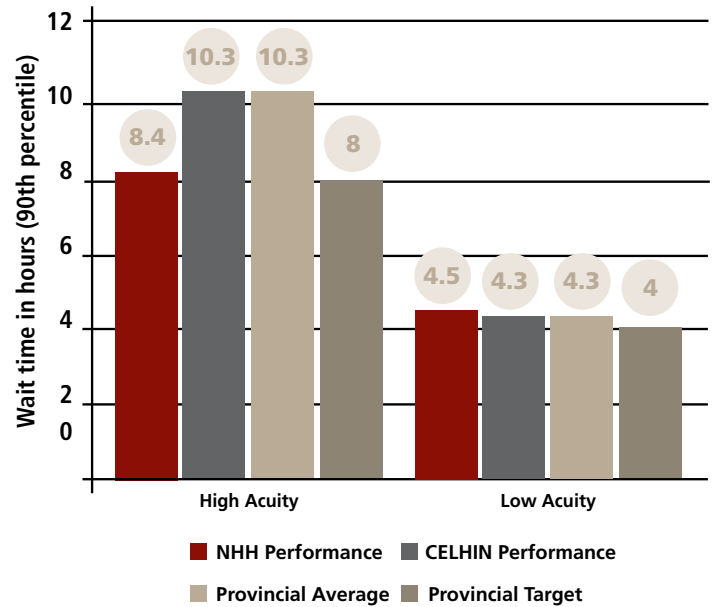
### Alternate Level of Care (ALC) Performance - Acute Cases



### Diagnostic Wait Times (April 1, 2016 - March 31, 2017)



### Emergency Department Wait Times (April 1, 2016 - March 31, 2017)



Note: 90th percentile = the number of days/hours it takes to complete the surgery, exam or visit for nine out of 10 patients.

For additional information on quality and safety indicators at NHH, including the annual Quality Improvement Plan priorities, please see the [Accountability](http://nhh.ca) section at [nhh.ca](http://nhh.ca).

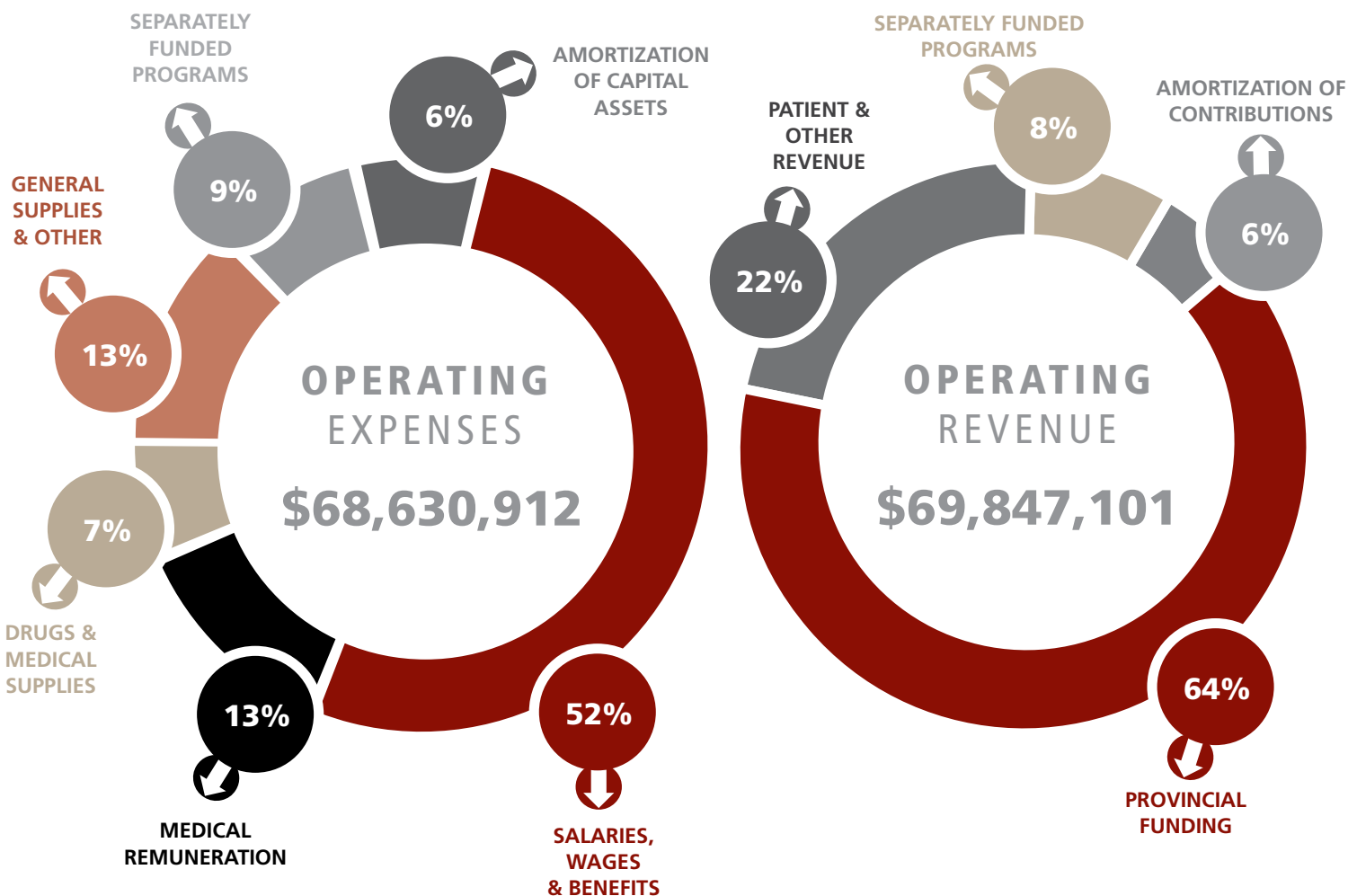
## FINANCIAL HIGHLIGHTS

The 2016/17 operating budget for Northumberland Hills Hospital (NHH) identified a deficit of \$740,000 based on continued operating pressures, salary and wage escalation, inflation assumptions, and a zero percent increase in funding. This budgeted deficit was before one-time restructuring costs associated with the implementation of mitigation strategies. With restructuring costs included, NHH was facing a deficit of \$1.2 million for 2016/17.

Despite the budgeted operating deficit, NHH was able to successfully achieve an operating surplus of \$1,216,189 in 2016/17 thanks to additional in-year funding, along with early implementation of revenue-generating and cost-reduction strategies identified in the Hospital Improvement Plan. Last fall, the Ministry of Health and Long-Term Care (MOHLTC) announced additional in-year base

funding of \$916,700 for NHH. In addition, just prior to year-end, one-time funding in the amount of \$422,900 for the third and final installment under the hospital's Working Funds Deficit Initiative was allocated by the Central East Local Health Integration Network (LHIN), together with one-time funding of \$349,700 to assist the hospital with operating pressures.

Looking forward, a balanced operating budget has been approved by the hospital's Board of Directors for fiscal 2017/18. NHH will continue to work cooperatively with its partners at the Central East LHIN and the MOHLTC in an ongoing effort to achieve long-term financial sustainability while also maintaining, or enhancing, vital patient care services for the benefit of the community that we are honoured to serve.



**CONDENSED BALANCE SHEET**

<b>As at March 31</b>	<b>2017</b>	<b>2016</b>
<b>ASSETS</b>		
Current assets	\$7,965,836	\$6,232,127
Capital assets	\$45,792,575	\$47,956,416
	<b>\$53,758,411</b>	<b>\$54,188,543</b>
<b>LIABILITIES &amp; DEFERRED CAPITAL CONTRIBUTIONS</b>		
Current liabilities	\$9,318,296	\$9,423,637
Long-Term liabilities	\$4,365,800	\$4,238,300
Deferred capital contributions	\$44,846,199	\$46,514,679
	<b>\$58,530,295</b>	<b>\$60,176,616</b>
Net Assets (Deficiency)	<b>(\$4,771,884)</b>	<b>(\$5,988,073)</b>
	<b>\$53,758,411</b>	<b>\$54,188,543</b>

**CONDENSED STATEMENT OF REVENUE AND EXPENSES**

<b>For the year ended March 31</b>	<b>2017</b>	<b>2016</b>
<b>REVENUE</b>		
Provincial funding	\$44,977,462	\$44,339,280
Separately funded programs	\$5,603,478	\$5,787,698
Patient and other revenue	\$15,488,761	\$15,110,533
Amortization of deferred capital contributions	\$3,777,400	\$3,703,537
	<b>\$69,847,101</b>	<b>\$68,941,048</b>
<b>EXPENSES</b>		
Salaries, wages and benefits	\$35,849,016	\$35,224,226
Medical remuneration	\$9,059,851	\$9,024,411
Drugs and medical supplies	\$4,819,783	\$5,370,310
General supplies and other	\$8,936,669	\$8,908,106
Separately funded programs	\$5,712,646	\$5,795,019
Amortization of capital assets	\$4,018,438	\$3,825,628
Restructuring activities	\$234,509	\$792,500
	<b>\$68,630,912</b>	<b>\$68,940,200</b>
Excess (Deficiency) of revenue over expenses	<b>\$1,216,189</b>	<b>\$848</b>

The condensed financial highlights are taken from the 2017 audited financial statements dated June 8, 2017. The audit was performed by KPMG LLP, Chartered Accountants. Copies of the audited financial statements are available on our website at [www.nhh.ca](http://www.nhh.ca) or in hardcopy on request.

## REWARD AND RECOGNITION HIGHLIGHTS 2016/17

**Accomplishments** related to an individual or group's demonstration of the NHH values of integrity, quality, respect, compassion and teamwork are celebrated throughout the year. Shown here are some special highlights from 2016/17.



NHH's 2016 Gerontological Excellence Award winners were (L-R) Bryan MacPherson, Auxiliary volunteer; Tara Deline, Registered Practical Nurse; and Sarah Cressey, Rehabilitation Assistant. They're shown with RN Sarah Gibbens, NHH's Geriatric Emergency Management nurse and the driving force behind the annual award program.



Five NHH employees were recognized with Healing Hands Awards in October, 2016 in recognition of their outstanding demonstration of the hospital's values. Honoured were (L-R): Aaron Grant, Pharmacist; Jeanie Haig, Environmental Services Worker; Pamela Perrow, Medical Device Reprocessing Technician; Michelle Annis, Registered Nurse; and Jacob Willis, Maintenance Engineer.



Members of the NHH Restorative Care Unit's Assess and Restore Intervention Team with the 2017 Group Achievement Award.



(L-R) NHH Board Chair Jack Russell presented local occupational therapy student Melanie Toope and nursing student Monica Closs with Health Professions Scholarships in May 2017.



(L-R) Fourth-Class Stationary Engineer Lodi De Wilde, Outstanding Innovation Award winner, with Professional Practice Leader Kim Lawn, Outstanding Leadership Award winner, 2017.



## REWARD AND RECOGNITION HIGHLIGHTS 2016/17



(L-R) Dr. Haig Basmajian (General Surgeon) and Dr. Sania Hakim (Anesthetist) were both recognized for 10 years of service to NHH this year. Dr. David Broderick (Chief of Staff and Family Physician), celebrated 20 years of service; Dr. Allison Collins (Medical Lead for NHH's Laboratory service) marked 25 years; and Dr. Michael Green (Obstetrician-Gynecologist) was honoured for 35 years of dedicated service! Thank you to all the NHH physicians for their continued support.



(L-R) Some of NHH's 15-year award recipients honoured in 2017: Mariette Pelletier (Registered Nurse); Christine Kloosterman (Registered Practical Nurse), Sharon Leroux (Senior CT Technologist, Diagnostic Imaging); and Judith Harper and Cathy Rylott (Physiotherapists).



(L-R) Rhian Catton (student volunteer), Louise Stevenson (NHH Foundation), Rev. Dr. Ewen Butler (NHH spiritual care), Pam Went (NHH Board of Directors), Wanda Smith and Matilda (St. John Therapy Dog volunteers), Gayle Metson (NHH Auxiliary), and Jayne Crompton (NHH Patient and Family Advisory Council) represented some of the many faces of volunteers and volunteering at NHH at NHH's April 2017 Volunteer Appreciation event.



Education Award recipients Rebecca Rutherford (R), who completed her Bachelor of Nursing degree, and Sharon Tripp, who completed her Master of Nursing degree.



(L-R) 30-year award recipients Ken Lamey (Environmental Services), Deborah Taylor (Registered Nurse), Jamie West (Health Records Technician) and Karen Sherwood-Lindsay (Diagnostic Imaging Transcriptionist).

## COMMUNITY SERVED

An in-depth Environmental Scan, conducted jointly this year together with NHH's regional peer hospitals, confirmed the projected growth in demand that will exist for acute services in our community and region in the coming years.

On a per capita basis, our senior population is already one of the largest in the province, with 25% of Northumberland County residents over the age of 65.

We are also living longer. The proportion of the population over the age of 75 is further expected to grow by 61% by the year 2025. The need for care, and the complexity associated with its delivery, rises with age.

The only hospital within a 45- to 50-minute driving

radius, NHH also serves a diverse population including Alderville First Nation, incoming refugees, people from diverse socio-economic backgrounds and young families with children. With more eastward migration out of the Greater Toronto Area supported by GO transit and Highway 407 expansions, demand for acute care services at NHH is expected to increase further.

NHH's new Strategic Plan has been developed with the needs of our growing community in mind, while being conscious of system pressures. NHH continues to work with our partners to ensure the health care needs of the community are met, and future demand is planned for appropriately. Continued communication and engagement with all stakeholders we serve are priorities for NHH as we move forward.

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**NHH's 2016/17 fiscal year** concluded with another outstanding 12 months of events, fundraisers and individual volunteering in support of local patient care at NHH.

Many acts of kindness and generosity are directed to the hospital each year, and NHH is strengthened by each and every one.

Under the NHH Foundation's skilled direction, successful signature events such as the Gala and Bike Up Northumberland! continued this past year. Third-party events organized by local residents are another key feature of the Foundation's work, and range from smaller events, such as school activities, to long-standing, community-wide fundraisers such as Northumberland's Biggest Coffee Morning. Details on the \$1,850,099 in lifesaving medical equipment and educational programming supported by the Foundation this past year are provided on p. 23.

The NHH Auxiliary is made up of some 350 dedicated volunteers who support each department, from Diagnostic Imaging to Intensive Care and Surgical Services, with their time and talents. Auxiliary volunteers take shifts in the Little Treasure Shop, the Auxiliary's retail operation at NHH, and they manage Petticoat Lane, the extremely successful thrift shop run by the Auxiliary on Munroe Street in Cobourg.

At their Annual General Meeting this spring the Auxiliary presented a cheque to NHH representing dollars raised in 2016/17 of \$210,000 – exceeding once again their annual commitment of \$150,000. The Auxiliary's donations since the hospital opened in October 2003 continue to grow, now totaling \$2,331,516—incredible support for a community this size. These donations have been put to work in many areas of the hospital including, most recently, support for the purchase of two new birthing beds for NHH's maternal/child unit.

NHH also benefits from a dedicated team of spiritual care volunteers who support patients and staff of all faiths and denominations, as well as multiple teams of St. John Ambulance therapy dogs and their "people" who bring smiles to the faces of patients and staff alike during their regular visits.

New this year is a seven-member NHH Patient and Family Advisory Council, also composed of volunteers (see p. 24). Information on the new Council will be found on [nhh.ca](http://nhh.ca). NHH is grateful for all of the support received. Interested in volunteering at/for NHH? Please see the related article on p. 28.



Mayor Bob Sanderson's Biggest Coffee Morning fund raiser in Port Hope.



This group of cyclists prepares for their ride in Bike Up Northumberland!

## EXCEPTIONAL LOCAL SUPPORT



The Rotary Club of Cobourg presented a \$60,000 donation toward its \$300,000 funding pledge to NHH. Pictured (from left) Louise Stevenson, Chair, NHH Foundation; Linda Davis, NHH President and CEO; Elaine McDermott, Rotary Club of Cobourg President; Jack Russell, Chair, NHH Board; and Elizabeth Selby, First Vice-Chair, NHH Board and Past President of the Rotary Club of Cobourg.



NHH Foundation Gala volunteers Kym Read (left) and Laura Ebbrell help transform the Cobourg Lions Centre for the annual event. Over \$191,000 was raised at the 2016 Gala for surgical services at NHH.



Members of the Royal Canadian Branch 133 and the Ladies Auxiliary presented their donation of \$10,000 to Blake Jones, NHH Foundation Board, and Rhonda Cunningham, Executive Director of the NHH Foundation. This donation was made possible through the Poppy Fund.



NHH Auxiliary volunteers Marlene Stothart (left) and Margaret Chapman, recognized this year for a remarkable 40 years of service.

## There are many ways to stay connected with your hospital...

- Visit our website, [nhh.ca](http://nhh.ca)
- Read our community newsletter, In Touch, in local papers each month, or subscribe to the direct email version (go to [nhh.ca](http://nhh.ca) and follow the prompts on the home page!)
- Follow us on Twitter @NorHillsHosp
- Email us through our Contact Us service (also on [nhh.ca](http://nhh.ca))
- Call the NHH Communications office directly at 905-377-7757
- Volunteer (see p. 26 for details)

*Thanks for your interest, your ideas and your feedback!*



NHH President and CEO Linda Davis receiving the NHH Auxiliary's latest donation from President Pat Paige Hoisak (centre) and Marg Hillborn (Vice President).



(L-R) Mario Pareja, Blake Jones and Brian Bruce at a Behind the Scenes tour of the Surgical Services program at NHH.



As I prepare to complete two years of service as Chair of the NHH Foundation's Board of Directors, I find myself in awe of the incredible generosity this County extends to its local hospital.

The fiscal year ending March 31, 2017 was a banner year as we celebrated over \$4.6 million raised. Absolutely incredible! This was significantly more than we had budgeted, however, we received two large bequests that were surprises, plus we received a significant anonymous donation from an individual. Overall, the majority of our programs exceeded their revenue objectives and we're very pleased with the result.

I think it's worth noting that our operating costs ran about 12% - which is also quite good.

We were able to fully fund 100% of the equipment and programs the Hospital called on funds for - in the amount of \$1,850,000. Funds surplus to this amount will be carried forward and made available in our current fiscal year as the hospital plans to purchase very expensive diagnostic imaging equipment.

We are most grateful to our donors for constantly including the hospital among your priorities. Our strong partnership with the community ensures that our hospital's care remains at an exemplary level. Philanthropy has allowed us to go to that next level in patient care and provides the bridge between good and exceptional health care for our community.

A heartfelt thank you to my fellow Board members and to the volunteers who sit on the many committees and who help out at various events. All of you work very hard to help our hospital achieve the highest level of patient care and help our Foundation raise the funds necessary to purchase essential items to provide that care.

It's been a privilege to serve my community as Chair of the Foundation Board. I've enjoyed every minute of it. I look forward to seeing where incoming Chair Tyler Hathway will take the organization in the future. I feel confident in knowing the donors and volunteers will be right there with him as, together, we all do our part to strengthen local health care.

*Louis Stevenson,  
Chair, NHH Foundation*

## EXCEPTIONAL LOCAL SUPPORT



Dr. Kaes Al Ali and his wife Rasha Rashid at the annual NHH Foundation Gala.



"In the past year, 2016 – 2017, the NHH Auxiliary's Little Treasure Shop, Petticoat Lane, Lottery, flower sales, and Crafters have, together, raised \$210, 000 toward the purchase of hospital equipment. We will reinstate the Dixie Mikel Bursary for Student Volunteers and, beginning this year, look forward to providing a bursary for up to three local students to support their post-secondary education. We have welcomed new member Marilyn Chapin to our Auxiliary Board and said goodbye to Linda Smith, our former Director of HR. We thank Linda, in particular, for the idea of awarding lapel pins in recognition of Auxiliary volunteers' years of service, a practice we have included at our AGM for the past three years. This year, we distributed pins to 43 members who had served for over five years. Congratulations to Marlene Stothart and Margaret Chapman, friends who started volunteering at the hospital 40 years ago!

Thank you to everyone who supports our fundraising and thank you to everyone who volunteers. The value of each one of our volunteers combined becomes the strength of many!"

*Pat Page Hoisak,  
NHH Auxiliary President*



Thank you Vandermeer Toyota for your \$5,000 donation to the Equipped to Care Program. Shown with Hank Vandermeer (centre) are Esther Vanderwel (left) and Ian Moffat (Director, NHH Diagnostic Imaging).



NHH Auxiliary volunteers in the Little Treasure Shop at NHH

# THANK YOU FOR PUTTING THE CARE IN HEALTH CARE



NORTHUMBERLAND HILLS  
HOSPITAL FOUNDATION  
Better Care for Our Community

## THANK YOU FOR PUTTING THE CARE IN HEALTH CARE

In the past year the NHH Foundation contributed **\$1,850,099** to purchase lifesaving medical equipment and to support educational programming to help keep quality patient care close to home. We were able to do this as a result of an outpouring of financial support from our County.

*Thank you for believing in our hospital!*

Below is a summary of your gifts in action:

### INVESTMENTS MADE FROM APRIL 1, 2016 TO MARCH 31, 2017

Cooling tower	\$19,588	Windsor Radius Deluxe Sweeper	\$2,819
Batteries for UPS for Nuclear Medicine	\$3,947	COBIS IT-ADT Interface Glucometer	\$8,669
Cuddle Cot	\$3,788	Panel Replacement Upgrade	\$139,166
Fetal Monitors	\$617	Clinical and DI-Voice Recognition	\$168,972
Entry Point software	\$126	ICU-Ultrasound	\$56,625
Centrifuge & Rotor	\$5,404	Dual Sided Photo ID Printer	\$5,491
Xeleris Workstation Replacement	\$29,039	Brocade Network Switches	\$18,469
Robot Coupe Food Processor	\$1,523	Transfer Racks	\$2,802
Z Racks	\$4,810	Bed & Mattress (x14)	\$95,200
Open Case Carts	\$9,506	Vital signs Monitor/Stand	\$16,834
Cardiac Monitors Training	\$3,625	Ventilator	\$174,079
Recliner Chairs	\$3,872	Scope Cabinet	\$7,744
Ultrasonic Washer/Tray	\$52,487	Liposuction Machine	\$38,355
MRI Gradient Chiller	\$37,246	Scopes	\$84,666
Electric Walkie	\$5,825	Transfer Stretcher	\$25,138
Taski 350 Floor Scrubber	\$5,243	AirV02	\$2,608
Scoop Board Procurement	\$1,428	Handheld Oximeter	\$2,038
Centrifuge	\$4,791	LED Retrofit Pylons	\$19,275
MTS Centrifuge & Incubator	\$6,623	Dell Latitude	\$1,141
Ultrasound Unit	\$298,107	Ontario Telemedicine	\$8,226
Tread Mill	\$6,618	Wireless info structure	\$90,042
Ozil Ophthalmology Handles	\$9,781	Electronic QBP	\$14,520
ACLS & BLS Mannequins	\$21,085	Instruments	\$13,986
AED	\$40,455	PACS Transition Cost	\$151,700

**TOTAL PURCHASE OF MEDICAL EQUIPMENT: \$1,724,099**

**TOTAL INVESTMENT IN EDUCATIONAL PROGRAMMING: \$126,000**

## LOCAL GOVERNANCE

Twelve local directors and six “ex officio” members of NHH’s skills-based Board are responsible for developing policy, planning for the future and monitoring operational and financial performance. Direct community participation in the governance of NHH—and succession planning for the Board—is further supported by Community Committee members who serve on specific Board committees. For more information on the NHH Board, including biographies of current members, agendas of upcoming meetings and meeting minutes, please see [nhh.ca](http://nhh.ca).

### NORTHUMBERLAND HILLS HOSPITAL BOARD OF DIRECTORS 2016/17



**Front row (L-R):** Bob Carman, Starr Olsen, Pam Went and Elizabeth Selby (Vice Chair).

**Middle row (L-R):** Cyndi Gilmer, Louise Stevenson (NHH Foundation Board Chair), Linda Davis (President and CEO) and Jack Russell (Board Chair).

**Back row (L-R):** Doug Mann, Kristy Hook, Bill Gerber and Dr. David Broderick (Chief of Staff).

**Missing from photo:** Helen Brenner (Vice President, Patient Services and Chief Nursing Executive), Pat Page Hoisak (President, NHH Auxiliary), Lynda Kay, Tom McLean, Dr. Kemi Oluyole (Vice President, Medical Staff Association), Dr. Andrew Stratford (President, Medical Staff Association) and Catharine Tozer (1st Vice Chair).

### NORTHUMBERLAND HILLS HOSPITAL COMMUNITY COMMITTEE VOLUNTEERS, 2016/17



**(L-R):** David Slater, Ann Logan, Michael McAllister and Barry Gutteridge.

**Missing from photo:** Suzanne Aldis-Routh.

Reporting to the Quality and Safety Committee of the NHH Board, NHH’s inaugural PFAC is helping to integrate patient and/or family perspectives into NHH decision making through their representation on selected quality and practice committees as well as ad hoc program and issue-specific opportunities across the organization. **(L-R):** Bill Bachellier, David Harnden, Barry Vail, Mary McLeod, Jayne Crompton, William Prawecki and Elizabeth Dickson.

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## VOLUNTEERING OPPORTUNITIES

### NEW TO THE AREA AND LOOKING FOR A WAY TO GET INVOLVED?

**Start a conversation** about volunteering opportunities at NHH. There are many ways to get involved, from joining the NHH Auxiliary to lending a hand with a Foundation event. Volunteering has been proven to benefit the donor as much as the recipient!

#### **NHH Auxiliary**

For full details, including an application form, see the Volunteers tab on [nhh.ca](http://nhh.ca) or call 905-372-6811 ext. 4630

#### **NHH Foundation**

For full details on the Foundation's many activities and events, go to [nhhfoundation.ca](http://nhhfoundation.ca); to speak to someone about volunteer opportunities, call the Foundation office at 905-372-6811, ext. 3066

#### **Spiritual Care Advisors**

Call Karen Truter, 905-372-6811, ext. 3212

#### **St. John's Therapy Dog Program**

Call Karen Walker, Unit Coordinator, St. John Ambulance Northumberland Therapy Dog Program, 905-372-0564 or email her at [training.coordinator@on.sja.ca](mailto:training.coordinator@on.sja.ca).

#### **NHH Board**

The next call for interest in the NHH Board's Community Committee membership is planned for the fall of 2017. Watch [nhh.ca](http://nhh.ca) for details or contact the Pam Wente, Chair, NHH Board Nominating Committee to learn more about forthcoming opportunities on the skills-based Board and the process for expressing interest.

#### **Patient and Family Advisory Committee**

Please contact Jennifer Gillard, Senior Director, Public Affairs and Strategic Partnership, at [jgillard@nhh.ca](mailto:jgillard@nhh.ca) or 905-377-7757 to learn more. Calls for interest are planned as opportunities become available.



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Call at 1-800-445-1822 or visit [Ontario.ca/healthcareconnect](http://Ontario.ca/healthcareconnect) to register.



For further information on local opportunities contact the Northumberland Family Health Team (call 289-252-2139 or visit [nfht.ca](http://nfht.ca)), The Port Hope Community Health Centre (call 905-885-2626 or visit [porthopechc.ca](http://porthopechc.ca)) or the physicians' offices directly (see your local Yellow Pages under Physicians).

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