

2017/18

ANNUAL REPORT

TO THE COMMUNITY



COLLABORATIVE COMMUNITY PARTNERSHIPS


NORTHUMBERLAND HILLS
HOSPITAL

1000 DePalma Drive, Cobourg, Ontario, K9A 5W6
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If you're suffering from nerve problems in the arms and legs, you must read about a clinical study that showed...

How 85% Of Patients Eliminated Numbness, Tingling, or Sharp Pains

Numbness, tingling, and pain are extremely annoying problems.

It may come and go...interrupts your sleep...and even makes your arm or legs feel weak at times. Maybe you've even been to other doctors and they claim all the tests indicate you *should* feel fine.

IF YOU READ NOTHING ELSE, READ THIS:

More than 20 million Americans suffer from peripheral neuropathy, a problem caused by damage to the nerves that supply your arms and legs.

This painful condition interferes with your body's ability to transmit messages to your muscles, skin, joints, or internal organs. If ignored or mistreated, neuropathy can lead to irreversible health conditions.

Why not get help by those trained to correct the major cause of peripheral neuropathy. Read the full facts on this page.

More Pills Are Not The Solution

A common treatment for many nerve problems is the 'take some pills and wait and see' method.

While this may be necessary for temporary relief of severe symptoms, using them long term is no way to live. Some of the more common drugs given include pain pills, anti-seizure medications, and anti-depressants -- all of which have serious side effects.

The Likely Cause Of Your Problem

My name is Dr. Peter Herron, chiropractor at Herron Family Chiropractic. I've been helping people with neuropathy and nerve problems for more than 20 years.

Often neuropathy is caused by a degenerating spine pressing on the nerve roots. This can happen in any of the

Don't let numbness, tingling, and pain hold you back from enjoying your life



vertebral joints from the neck all the way down to the tail bone.

The good news is that chiropractic treatments have proven effective in helping to remove the pressure on the nerves. By using gentle techniques, I'm able to release the pressure that has built up on the nerve. This allows the nerve to heal and the symptoms to go away.

For example, numerous studies have proven chiropractic's effectiveness in helping nerve conditions.

Patients showed an **85.5% resolution of the nerve symptoms** after only 9 chiropractic treatments. - *Journal of Chiropractic Medicine 2008*

With chiropractic care, patients had "significant improvement in perceived comfort and function, nerve conduction and finger sensation overall." - *JMPT 1998*

"Significant increase in grip strength and normalization of motor and sensory latencies were noted. Orthopedic tests were negative. Symptoms dissipated." - *JMPT 1994*

What these studies mean is that you could soon be enjoying life...without those aggravating nerve problems.

Could This Be Your Solution?

It's time for you to find out if chiropractic will be your neuropathy solution.

For a limited time, \$35 will get you all the services I normally charge new patients \$120 for!

What does this offer include? Everything. Take a look at what you will receive:

- An in-depth consultation about your health and well-being where I will listen... really listen...to the details of your case.
- A complete neuromuscular examination.
- A full set of specialized x-rays to determine if a spinal problem is contributing to your pain or symptoms... (NOTE: These would normally cost you at least \$85).
- A thorough analysis of your exam and x-ray findings so we can start mapping out your plan to being pain free.

Until August 30, 2018 you can get everything I've listed here for only \$35. You're saving a considerable amount by taking me up on this offer. Call 905-377-0555 now. We can get you scheduled for your consultation, exam and x-rays as soon as there's an opening.

Our office is called Herron Family Chiropractic. We are located in the Fleming Building in Cobourg. My assistant Carmen is one of the friendliest people I know. Call her and tell her you would like to come in for the Nerve Evaluation so she can make room in the schedule and make sure you receive proper credit for this special offer.

Sincerely,
Peter J. Herron, D.C.

P.S. That's no way to live, not when there could be an easy solution to your problem. Nothing is worse than feeling great mentally, but physically feeling held back from life because your arms or legs hurt -- and the pain just won't go away! Take me up on my offer and call today

905-377-0555.



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Cover photo, L-R: Giselle Philp, Paramedic, Northumberland Paramedics; Sandra Boulter, Registered Nurse, NHH Emergency Department; and Constable Danielle McKeen, Cobourg Police Services.

June 2018 marks the completion of my first full year in the position of Board Chair for Northumberland Hills Hospital and what a busy, but rewarding year it has been.

As I look back over the past twelve months at NHH, I feel great satisfaction in all that has been accomplished against the shared purpose we committed to (*"Exceptional patient care. Every time."*) when we renewed our hospital's Strategic Plan last year with community, staff and physician input.

Now in year two of that four-year Plan, I'm pleased to report solid progress on all four of our Strategic Priorities.

Listed on p. 6 of this Report, and published in full on our website, nhh.ca, those priorities—and the core values that propel them—have focused our Board and the entire hospital team on a range of work: quality and safety, team building, community partnerships and operational excellence. The goal? To build on past strengths to sustain and, as appropriate, grow our local hospital services, so they will be here not just for the current generation of patients and families, but for future generations to come.

As you will read in this, our 2017/18 Report to the Community, thanks to the combined efforts of staff, physicians and volunteers, an ever-expanding circle of local and regional partnerships, and the support of the Ministry of Health and Long-Term Care and Central East Local Health Integration Network, we are well on our way.

Patient and family engagement, through the NHH Patient and Family Advisory Council (PFAC), is helping to further strengthen our services and processes. By collaborating with local partners we have increased local capacity in high need areas such as mental health, and we have worked alongside other partners—Community Care Northumberland being perhaps one of the best examples—to support their bid for much needed increases in local palliative care options for Northumberland families and—thanks to Northumberland County's work—renewed investment in local long-term care.

At the governance level, fruitful discussions have been held at many tables to further examine innovative ways to collaborate with local health care partners, including Campbellford Memorial Hospital, the Northumberland Family Health Team, the Port Hope Northumberland Community Health Centre and Alderville Health and Social Services, around common interests. We look forward to these and more discussions continuing in the coming year, with the support of the Ministry of Health and/or our Local Health Integration Network, as appropriate.

Perhaps most significant in terms of NHH's long pursued financial sustainability was the Ministry's acknowledgement just last month—after years of discussion and demonstration of operational efficiency—that a base funding adjustment was due for NHH. This funding increase will provide better access to care, help reduce wait times, address capacity issues and better meet the needs of



A high point of this past year, without a doubt, was the announcement on May 3rd of \$4.1 million in new funding for this hospital, \$2.3 million of which was committed to our base."

Elizabeth Selby
Chair, NHH Board of Directors

the changing population in Northumberland. On behalf of the Board, I want to thank the Ministry for its support, and personally recognize the determined efforts of our President and CEO Linda Davis for working so diligently to secure this achievement for our community and our hospital.

Linda Davis and our Chief of Staff Mukesh Bhargava are our Board's two direct reports, and we are extremely grateful for their leadership, strength and wise counsel at the Board table this past year.

This leadership was put to the test in October 2017, when NHH experienced a tragic and fatal shooting within its busy Emergency Department. Never would we have thought that such a thing could happen in our hospital, but the team—as has been proven through the years—rose swiftly to the challenge and came through the event stronger than ever.

I thank my fellow Board and Community volunteers for their service to this hospital, including past Board Chair Jack Russell, whose support helped make my transition to Chair very seamless, as well as First Vice Chair Pam Went and Second Vice Chair Lynda Kay. It is an honour to serve with such a dedicated and thoughtful group of individuals.

I also want to thank the many other volunteers who support this hospital in thousands of ways. From the NHH Foundation to the NHH Auxiliary to the PFAC, Spiritual Care volunteers, St. John Therapy Dog visitors and community drivers—we could not do any of this without you. NHH rests on a foundation of deep community generosity. I know well that this is a foundation that is built over time and I thank everyone for their continued trust and support.

At this time of change within our province, our Board looks forward to the continued assistance of the Ministry of Health and Long-Term Care and, locally, a fruitful relationship with our newly elected Member of Provincial Parliament for Northumberland-Peterborough South, David Piccini.

**CHAIR, NHH BOARD OF
DIRECTORS,
Elizabeth Selby**



Northumberland Hills Hospital (NHH) experienced its busiest year ever in fiscal year 2017/18.

Outpatient clinic volumes increased substantially as more local patients required specialist, cancer and dialysis care. While the actual number of patients requiring admission did not increase, many of the patients we cared for required a longer stay in hospital, reducing our ability to flow new patients through.

Perhaps most significant is the fact that NHH also experienced a large increase in the number of Alternate Level of Care (ALC) patients who, to no fault of their own, were unable to be safely discharged following their acute care stay, primarily because they were awaiting long-term care. As shared in the Service Activity highlights provided on p. 12, ALC patients, on average, occupied over 30% of available inpatient beds at NHH this past year, a situation that is simply not sustainable if we are to maintain necessary access for those requiring acute care. We must do better as a system to ensure the right care is provided in the right place, at the right time.

Combined, these pressures tested the limits of NHH's physical capacity. Built with plans to ultimately accommodate 137 admitted patients, NHH has never operated that amount. Our total funded inpatient beds have been between 92 and 96 in recent years. This changed in the past 12 months for the reasons noted above, as we opened unfunded beds (at one point, stretching to 120) to meet rising local patient need. Recognizing the challenge, the Ministry of Health, through the Central East Local Health Integration Network (Central East LHIN), increased funding to help support these additional beds, as further explained in the Financial Highlights on p. 14.

NHH has a long history of collaborating with partners to continually enhance patient care.

2017/18 brought further progress in our work to engage patients and families through the Patient and Family Advisory Council, now in its second year. Comprised of 10 volunteers with diverse experience, the Council is providing valuable advice to our teams and our Board through the Quality and Practice Committees associated with patient programs, quarterly Council meetings and through ad hoc project work.

In partnership with Community Care Northumberland (CCN), NHH has worked to expand local options for palliative care, linking patients and families to the growing Palliative Care Community Team and supporting CCN's successful bid for a local Hospice Care Centre in west Northumberland. The need for palliative care will continue to rise in the coming years, and it will take all these resources—hospital, community and the new hospice—to appropriately meet that demand.

Linkages with Alderville First Nation and Alderville Health and Social Services are being strengthened, thanks to dialogue with members and—with LHIN support—increased education to enhance cultural sensitivity. This June NHH will host its first National Indigenous Peoples Day celebration.

Another key area of focus for NHH in the past year has been mental health. NHH offered specialized education for staff to assist them in meeting the needs of mental health patients. By reorganizing existing resources, NHH's Community Mental Health service has also continued to increase local access to care through a walk-in counselling clinic, introduced last fall with the Northumberland Community Counselling Service. A partnership with local law

enforcement on a new mobile crisis intervention option (M-HEART, which stands for Mental Health Engagement And Response Team) has meant that mental health care can be taken to the patient, rather than waiting for the patient to come to the care. M-HEART offers a mobile crisis intervention option that is already proving effective at decreasing escalation of mental health symptoms and mental health crisis, averting crises and decreasing hospital Emergency visits.

Patient and staff safety has always been an important focus at NHH, but following the tragic shooting in the Emergency Department last October, safety has received an even greater focus. As highlighted in the message from Chief of Staff Mukesh Bhargava, steps have been taken since last fall, in collaboration with Cobourg Police Services, to increase physical security and to train staff to minimize risk, particularly in the context of an active shooter. This work will continue in 2018/19.

Volunteers have always played a large part of this hospital, and NHH is the recipient of great community generosity, as demonstrated by the remarkable result of our Foundation's fundraising efforts.

Over the past year our Auxiliary volunteers accepted requests to further expand their activities, including the introduction of extended volunteer hours in the Emergency waiting area, a new patient/family greeting and orientation service in our medical/surgical inpatient unit and—beginning this June—the introduction of new real time patient experience surveys. We are grateful for all our dedicated volunteers.

At a regional level, and also in the context of collaboration, NHH has provided some administrative supports to its Northumberland County neighbour, Campbellford Memorial Hospital. A number of shared administrative positions have been introduced, to help support the organization as it goes through change. Mutual benefits have been demonstrated and we will further explore these benefits in the coming year with the support of the Central East LHIN as we consider opportunities to enhance clinical care and maximize efficiencies in both our communities.

A continued focus for our Senior Management Team and medical leadership this past year has been the ongoing implementation of recommendations in the Hospital Improvement Plan. All recommendations have been reviewed and all that are currently feasible have been implemented. Ongoing operational savings from these efforts total close to \$1.6 M.

NHH is proud to provide acute, post-acute, outpatient and diagnostic health care services to the growing region of west Northumberland and is greatly appreciative of the support it receives from its partners, the patients and families served, and the Ministry of Health and Long-Term Care. We are stronger than ever, and remain firmly committed to being there for you and yours for many years to come.

PRESIDENT AND CEO,
Linda Davis



CREATING OUR FUTURE TOGETHER

PRIORITIES AND ENABLERS AT A GLANCE



Now in its second year, the 2017/18 – 2020/21 Strategic Plan is our 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. A copy of our Plan is available on our website. We report monthly at our open Board meetings on progress against our priorities, and adjust our Plan annually to incorporate new work, as circumstances require.”

Linda Davis,
NHH President and CEO

OUR SHARED PURPOSE

*Exceptional patient care.
Every time.*

CORE VALUES

- Integrity
- Quality
- Respect
- Compassion
- Teamwork

STRATEGIC PRIORITIES

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

STRATEGIC ENABLERS

- Technology
- Communication
- Education

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NHH provides service in four key areas:

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

Opportunities continue to be developed through local and regional partnerships as health care providers in Northumberland increasingly work together to create efficiencies across the broader health-care system while supporting care close to home.

Below is an overview of our services and related supports.



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. NHH's ED received close to 35,000 patient visits in 2017/18.

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, anaesthetists and midwives. 551 babies were welcomed at NHH in 2017/18.

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



POST-ACUTE SPECIALTY SERVICES

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 rehabilitation goals, and regain as much independence as possible.

Palliative Care – NHH's Palliative Care program provides a specialized approach to pain and symptom management for people experiencing a life limiting illness – whatever the diagnosis. The goal of such therapy is to improve quality of life for both patient and family. Patients are admitted to NHH for treatment and support with challenging or complex symptoms; many go home with support from our community partners while others remain for end of life care. The local need for palliative care continues to rise as our local population ages. In 2017/18, 335 patients received palliative care at NHH—an increase of 16% over the past two years. NHH continues to collaborate with Community Care Northumberland (CCN) in implementation of the local Palliative Care Community Team and welcomes CCN's work to open west Northumberland's first Hospice Care Centre in 2019. The new Hospice Care Centre will support rising demand and offer an alternative to hospital care for those who are eligible; investments in hospital-based palliative care services and supports will also continue.

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 NHH's 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.

OUTPATIENT CARE

Ambulatory Care Clinics – NHH’s Ambulatory Care Unit hosts clinics with a growing number of physicians and specialists including 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. 18,232 patient visits were registered in these clinics in 2017/18, a significant increase over the 16,000 patient visits registered in 2016/17.

Cancer and Supportive Care Clinics – Offered in partnership with the Durham Regional Cancer Centre and the Central East Regional Cancer Centre, the Cancer and Supportive 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. Like NHH’s Ambulatory Care Clinics, Cancer and Supportive Care Clinics have seen a significant increase in demand in recent years, with 7,790 patient visits registered in 2017/18.

Community Mental Health Services - A partnership with Ontario Shores Centre for Mental Health Services, NHH’s mental health and addictions program provides a variety of outpatient services to clients 16 years of age or older. New this year is a walk-in clinic, providing counselling services on a drop-in basis two days a week (Tuesdays and Thursdays), in collaboration with Northumberland Community Counselling Services. Also introduced this past year is a new collaboration with local law enforcement. Thanks to M-HEART, which stands for Mental Health Engagement And Response Team, Northumberland now has a mobile crisis intervention option that is already proving effective at decreasing the escalation of mental health symptoms and mental health crises in hard-to-reach vulnerable populations.

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 and nurses. This clinic saw more than 7,200 patient visits in 2017/18, a 20% year-over-year increase in patient visits from 2016/17.

Telemedicine - In addition to NHH’s own Ambulatory Care Clinics and inpatient services, 1,141 specialist consultations were completed through NHH in 2017/18 thanks to the Ontario Telemedicine Network (OTN)—another year-over-year increase (from 1,025 in 2016/17). Now in operation at NHH for six years, OTN provides local patients with access to specialists outside our community, without leaving home. Initially introduced at NHH to support mental health consultations, consultations are now 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, diagnostic and screening mammography, nuclear medicine, interventional radiography, general X-ray and ultrasound on an emergency, inpatient and outpatient basis.

Women’s Health – The Women’s Health Centre at NHH offers BMD testing, breast ultrasound and ultrasound-guided breast biopsies, mammography and mammography-guided biopsies (stereotactic biopsies). 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

It takes many hands to provide safe, high quality care. Supporting the patient care services listed alone are dedicated teams of other professionals who, indirectly, make care possible. These include:

- Administration
- Maintenance/ Environmental Services
- Housekeeping
- Laboratory Services
- Medical Device Reprocessing
- Pharmacy

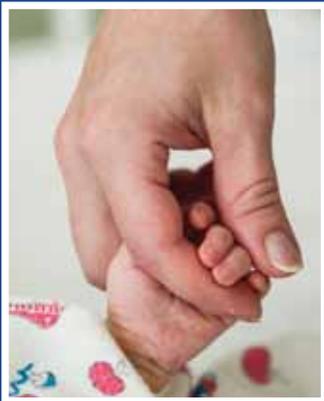
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In this, my first year as your Chief of Staff, I have learned a great deal about the hospital, the health-care system and the west Northumberland region we proudly serve, and I am grateful for this privilege.

Overall NHH experienced a busier year in 2017/18 than we have seen in previous years. Collectively we took care of more patients than ever before and each member of the team played an important role in making care better through the work we do.

The tragic shooting incident that occurred last year in our busy Emergency Department (ED) brought new learnings, both for our hospital and others in the province. In the days and months following, that incident brought our community and our team closer together, demonstrating the importance of collaboration with our local police and private security team.

NHH Department Chiefs are listed on page 12. I thank each of them for their continued commitment to this hospital and community.

In the department of Family Practice, Dr. Jay Amin retired after 37 years of exceptional service in our community and for NHH. With the support of the Community Physician Recruitment and Retention Committee, she secured a smooth transition by recruiting Dr. Carla Sabatini to assume her practice in the community, including hospital privileges.

Local quality of primary care was also highlighted when the Ontario College of Family Physicians named Northumberland's Dr. Kathy Barnard-Thompson as a 2017 recipient of the College's Regional Family Physician of the Year Award. In addition to her busy family practice, Dr. Barnard-Thompson serves as Department Chief for NHH's Maternal/Child program.

Dr. Peter Barnett has taken over as Chief of our Emergency services, where we continue to recruit for ED doctors while working to reduce wait times.

The Department of Surgery is planning for growth in the field of plastic surgery, urology and the specialty of ear/nose/throat (ENT). Dr. Frank Hassard joined the regional ophthalmology call group with fellow ophthalmologists, Drs Young, Hurst, McReelis, Lane and Zhou, while ENT specialist Dr. Sewchand retired after practising in the field for many decades. Dr. Gavin Rukholm, ENT, has since been recruited, seeing patients and operating at NHH, and a second ENT, Dr. Michael Au, is expected to join him this summer, further increasing local capacity.

In internal medicine, NHH welcomed Dr. Rishi Handa and Dr. Shiyam Loganathan. Dr. Loganathan splits his time between NHH and Campbellford Memorial Hospital (CMH), further building medical partnerships within our County. Both these physicians have added stability to the NHH internal medicine group.

Amongst our obstetrician/gynecologists, Dr. Michael Green has restructured his practice, Dr. Nasser Abu-Awad has moved his office

to the hospital, bringing new expertise in laparoscopic procedures, and Dr. Asiya Hameed has added the practice of aesthetics to her repertoire. Both Dr. Abu-Awad and Dr. Hameed will be providing clinical services at CMH, assisting with meeting a need in that partnering community. With support from family physicians and two midwifery practices, NHH is seeing the volume of births steadily rise.

The radiologists in NHH's busy Diagnostic Imaging department successfully made the transition to voice recognition for their reporting, significantly shortening the turnaround time for Diagnostic Imaging reports.

Visiting specialists in the fields of nephrology, oncology, pediatrics, rheumatology, orthopedics and plastics continue to provide care close to home. Outpatient Ambulatory Care Clinic visits continue to rise as do visits to NHH's Cancer and Supportive Care Clinics, the latter supported by the local delivery of care by oncologists from the Durham Regional Cancer Centre and the Central East Regional Cancer Centre.

Chronic pain management and palliative care continue to be important services provided at NHH and in the community. Dr. Francesco Mulé, NHH's Services Lead, Palliative Care and Symptom Management and Medical Quality Advisor, now focuses his entire time in Northumberland County, having closed his practice in Durham. Medical Assistance in Dying (MAiD) is also now being provided to eligible inpatients at NHH, as well as in our community. Drs. Essak and Everdell took a leadership role in facilitating this.

At a regional level, as Primary Care Physician Lead for the Central East LHIN, Dr. Philip Stratford is co-chairing the Northumberland County Sub-region Planning Table. At this table, stakeholders from all health sectors are coming together with patient and caregiver representatives to work to improve the health of the population within our sub-region.

The role of our medical staff office continues to evolve to support the important work all of the physicians do. The annual re-appointment process moved from a paper-based system to an electronic system due to the strong work from Maureen Canfield, Executive Assistant.

After a year serving NHH as Chief of Staff, I am more determined than ever before to honour your trust in me by giving it my 110%. I invite you to be involved in continuously improving our performance by sharing your feedback through the many channels available. By working together, I believe strongly that *"Exceptional patient care. Every time"* is a shared purpose we will achieve!

CHIEF OF STAFF
Dr. Mukesh Bhargava



NHH DEPARTMENT CHIEFS

DIAGNOSTIC IMAGING
Dr. Matthew Vaughan

EMERGENCY
Dr. Peter Barnett

FAMILY PRACTICE
Dr. Jeffrey Knackstedt

MATERNAL/CHILD
Dr. Kathleen Barnard-Thompson

MEDICINE
Dr. Rajesh Krishnan

MENTAL HEALTH SERVICES
Dr. Rajinder Momi

PATHOLOGY
Dr. Allison Collins

POST-ACUTE SPECIALTY SERVICES
Dr. Wang Xi

SURGERY
Dr. Andrew Stratford



654

FULL- AND PART-TIME STAFF

Full-time: **291** Part-time: **363**



155

MEDICAL PRACTITIONERS

Physicians, dentists and psychiatrists
(including specialists): **137**
Midwives: **18**



464*

VOLUNTEERS

Board of Directors
(not including ex officio members): **12**
Board Community Volunteers: **6**
Auxiliary: **350**
Foundation: **75**
Spiritual Care: **11**
Patient and Family Advisory Council: **10**

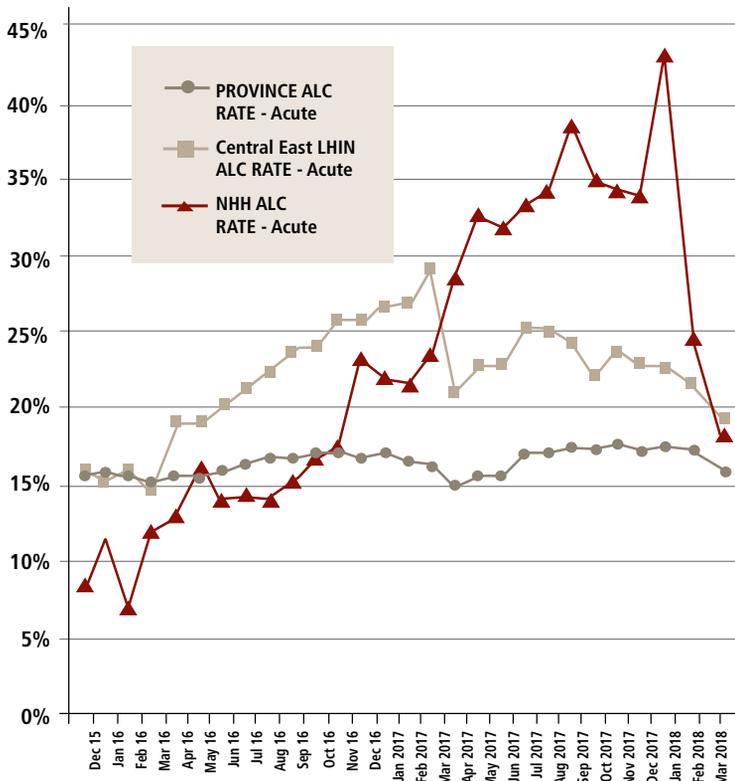
SERVICE ACTIVITY	April 1, 2016 to March 31, 2017	April 1, 2017 to March 31, 2018
 Emergency Department Visits	34,264	34,051
 Admissions	4,427	4,280
 Diagnostic Imaging Exams	60,675	61,599
 Births	540	551
 Surgical Cases	5,098	4,997
 Dialysis Visits	6,153	7,279
 Chemotherapy Visits	7,220	7,790
 Out-patient Ambulatory Care Clinic Visits (Excluding Mental Health)	16,355	18,232
 Community Mental Health Visits	38,829	36,907
 Telemedicine Visits	1,025	1,141

*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.

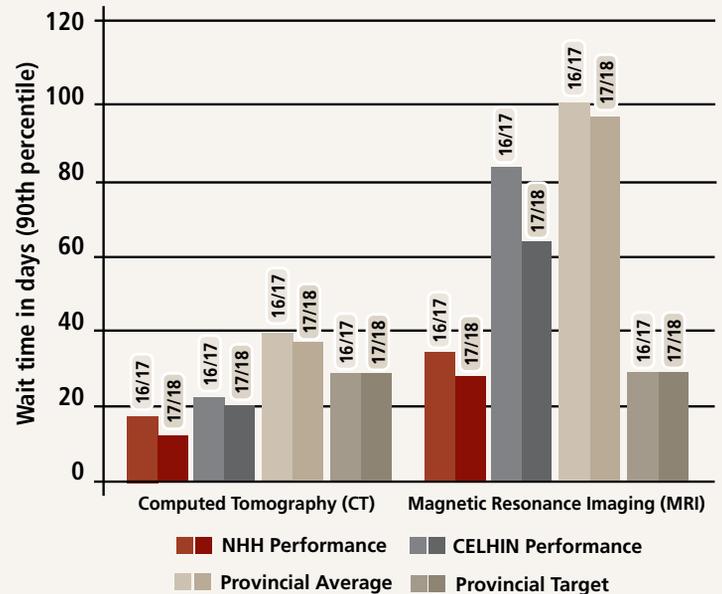
Top 5 Inpatient and Outpatient General Surgery Cases

FY 2017/18	
Diseases and Disorders of the Digestive System (includes colonoscopies, gastroscopies, hernia repairs, intestinal resections with and without colostomy, appendectomy)	2184
Diseases and Disorders of the Eye-Ophthalmology (includes cataract removal/lens insertion)	1271
Diseases and Disorders of the Ear, Nose, Mouth and Throat (includes tonsillectomy/adenoidectomy, myringotomy with tubes, major and minor ear interventions)	236
Diseases and Disorders of the Hepatobiliary System and Pancreas (includes gall bladder removal)	157
Diseases and Disorders of the Skin, Subcutaneous Tissue and Breast (includes mastectomy)	147

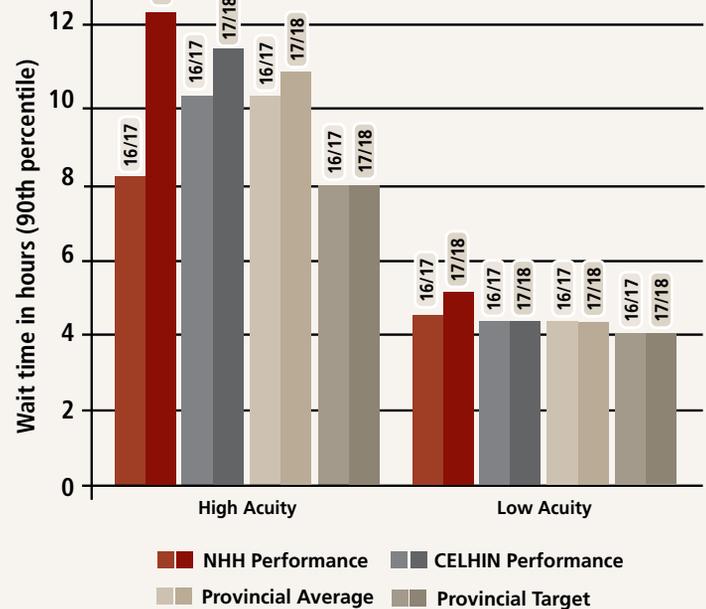
Alternate Level of Care (ALC) Performance - Acute Cases



Diagnostic Wait Times (April 1, 2016 - March 31, 2017 vs. April 1, 2017 - March 31, 2018)



Emergency Department Wait Times (April 1, 2016 - March 31, 2017 vs. April 1, 2017 - March 31, 2018)



Note: 90th percentile = the number of days/hours it takes to complete the surgery, exam or visit for nine out of 10 patients.
Data Source: ATC - ER Analytics - ER_Fiscal Year Report_201703

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

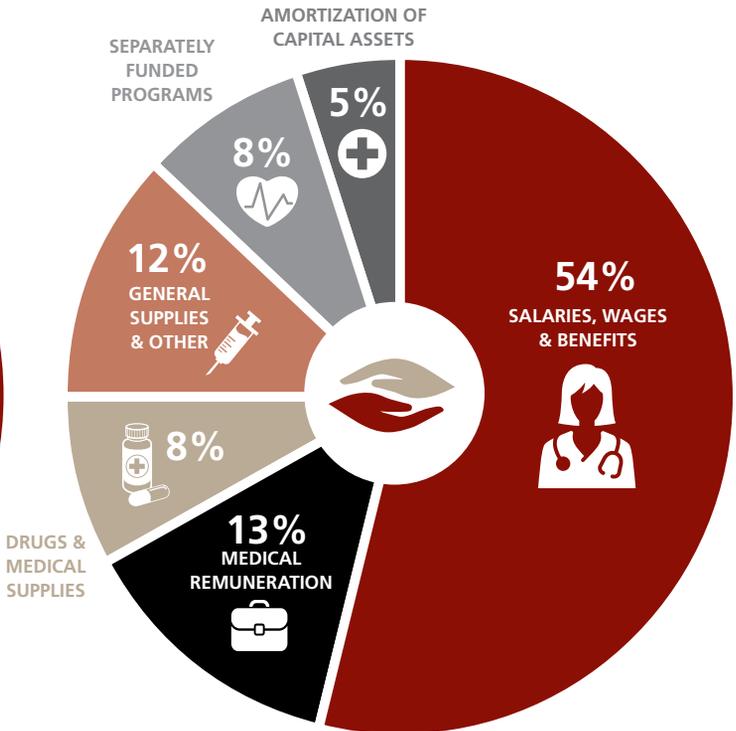
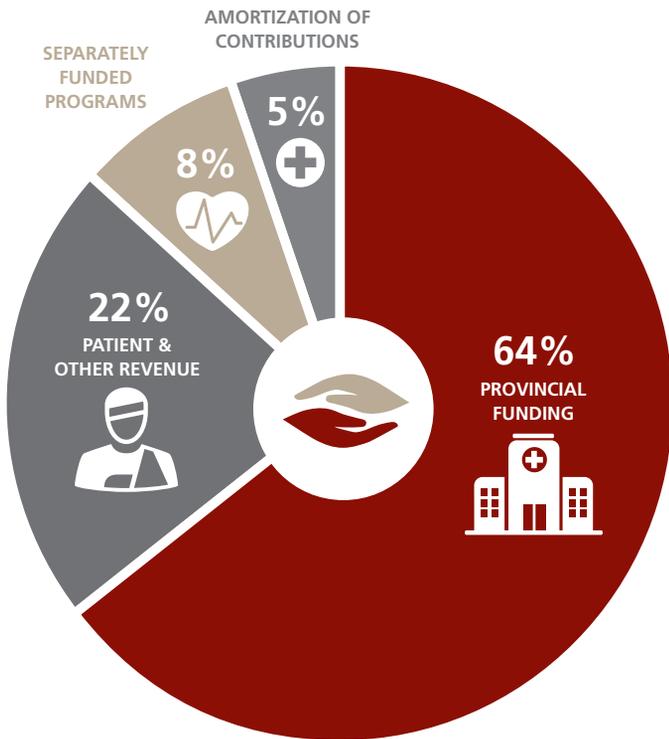
NHH entered the year with a balanced plan due in part to the cost savings delivered through the Hospital Improvement Plan (HIP) and the base funding adjustment of \$916,700 received late in 2016/17.

Higher than planned patient volumes during the 2017/18 fiscal year created financial pressures which were alleviated through one-time funding of \$729,500 to support additional beds and \$700,000 to offset operating pressures.

Going into 2018/19 NHH is in a much stronger financial position as the Ministry of Health

and Long-Term Care (MOHLTC) announced our funding which includes: a \$507,600 base adjustment; a \$1,800,000 base adjustment to address NHH's long standing structural deficit; and, further one-time funding of \$1,760,000 to support additional beds.

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 STATEMENT OF FINANCIAL POSITION

As at March 31	2018	2017
ASSETS		
Current assets	\$9,180,625	\$7,965,836
Capital assets	\$43,847,029	\$45,792,575
	\$53,027,654	\$53,758,411
LIABILITIES & DEFERRED CAPITAL CONTRIBUTIONS		
Current liabilities	\$9,556,645	\$9,318,296
Long-Term liabilities	\$4,662,400	\$4,365,800
Deferred capital contributions	\$43,254,390	\$44,846,199
	\$57,473,435	\$58,530,295
Net Assets (Deficiency)	(\$4,445,781)	(\$4,771,884)
	\$53,027,654	\$53,758,411


CONDENSED STATEMENT OF REVENUE AND EXPENSES

For the year ended March 31	2018	2017
REVENUE		
Provincial funding	\$46,296,986	\$44,977,462
Separately funded programs	\$6,021,022	\$5,603,478
Patient and other revenue	\$16,000,276	\$15,488,761
Amortization of deferred capital contributions	\$3,481,631	\$3,777,400
	\$71,799,915	\$69,847,101
EXPENSES		
Salaries, wages and benefits	\$38,222,546	\$35,849,016
Medical remuneration	\$8,983,220	\$9,059,851
Drugs and medical supplies	\$5,521,361	\$4,819,783
General supplies and other	\$8,755,779	\$8,908,106
Separately funded programs	\$6,049,621	\$5,712,646
Amortization of capital assets	\$3,749,482	\$4,018,438
Restructuring activities	\$191,803	\$234,50
	\$71,473,812	\$68,630,912
Excess (Deficiency) of revenue over expenses	\$326,103	\$1,216,189

The condensed financial highlights are taken from the 2018 audited financial statements dated June 7, 2018. The audit was performed by KPMG LLP, Chartered Accountants. Copies of the audited financial statements are available on our website at www.nhh.ca or in hardcopy on request.

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 2017/18.



CEO Linda Davis (centre, back) and Geriatric Emergency Management RN Sarah Gibbens (left) with NHH's 2017 Gerontological Excellence Award winners: (L-R) Danielle Kholman, RN, ED; Cindy Roffey, Ward Clerk, Restorative Care; Marie-Rose Meunier-Wescott, RN, Restorative Care; and Cathy Rylott, Physiotherapist, Inpatient Rehabilitation.



(L-R) 2017 Healing Hands Award recipients Patrick Sweet (Homelessness Liaison, Community Mental Health Services; Sheena Schuck, Nurse Practitioner, Inpatient Rehabilitation Unit; Emma Taylor, Registered Nurse, Assertive Community Treatment Team, Community Mental Health Services; Brian Barter, Medical Radiation Technologist, Nuclear Medicine; and Erica Mackey, Registered Nurse, 2B Medical/Surgical Unit.



2018 Health Professions Scholarship recipient Brooklyn Martin, of Colborne, with NHH Board Chair Elizabeth Selby; Brandon Kober, of Castleton, also received a 2018 Scholarship in recognition of his academic and volunteer achievements.



NHH recognized Cobourg Police Services with a special award of merit in November, 2017, in honour of their support.



(L-R) Cathi Flay, ICU RN, Outstanding Leadership Award winner, 2018, and Emergency Department RN Brenda Heenan, Outstanding Innovation Award winner.



Dr. Erin Pepper, Family Physician, was honoured for 10 years of service by Dr. Mukesh Bhargava, Chief of Staff. Also recognised for 10 years of service were Drs. Asiya Hameed, Obstetrician-Gynecologist, and Philip Narini, Plastic Surgeon.



Some of NHH's 15-year pin recipients honoured in 2018: (L-R) Karen Truter (Nurse Practitioner); Rebecca Kellert (Admitting Clerk); John Hobart (Registered Nurse); Tara McKerroll (Registered Practical Nurse); Penny Muzzell (CSR Tech); and Tina Marsh (Registered Nurse).



35-year pin recipients: Kathy Chomitz, RN, Palliative/Restorative Care and Elizabeth Brown, Diagnostic Imaging Technologist.



Three of NHH's 20-year pin recipients: (L-R) Cathy Oke (RN, Maternal Child Care), Brandy Robertson-Purdy (Food Services Worker) and Bridget Lessard (RN, Cancer and Supportive Care).



Seven staff members were recognized for 30 years of service in 2018. Shown (L-R) are: Kelly Barrett-Hogg (Registered Nurse), Deborah Sellers (CSR Tech), Lorianne Larsen (Registered Nurse), Ann Starreveld (Registered Practical Nurse), Donna Newton (Laboratory Technologist) and Jeanette MacDonald (Rehabilitation Assistant). Missing from photo: Michele Smith (Registered Practical Nurse).



A small but very creative team of front-line staff known as the NHH Values Ambassadors (Amy Eriksson, Kim Douglas, Sarah Gibbens, Krista Hay and Julie Morgan) put a lot of work into the introduction of new events and activities this past year, highlighting and celebrating NHH's corporate values of **integrity, quality, respect, compassion and teamwork**.

From the installation of a new bench on the walking path

ringing the hospital as a spot for quiet reflection, and a time to pay respect to those who have gone before us, to a family skate in The Bowl of the Cobourg Community Centre, a Quality Bake Off—showcasing the baking talents of our doctors and staff—and a first-ever staff, physician and volunteer holiday dinner and dance, the Values Ambassadors' events were a huge hit. These and more Values Ambassador events are planned in 2018/19, beginning with a family picnic this July.



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From the NHH Foundation's exceptional signature events, to third-party fundraisers organized by local residents, to simple, spontaneous gestures such as local school children helping to clean up the front lawn and walking path on Earth Week, NHH is warmly supported by the west Northumberland community.

Growing on a deep foundation, volunteerism at NHH grew even further in 2017/18, as the NHH Foundation exceeded its own fundraising target to provide NHH with \$1.6 million to support priority equipment and programming. The NHH Auxiliary also exceeded its annual fundraising target, raising \$200,000 in the past year for equipment needs while, at the same time, donating 42,000 hours of exceptional volunteer support... in one year alone!

NHH's Spiritual Care volunteers, who support patients and staff of all faiths and denominations, continued to grow, participating in hospital activities throughout the year, including, for the first time, Spiritual Care Week.

And NHH's active Patient and Family Advisory Council, now in its second year, has grown quickly from 7 to 10 volunteers, active in a range of quality improvement programs and projects across the hospital including, most recently, the introduction of real-time patient experience surveys in our Emergency Department and medical/surgical program.

Many volunteer acts of kindness and generosity are directed to Northumberland Hills Hospital each year, and patient care is strengthened by each and every one.



The McCarthy family at the 3rd Annual Vandermeer Father Daughter Ball which raised over \$15,000 to purchase a birthing bed.



Over 100 golfers teed off in support of the Equipped to Care Golf Tournament in 2017.



Auxiliary Volunteer and Crafter May Clark was among those recognized with a 15-year pin at the NHH Auxiliary's latest AGM.



Alison Lester and Todd Davis at the 17th Annual NHH Foundation Gala, *Monet Impressions*. A record \$250,000 was raised!



BMO representatives presented the second instalment of their \$60,000 pledge to the Equipped to Care Program.



Kelly Robinson, Brian Chalovich and family pose with Santa before selecting their Christmas tree.



NHH's network of dedicated Spiritual Care Committee volunteers continued to grow in 2017/18. Shown here, in the back row, L-R, are: Carolyn Simpson (Restorative Care/Palliative care); Tom Barker (Rehab Unit & Obstetrics); Sabine Fischer (Volunteer Spiritual Care Team Lead); Janice Buck (Rehab) and Andrew Truter (ICU/Emergency). Front (seated): Karen Truter (NHH Nurse Practitioner and Spiritual Care hospital liaison) and Darlene Brown (Chemotherapy/Dialysis). Missing from this photo are Barbara Russell (Chemotherapy/Dialysis), Ewen Butler (2B) and John Mattson, our newest spiritual care volunteer, representing Alderville First Nation.



Henry saved his allowance and made a \$20 Christmas donation to The Foundation.



Valerie Tanner from Davis' Independent participating in Northumberland's Biggest Coffee Morning.



Members of the local Lions Club present their donation of \$1,233 to the Foundation.



NHH's Patient and Family Advisory Council (PFAC) was further strengthened in 2017/18. Four new volunteers were welcomed in March, 2018 following a second public call for interest, bringing the Council to a total of 10 volunteers. Shown from left to right are our newest Council volunteers, Melanie Lyman, Jennifer Sinker, Irene Cavanaugh and Katie Conti. They joined inaugural Council volunteers Bill Bachellier, David Harnden, Peter Hoisak, Mary McLeod, William Prawecki, and Barry Vail to support the work of NHH's Quality and Practice Committees and a variety of hospital-wide and program-specific projects to ensure patient and family perspectives inform decision making. For more on the NHH PFAC, please see nhh.ca.

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

- Visit our website, nhh.ca
- Read our community newsletter, In Touch, in local papers each month, or subscribe to the direct email version (go to 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)
- 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!



November participants together raised over \$4,000 for NHH Community Mental Health Services.



Ready, set, GO! Local children taking off for the annual Reindeer Run.



A meeting with colleagues from Alderville Health and Social Services turned into a wonderful, impromptu smudge ceremony attended by staff, volunteers and patients in March, 2018, when the Alderville team presented NHH with a smudge kit for the Spiritual Care Centre.



June marks the completion of my first year as Chair of the Northumberland Hills Hospital Foundation Board, and I am excited to share that the Foundation again has had a record-setting year!

Both the Equipped to Care Golf Tournament and Annual Fundraising Gala had their most successful years yet. The Gala raised over \$250,000 setting a new record and standard for the years to come. Our Light Up a Life campaign, which this year funded Automated Dispensing Units and is supported by our active donors, raised \$160,000. All of this added up to a year in which we were again able to exceed our revenue target by \$300,000, and were able to provide NHH with \$1.6 million to purchase new equipment and support health care programs.

One of the Foundations most important tasks is to excel at being stewards of our donor's funds. As such it is our annual goal to keep our 5 - year average cost of raising a dollar to \$0.20 or less. We have not only achieved that, but for the 3rd year in a row our expense ratio was below \$0.16

This success speaks to the tremendous support from the west Northumberland community and our desire to have the best equipment and services in our hospital. It does take the entire community; donors, volunteers, the Hospital's clinical, administrative and support staff, and not in the least the team at the Foundation who make an incredible effort to pull it all together. Together we can be proud of what we are able to achieve. I encourage you to visit our website www.nhhfoundation.ca/stories where you can see the evidence of how these efforts have changed the lives of some of our friends and neighbours.

As Foundation Chair I have the privilege of sitting on the Northumberland Hills Hospital Board. I immediately recognized the tireless efforts of the directors, doctors, and hospital staff on the Hospital Board as they navigate through the complex challenges in our healthcare system, and commend them for their efforts. Their leadership helps ensure we have care close to home that our community can be proud of.

I congratulate our great team of volunteers on the Foundation Board and sub-committees. In particular at this time I would like to recognize Rick Gadd for his many years served on the board and as Chair of the Caring for Generations Society. I look forward to seeing Rick at all of the future events that he has had a hand in, but now as a welcome guest.

The challenge to raise funds for our hospital is far from over, and will always be on-going. Health care technology is always evolving and to keep NHH the best that it can be we need to continue our efforts in supporting the hospital with capital funding from the community. The Foundation will be holding many exciting and fun events in the next year and will strive to maintain the trust of our donors as together we support the excellent hospital that we have!"

*Tyler Hathway,
Chair, NHH Foundation*



Outgoing NHH Auxiliary President Pat Page Hoisak (left) with incoming President Marg Hilborn (right) at the Auxiliary's spring AGM.



Marilyn McMillan (shown above, right, with outgoing Auxiliary President Pat Page Hoisak) was recently recognized for 30 years of service to the Auxiliary; Jean Cunningham (not shown) was recognized for 35 years of service. Congratulations Marilyn and Jean, and thank you for this exceptional commitment to your hospital.



As my third and final year as President of the NHH Auxiliary comes to a close, I look back at the years of fundraising, as well as gifts of time and dedication to care and support that our volunteers have provided to our hospital and its patients.

As partners in the development and implementation of the NHH Strategic Plan, the roles that our volunteers have played in our hospital over the past years will be enhanced. We now have a new "Welcome Desk" in the Medical/Surgical program, where volunteers meet and greet newly admitted patients and give them information and answer any questions about their stay (parking, TV rental, kitchen access, etc.). Volunteers will also soon begin to pilot a Real Time Patient Experience Survey.

This year we reinstated a student bursary, the Dixie Mikel Bursary, awarded to students intending to pursue a career in the medical field. Our first recipient, Christina Machon, is already doing medical research at a Hamilton hospital.

In May, we hosted the Central East Hospital Auxiliaries Associations of Ontario at a Spring Conference held at Dalewood Golf Club. Over 100 volunteers from 11 hospitals attended and we received many positive comments about our speakers, the venue and the food! I should note that two of our speakers were associated with NHH: Linda Davis, our CEO, and Scott Pepin, now a regional leader in the mental health field. Both spoke eloquently about the role and value of hospital volunteers.

This past year, thanks to the work of The Little Treasure Shop, Petticoat Lane, the Crafters Group, the Bridge Group and the H.E.L.L.P. Lottery, NHH Auxiliary has donated \$200,000 to NHH toward the purchase of hospital equipment. In the past 5 years, we have donated over \$1 million to the hospital. Since 2003, when the hospital first opened, we have raised over \$2.5 million. The Auxiliary came into existence in 1923 and our volunteers have raised over \$4 Million since then! This October, we shall be celebrating our 95th Anniversary as an Auxiliary.

My best wishes for continued success in fundraising and patient support go to incoming President Marg Hilborn and the new NHH Auxiliary Board members. It has been a privilege and an honour to have been a President of such a hardworking and selfless group of volunteers."

*Patricia A. Page Hoisak,
President NHH Auxiliary*



Thank you for putting the CARE in health care.

In the past year the NHH Foundation contributed **\$1,613,403** to purchase lifesaving medical equipment 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, 2017 to March 31, 2018

Aplio 500 Unti 1—Elastography (2)	Hospital-wide Telephone System
Birthing Bed (2)	Blueblack Steadymate Walker
Cobalt-57 Flood Source for Nuclear Medicine	Commode Chair (11)
Counter Top Platelet Incubator	Information Technology Investments
Hands on Hand Evaluation Kit	Ice & Water Dispenser (Cancer Unit & ICU)
Laproscopy Trainer	Low Air Loss Mattress (2)
Lumex Recliners, Champion & High-Back Chairs	Kitchen grease trap/Oven/Dishwasher/Walk in Freezer
Monark 881E Rehab Trainer	NDS Radiance HD Monitor (Operating Room)
Nocospray—Room Disinfecting system	Platelet Agitator
Replacement Equipment	Steady Mate Walker
Stretchers (3)	Trauma Stretcher
Treatment Cart	Unimac Top Load Washer
Mattress Geo-Ultramax (16)	Tonopen XE Tonometer
Medication Refrigerator for Emergency Department	Vital Signs Monitor & Stand (4)
Steadymate Bariatric Walker	Replace Metal Roll Top Cabinet
Receiving Area Desk	ICU Renovations
Java Seat Sofa (7)	Entry Point
Premier Bedside Stands (15) & Overbed Tables (15)	Stryker S3 Beds (15)
Bariatric Bed	Steam Pressure for Cart Washer
Blood Pressure	Orthro Vision-Analyzer Gel
Rapid Attest Auto-Reader	V4 Mattress (3) for Occupational Therapy
Humanscale Carts (10) & Non-Powered Cart	Blood Pressure Pump
Digital Scale	Certus—EUG
Platinum Elite DL System— Pulmonary Function	Roho Neoprene Section (6)

Total Purchase of Medical Equipment: \$1,613,403

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.

NORTHUMBERLAND HILLS HOSPITAL BOARD OF DIRECTORS 2017-2018



Front, from L-R: Starr Olsen, Bob Carman, Cyndi Gilmer, Linda Davis (President and CEO), Elizabeth Selby (Chair) and Pam Went (First Vice Chair).

Back, from L-R: Dr. Mukesh Bhargava (Chief of Staff), Michael McAllister, Dr. Matthew Vaughan (Vice President, Medical Staff Association), David Slater, Doug Mann, Tom McLean and Tyler Hathway (Foundation Board Chair).

Missing from photo: VP, Patient Services and Chief Nursing Executive Susan Walsh, Lynda Kay (Second Vice Chair), Pat Page Hoisak (President, NHH Auxiliary), Jack Russell (Past Chair), Dr. Andrew Stratford (President, Medical Staff Association) and Catharine Tozer.

NORTHUMBERLAND HILLS HOSPITAL COMMUNITY MEMBERS

As part of its commitment to public input on Board decision-making processes, and as a method of succession planning, Northumberland Hills Hospital regularly recruits community members to sit on its Board committees. Community Members are considered active participants with voting privileges at committee meetings and may be subsequently appointed to fill a vacant position on the Board of Directors. The selection of Directors is governed by the Board’s policies, procedures and bylaws in order to meet its governance needs for a skills-based Board. In 2017/18, the following individuals served as Community Members on the NHH Board:

Ann Logan
Barry Gutteridge
Bill Gerber
Bree Nixon
Don Morrison
Kai Liu

For more on the NHH Board, please see the Accountability tab on nhh.ca



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ARE YOU INTERESTED IN GETTING INVOLVED IN YOUR HOSPITAL?

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 or supporting the governance of the hospital through the Board. 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 or call 905-372-6811 ext. 4630

NHH Foundation

For full details on the Foundation's many activities and events, go to 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, 905-372-5811, ext. 3212

St. John's Therapy Dog Program

Call Amy Turcotte, Branch Administrator, St. John Ambulance Northumberland, 905-372-0564 or email her at amy.turcotte@sja.ca

NHH Board

The next call for interest in the NHH Board's Community Committee membership is planned for the fall of 2018. Watch nhh.ca for details or contact the NHH Board Nominating Committee via Stacy Connell, sconnell@nhh.ca, to learn more about forthcoming opportunities on the skills-based Board and the process for expressing interest.

Patient and Family Advisory Committee

Now in its second year, the Patient and Family Advisory Council is one more opportunity to get involved with your hospital. Open calls for interest are promoted as new project or program opportunities become available. Please contact Jennifer Gillard, Senior Director, Public Affairs and Strategic Partnership, at jgillard@nhh.ca or 905-377-7757 to learn more.



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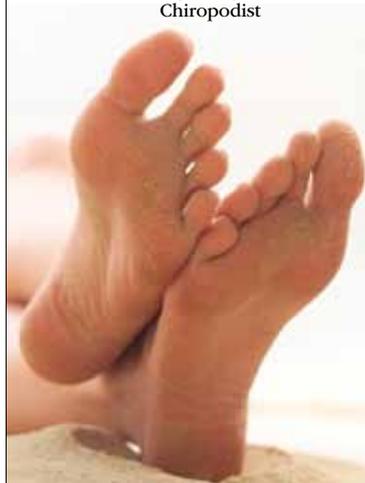
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For further information on local opportunities contact the Northumberland Family Health Team (call 289-252-2139 or visit nfht.ca), The Port Hope Northumberland Community Health Centre (call 905-885-2626 or visit porthopechc.ca) or the physicians' offices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

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