

Annual Report to the Community 2021-2022 People Make the Place



Table of Contents

Message from the Chair of the Board	3
Message from the President and CEO	5
Message from the Chief of Staff	7
A Year in Review	9
Facts and Figures	10
Financial Highlights	11
People Make the Place	13
NHH Foundation and Auxiliary Highlights	23
Local Governance	26
Senior Leadership Team	27
Stay Connected	31

Message from the Chair of the Board

Pam Went



In last year's report I spoke about challenges presented to Northumberland Hills Hospital during the 2020-2021 fiscal year. Now here we are at the end of another fiscal year and some of those challenges, most notably the pandemic, are still with us. COVID-19 has continued to test the ingenuity, persistence and endurance of NHH's staff, physicians, midwives, and volunteers and I am very happy to report that, to date, the virus is on the losing side.

New challenges faced in 2021-2022 are highlighted below.

In addition to effectively managing the operation of the Hospital during a pandemic, the NHH Senior Leadership Team and numerous individuals and internal teams implemented a new Clinical Information System—see the message from our President and CEO for more on that journey.

Recruiting and selecting a new Chief Executive Officer when interviews cannot be held in person is not for the faint of heart and I would like to recognize the Board members, led by former Board Director Bob Carman and Tom McLean, who took on that task at this time last year. The result of your dedication and perseverance speaks for itself, or should I say, herself.

In addition to having a new CEO, the Hospital introduced a new Executive Assistant to the Board, a new Chief Nursing Executive, a new Chief Financial Officer, a new Vice President of Integrated Patient Services, a new Vice President of People, Culture and Organizational Development and a new focus on Patient Experience. As you will read further on pages 5-6, Susan Walsh has further enhanced a high-functioning, energetic Senior Leadership Team whose commitment to the hospital's shared purpose, *Exceptional patient care. Every time*, is evident in all that they do.

It can be difficult to think about the future when the present is coloured by an ever-present pandemic but NHH must begin to prepare for the needs of the people of west Northumberland County 20-30 years from now. The Senior Team and the Board, with participation from the NHH Foundation, Auxiliary, Patient and Family Advisory Council, NHH staff and physicians and the collaboration of the Ontario Health Team of Northumberland, have taken an innovative approach to building a strategic plan for the hospital. Susan will speak to this in more detail in her message. The process has been invigorating and productive and I look forward to your feedback when you see the final product.

Before I close, I would like to take this opportunity to say thank you to three very special people. First, Catharine Tozer has completed her three terms as a Board Director. Her contributions to the Board are numerous – from representing our Board on the Foundation Board to chairing the Quality and Safety Committee she has been a role model for new Board and Community Members who aspire to leadership positions. Catharine rarely missed a Board meeting and her preparation, participation and presence were always much appreciated by all of the Chairs with which she served. I am very pleased to announce that we do not have to say goodbye to Catharine. As provided by our By-Laws, a Director who has completed the limit of the three terms can elect to serve as a Community Member for an additional one year and Catharine has agreed to do this. Thank you, Catharine.

Dave Slater is also retiring from the Board. Dave is currently the second Vice Chair. He has been an active participant at the Board table and on several Board Committees including Governance and Facilities and Campus Development, both of which he chaired. Most recently Dave was involved in the potential Health Centre project and his insights and questions assisted the team greatly. Thank you, Dave.

Finally, I would like to recognize Dr. Fraser Cameron. As President of the Medical Staff Association, Fraser is an ex-Officio Board Member. He has also been a member of the Board's Quality and Safety Committee. It is very important that the Board be aware of the perspectives of the physician community and Dr. Cameron has represented the doctors working at NHH and those providing primary care in the community exceptionally well. The Board has also appreciated his excellent attendance at, and contributions to, the Quality and Safety Committee. Thank you for your service, Dr. Cameron.

This is my final official act as Board Chair and I would like to thank Susan Thivierge, Executive Assistant, Susan Walsh, and the Senior Leadership Team for their support. I am similarly grateful to the Board Directors and Community Members for making my job easy. You truly are the best governors that I have come across in my 28 years of not-for-profit Board work. I am so pleased that I still have two years left as a Director so that I can continue to work with you.

Pam Went
NHH Board Chair

Message from the President and CEO

Susan Walsh

As we navigate another year of the ongoing COVID-19 global pandemic, NHH has continued to forge ahead through the most uncertain times. With each wave of the pandemic, we saw ourselves called to meet a new challenge. From vaccine distribution to COVID-19 assessment and testing and visitor screening, without fail, the team stepped up with creative solutions and a willingness to adapt, as an organization, to whatever was needed.

As restrictions continue to ease, our minds are turning to the future and how NHH can evolve and adjust to a 'new normal. We have so many members of the community to thank for the support given to NHH over the past years. Thank you, we have truly been stronger together.

Amidst the uncertainty that is synonymous with life in a global pandemic, NHH experienced many positive changes, developments and achievements.

We successfully completed the implementation phase of NHH's transformation to a new digital Clinical Information System (CIS). NHH launched on December 3 together with six other Central East region hospital partners.

Our region is now in the stabilization phase of this work and in the months ahead will turn to optimization. The achievement of this milestone in the midst of a prolonged pandemic and health human resource shortage is without precedent and we celebrated this as the fiscal year drew to a close.

Internally, we expanded our Equity, Diversity, Inclusion and Accessibility Committee (EDIAC) to further advance our commitment to providing a healthy, safe and equitable work environment for all staff, physicians, midwives, volunteers, patients and guests of NHH. Through a mix of education, celebration and discussion with staff, patient and family advisors alike, this work will continue in 2022-2023.

Like other hospitals, NHH continues to experience staffing shortages due, in part, to the demand the pandemic has placed on health human resources (HHR). Recognizing that this is a provincial, if not national challenge, we have worked hard to develop innovative strategies within our walls to address pressures, including the introduction of a "Caring for the Carer" campaign.

This campaign, driven and informed by a 'spirit committee' of front-line staff, managers and NHH Foundation and Auxiliary representatives, is designed to support the mental, physical, and emotional wellbeing of our carers. Despite the pressures we face, intentional initiatives have and will continue to be rolled out to support and re-charge our team in these tumultuous times, and to simply say thank you.



Other elements of our strategy to address HHR shortages include offers of paid education, proactive student recruitment, the advancement of an externship program, targeted recruitment through our social media channels, and more.

Equipped with the learnings of the past two years, the strengths achieved through our hospital's previous strategic plan, and a strong desire to grow together and move forward beyond the pandemic, NHH also launched a five-month journey to produce its next strategic plan.

A multi-stage process of consultation, reflection and priority setting, the process was named *Growing Together, Our Future is Your Future* by our Strategic Planning Collaborative Action Team (SPCAT), a 23-member multi-disciplinary team of hospital, volunteer, and patient/caregiver representatives. The SPCAT began meeting in February 2022 to prepare the engagement plan that is now in the final stages of implementation. A mix of tactics has helped us to hear from as many perspectives as possible through a combination of targeted conversations and interviews, a survey and focus groups. When complete later this summer, the new strategic plan will set clear priorities for the hospital for the next three to five years to ensure NHH is as well positioned as possible to exceed the healthcare needs of our growing community while being a truly great place to work and volunteer.

A concurrent Northumberland-wide community consultation—with the patients and families we serve, our local health and community care partners and other providers and future users of our services—was coordinated in partnership with the [Ontario Health Team of Northumberland \(OHT-N\)](#) at the same time as our internal NHH consultation process. The findings of that consultation will also inform NHH's new strategic plan.

This innovative regional effort to leverage a single community consultation process to inform the strategic plans of multiple organizations is another example of the commitment by NHH and all OHT-N partners to enhance coordination across care partners, as intended when the Province first launched the OHT model in 2019.

I am proud to report that we are getting close to finalizing our new strategic plan.

The primary focus of the strategic planning process is the growth of our organization over the next three to five years to meet the needs of our expanding (and aging) community. There is much work to do to ensure we—as an acute care hospital—expand our services to meet the needs of our community locally by bringing care closer to home, uphold the highest standards of quality and safety in all we do, while retaining kindness, compassion and reliability, for all, in our delivery of quality care and experience. We need to leverage our new CIS to make decisions informed by data and co-design creative solutions with our community partners. Lastly, we need to maintain an environment that attracts and retains people who are proud and excited to work and volunteer at NHH.

Finally, I want to acknowledge and celebrate the tenacity of our hospital team. Despite the daily undercurrent of pandemic fatigue that exists in tandem with everyday responsibilities, NHH staff, physicians, midwives and volunteers have displayed a commitment to patient care that is simply inspiring. At every level and within each department, our team has answered the call and will continue to do so.

The future is bright, and I am so proud to be serving this organization. As we move forward as an organization, I am dedicated to ensuring that NHH continues to be there for you, whenever and however you need us, and delivering on our shared purpose: *Exceptional patient care. Every time.*

Susan Walsh
President and CEO

Message from the Chief of Staff

Dr. Mukesh Bhargava



Last year at this time we were navigating our way through wave 3 and here we are in wave 6 of the COVID-19 pandemic, with the hope of a formal announcement by the World Health Organization for the final phase – Endemic – in the not-too-distant future.

My reflection for 2021-2022 is about the successes of CHANGE and the opportunities it has presented to us in the form of strengthening our growth as a community hospital.

Through 2021, the medical and hospital community experienced significant change (an understatement) ...from operational change management in leadership roles and reporting structures, to a significant practice change for all of us with the introduction and launch of our new regional Clinical Information System (CIS). We have changed how we see patients and how we deliver care to our patients. It has been an eventful year with our continued efforts to function under a pandemic and the go-live phase of our new CIS. Despite elevated frustrations at times, in many ways our persistence has strengthened not only our hospital teams, but our community as a whole.

Through these challenging times, we have had opportunities in which to influence change, locally and regionally. Our medical community stepped up and answered the call to protect and better serve our patients.

The pandemic fatigue we experienced was not unexpected, given its prolonged period, but we were certainly not fully prepared for the overall impact either. As a medical community, we have banded together to support each other, our frontline staff colleagues, our community partners, and our patients.

Thanks to the NHH Foundation and their monetary support, this past year, we had an opportunity to really invest in our Medical Leadership Team, strengthening leadership integration and development.

Continued development, education, and investment in our future leaders can only strengthen and enhance the delivery of quality care across all sectors of health care.

The NHH Medical Leadership Team and Medical Staff Office has also experienced their own change this past year. Our team is in transition, as we say thanks to Department Chiefs who have stepped down from their leadership responsibilities after several years, while welcoming others, who are stepping up, supporting change and transition.

Maureen Canfield, our Executive Assistant, and Medical Staff Office Coordinator, announced to the Medical and Senior Leadership Teams back in February, of her formal intent to retire after 44 years in health care, 22 of which were here at NHH.

Maureen, the ultimate professional in every sense of the word, has been our 'beacon of light' as we navigated through some of our most challenging of times. She counselled and guided us with great confidence and competence – she made us stronger as a medical community. She is going to be missed.

NHH's Medical Staff Office welcomes Brittany Racine. Brittany brings extensive experience with organizational, event and workgroup management, data analysis, communication, and policy management. With Maureen's onboarding and transference of knowledge, I have no doubt Brittany will be successful continuing on the legacy of her predecessor.

With the current strategic planning processing ongoing, I am excited for the community's feedback and the medical staff engagement, both of which will help structure the delivery of health care in our communities in the months and years ahead. This is truly an exciting time for NHH as we move forward in creating together and in collaboration, a truly purpose-built strategy. This is a time of change, growth, and renewal, and I am confident we will be stronger together. What I ask of you for the next year is to keep an open mind and engage for growth and raising the ceiling.

Dr. Mukesh Bhargava
Chief of Staff

Department Chiefs

Dr. Mukesh Bhargava
Medical Affairs

Dr. Kathleen Barnard-Thompson
Maternal Child Care

Dr. Paul Ketov
Emergency Medicine

Dr. Jeffrey Knackstedt
Family Medicine

Dr. Santosh Lakshmi
Medicine

Dr. Rajinder Momi
Mental Health

Dr. Katie O'Reilly
Laboratory

Dr. Joseph Parravano
Diagnostic Imaging

Dr. Andrew Stratford
Surgery

A Year in Review

Highlights from NHH's News Over the Past Year

For a direct link to past [news releases](#), please click on the article title or visit our website, nhh.ca

June 3, 2021 – [Regional partnership with OHT-N mobile vaccine clinic introduced, with community partners](#)

June 8, 2021- [COVID testing services continued, with consolidation of local supports](#)

June 15, 2021 – [COVID-19 visiting restrictions eased](#)

June 25, 2021 – [New President and CEO named](#)

July 12, 2021 – [Increase in hospital base and one-time funding announced](#)

August 4, 2021 – [Two new digital x-ray units welcomed with support from community through NHH Foundation](#)

August 23, 2021 – [Roof repairs under way](#)

October 12, 2021 – [Provincial funding for roof repairs confirmed](#)

November 9, 2021 – [M-HEART partnership highlighted with delivery of unique painting to Port Hope Police Services building](#)

November 24, 2021 – [New Clinical Information System announced for Central East – partnership across 7 hospital organizations with a go live date of Dec 3](#)

December 24, 2021 – [Visiting policies restricted again, due to continued rise of COVID-19 in community](#)



December 27, 2021 – [COVID-19 outbreak declared among staff](#)

January 6, 2022 – [Non-urgent services ramped down again as Omicron surged in province](#)

January 13, 2022 – [Enhanced services for COVID-19 Assessment and Testing announced at NHH as regional needs rose](#)

February 22, 2022 – [Visiting Restrictions eased again, outside outbreak areas... masking remains in place](#)

March 1, 2022 – [Virtual services enhanced with welcome of new Rheumatologist, Dr. Jason An](#)

Facts and Figures

Activity Snapshot

	2020-2021	2021-2022
Emergency Department Visits	30,192	36,236
Total Admissions	4,697	4,850
Admissions (includes Acute/Post-Acute)	4,167	4,263
Births	530	587
Total Surgical Cases	4,705	4,456
Inpatient	639	589
Day Surgery	4,066	3,867
Dialysis Visits (Level I/II)	8,362	8,316
Chemotherapy Visits	9,545	11,789
Out-Patient Ambulatory Care Clinic Visits (excluding Mental Health and Diagnostic Imaging)	11,644	12,822
COVID-19 Assessment Centre Visits	30,326	35,198
Diagnostic Imaging Exams	51,042	64,666
Telemedicine Visits	1,397	1,214
Community Mental Health Services		
Visits	36,636	36,075
Individuals Served	4,105	5,410

Medical and Professional Staff

Total Full- and Part-time Staff	745
Full-time	321
Part-time	443
Medical Practitioners	181
Physicians (including specialists)	164
Midwives	17

400 + Volunteers*

Includes Board of Directors, Board Community Committee Volunteers, Auxiliary, Foundation, Spiritual Care, Patient and Family Advisory Council

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

Financial Highlights

2021-2022

NHH finished the 2021-2022 fiscal year on March 31, 2022, in a positive position. With a modest net surplus of \$1.5 million, which is 1.6% of total revenues, NHH maintained a strong financial position for the fourth year in a row. Revenues increased as a result of three key factors: a net increase in welcomed growth funding, incremental bed funding, and ongoing pandemic cost relief. The surplus was achieved through ongoing monitoring of spending.

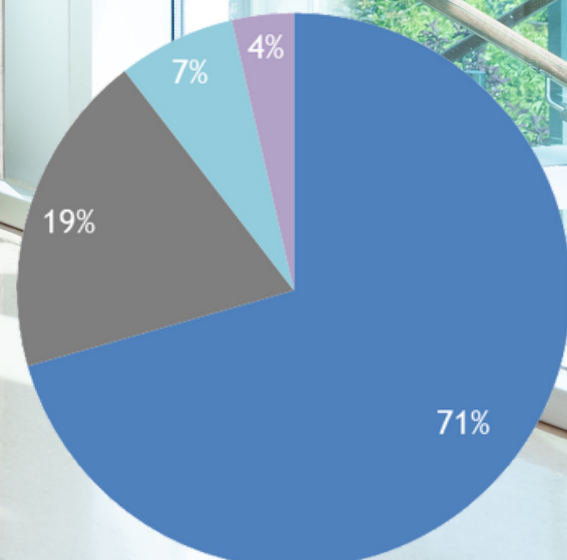
Once again, the global pandemic presented many challenges. Hospital activity increased year-over-year with notable increases in ED visits and inpatient admissions. Health human resource (HHR) shortages made staffing the hospital to meet increased volumes challenging at times.

Bed occupancy continues to be high. NHH ended the year operating 9.1% above funded capacity. Despite the province-wide ramp-down of non-urgent and 'elective' procedures and stay-at-home directives from the province, inpatient volumes remained high through the fiscal year. A major contributor to this has been the continued high levels of patients awaiting placement in other care settings. Alternative level of care (ALC) patients, many of whom are awaiting an opening in long-term care (LTC), represent an increasing number of inpatients at NHH.

Due to COVID restrictions which limited patient movements, and a shortage of LTC beds, many of these individuals had to remain in hospital. Combined with an aging demographic and a shortage of community supports, ALC levels—long a challenge for hospitals in Ontario—increased at NHH over last fiscal from 30.2% to 31.4%

Operating Revenue- \$92,603,506

Provincial Funding	71%	\$65,369,808
Patient & Other Revenue	19%	\$17,535,937
Separately Funded Programs	7%	\$6,352,563
Amoritization of Contributions	4%	\$3,345,198



Financial Highlights

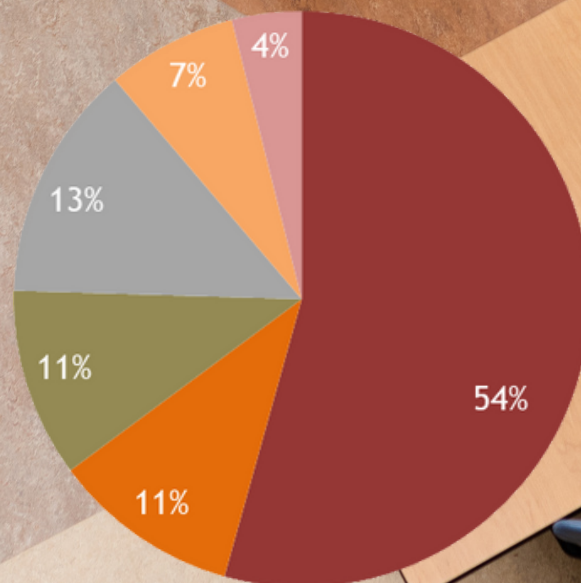
2021-2022

NHH implemented a new Clinical Information System (CIS) in the fourth quarter at the start of December, in partnership with six other hospitals in the region. Of note is the fact that this new ongoing operating cost was absorbed while maintaining a surplus position. As well as the development of the new CIS, NHH replaced the building roof. The Ministry of Health generously contributed \$1 million towards the infrastructure improvement through the Hospital Infrastructure Relief Fund with NHH contributing over \$1 million of its own funds to ensure the successful completion of this project.

As we look ahead to 2022-2023, with a cautious eye towards a post pandemic new normal, NHH will continue to work collaboratively with community partners, Ontario Health and the Ministry of Health in an ongoing effort to maintain financial stability in order to provide the highest possible quality care. For more on NHH's detailed financial statements, see nhh.ca.

Operating Expenses-\$91,076,289

Salaries, Wages & Benefits	54%	\$49,477,451
Medical Remuneration	11%	\$9,592,680
Drugs & Medical Supplies	11%	\$9,688,697
General Supplies & Other	13%	\$12,117,065
Separately Funded Programs	7%	\$6,661,763
Amoritization of Capital Assets	4%	\$3,558,633



People Make the Place

Meet the Humans of NHH

It is often said that *People Make the Place* and at Northumberland Hills Hospital this sentiment is exemplified.

The strength of our hospital-community comes from the people who uphold our core values of *Integrity, Quality, Respect, Teamwork* and *Compassion*.

We are proud to introduce some of the many team members who have dedicated years of service to our hospital.

Meet the Humans of NHH.



People Make the Place

Suzanne O'Rourke, Clinical Educator



Suzanne began her career at NHH in 1989 as a nurse in pediatrics and later served in many units across the hospital, including ambulatory care, chemotherapy, day surgery, medical surgical unit (Med-Surg) and restorative care.

She has also acted as a preceptor and charge nurse for Post Acute Specialty Services (PASS) and NHH's Medical/Surgical Inpatient Unit (Med-Surg).

In her current role as a Clinical Educator, Suzanne supports all nurses in PASS and Med-Surg, including incoming nurses and new graduates.

Throughout her years at NHH, Suzanne has enjoyed the tight-knit community and culture of kindness that exists within the hospital.

It is this very notion of kindness that Suzanne has exemplified in her career as a nurse.

She has been recognized by patients and their families for providing exceptional care which Suzanne hopes to pass on in her new role.

As Suzanne helps usher in a new generation of nurses, she enjoys encouraging the fresh, energetic outlook that new graduates bring.

When asked about her favourite aspect of being a Clinical Educator, Suzanne answered without hesitation, saying *"I think it's a great career, I've been a nurse for a long time and can't imagine doing anything else."*

People Make the Place

Paula Elliott, Cook, Food Services

Paula's career started as a Dietary Aide in Port Hope before transitioning into her current role as a Cook, Food Services at NHH.

Paula has dedicated 37 years to hospital service and today she is responsible for creating and preparing all of the Main Street Bistro menu items, including NHH's infamous and legendary cinnamon buns.

It is her ability to blend creativity with cuisine that has made Paula a warm fixture at NHH. The opportunity to explore and build NHH's menu is also what she cherishes most about her role.

Paula's meals have become a beacon of comfort and familiarity matched evenly by her unwavering kindness to everyone.

To Paula, NHH is special because it exists in the community that she has always called home. She is proud to serve NHH and, by extension, the people of west Northumberland County, saying, *"I love that I grew up in this community and get to stay close to home for work."*

When asked what she enjoys most about NHH, Paula commented on the team environment, *"I like that we're a good team and I have the opportunity to be creative."*

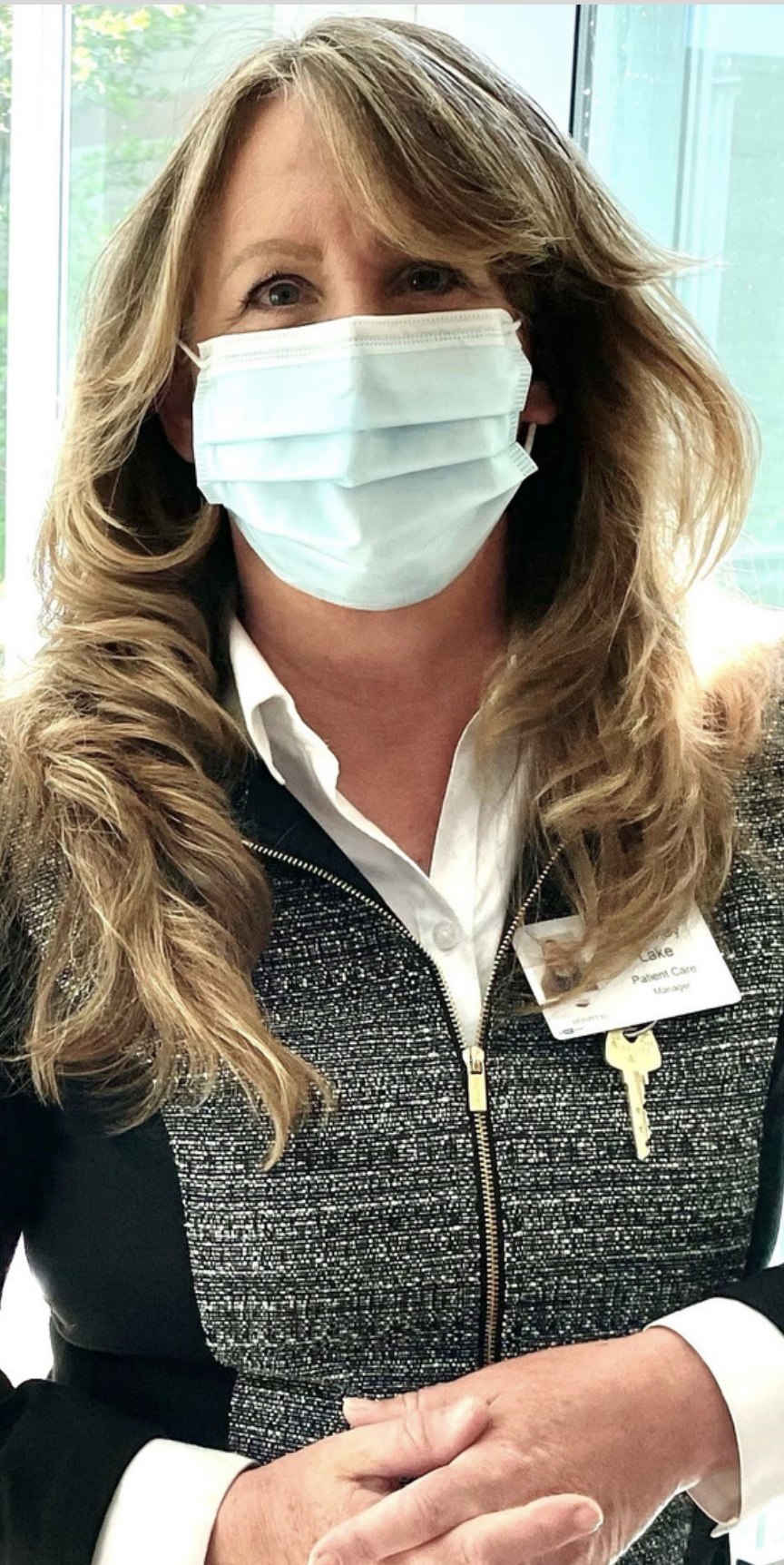
Paula's role at NHH is a unique opportunity to provide comfort and familiarity through the joy of a 'home cooked meal.'

Her talent and kindness reverberates through the hallways of NHH and contributes to our sense of community.



People Make the Place

Whitney Lake, Patient Care Manager



In 2022, Whitney celebrated 35 dedicated years of service at NHH. For the first 28 years of her career, Whitney served as a frontline nurse in nearly every department within the hospital.

Whitney has touched the lives of many patients and families, including Lori, who shared, *"I heard that Whitney is celebrating 35 years at NHH, and I'd like to share our experience with her while my husband was sick back in 2006-2007. She called an anonymous donor and not only got us seats to a Leafs game right in front of Walter Gretzky, but also a limo ride, fully stocked with Pepsi, spending money and packages of keepsakes brought to our seats. She came out to our home on her own time to see us off and took pictures. They would be the last pictures we ever had taken together and I'm so grateful for them."*

Another tribute to Whitney's exceptional patient care came from Chris, who noted, *"Whitney Lake has been providing support to me as an outpatient for well over a decade and she has been nothing short of consistent with her positive outlook, fantastic communication and genuine heartfelt concern over her patients. It has been a real pleasure to continue to see her excel in her professional career as it is most deserving."*

It is her strong connection to frontline staff and a firm understanding of NHH's organizational structure that allowed Whitney to transition into the role of Patient Care Manager, Med-Surg, eight years ago. Currently seconded to the quality team, Whitney is helping to support Accreditation 2022.

Throughout her tenure at NHH, Whitney has explored opportunities to expand her knowledge and career with the completion of an Honours degree in Science and Masters degree in Education.

Whitney is a proud member of Alderville First Nation and is excited to see a positive change in NHH's culture with an active openness to inclusion and diversity, especially in patient outcomes and patient-centred care.

People Make the Place

Rhonda Cunningham, CEO, NHH Foundation

Rhonda joined the NHH Foundation in 1995 (formerly known as the Cobourg District General Hospital Foundation).

The Foundation exists to raise funds within the community to support NHH's medical equipment, educational and building needs.

Since 2001, Rhonda has led the Foundation to raise over 70 million dollars to support the hospital's equipment, educational and building needs.

Throughout her tenure at the Foundation, Rhonda credits the unwavering community support for contributing to the many successes of NHH, noting,

"I've witnessed many changes in my time at NHH. But the one constant that hasn't changed is the generosity of the people who call Northumberland County home. The opportunity to work alongside such devoted volunteers, skilled clinic staff, amazing physicians and of course, our donors, who are looking to solve problems by offering solutions has been such a joy and reminds me of how lucky we all are to live in such a caring community."

When asked to share her proudest moment to date, Rhonda noted that every area of NHH has been touched by community generosity, saying,

"This community shines in its hospital. There isn't a single area or department within the hospital that hasn't been touched by donations."



People Make the Place

Vera Wellman, NHH Auxiliary Volunteer



Vera Wellman is a retired teacher, who has dedicated 51 years of service as an Auxiliary volunteer at NHH and its predecessor, Cobourg District General Hospital.

Throughout her five decades with the Auxiliary, Vera has supported countless areas of the hospital, including the gift shop, Admitting/Registration and Dialysis.

You may recognize Vera in her current role as a volunteer at NHH's Registration/Help desk where she directs hundreds of patients on a daily basis.

Vera has also held the distinction of being an Auxiliary President where she supported hospital staff with Accreditation, quality assurance and other functions throughout the hospital.

When asked about what makes NHH special, Vera answered, *"The people. I have always enjoyed meeting new people and working with the staff at NHH. It's nice to give my time and help others in our community."*

Volunteers like Vera are a pillar of strength and integral to the framework of NHH. To patients and visitors of our hospital, they are often the first "hello," while directing individuals to their point of care.

Every day, we are grateful for our volunteers and their dedicated, unwavering support of NHH.

People Make the Place

Long Service Awards, 2022

45 Years

Dr. Paul Caldwell

40 Years

Dr. Michael Green

30 Years

Lori Giroux

25 Years

Dr. David Broderick
Rhonda Cunningham

15 Years

Sara Aubin
Stacey Baskin
Terri Calder
Andrea Couch
Amanda Lent
Cassandra Daigle
Kim Douglas
Sabrina Guite
Lorelei Kenny
Sharon McKinnon-LeClerc
Kristin Majer
Heather Nowee
Denise Pyke
April Rowell
Christina Walters
Lindsey Woodman
Carol Wright

35 Years

Whitney Lake
Kenneth Lamey
Karen Sherwood-Lindsay
Deborah Taylor

20 Years

Heidi Auger
Judith Harper
Tanya Herman
Christine Kloosterman
Sharon LeRoux
Anne Marie Losell
Mariette Pelletier
Cathy Rylott
Carole Thomson
Cheryl Usher
Dr. Michael Weir

10 Years

Shannon Beebe
Carrie Bowman
Kristine Calvert
Ashley Cooke
Emily Cook
Angela Crawford
Lodi DeWilde
Emily Einarsson
Christine McCleary
Megan McGrath
Dr. Stephen Jared McMillan
Marielys Redmond
Dr. Gordan Swain
Tiffany Sullivan
Cheryl Tobey

People Make the Place

Patient and Family Partners

Undeterred by the general inability to connect in person, NHH's Patient and Family Advisory Council (PFAC) partners continued their active engagement in decision making throughout NHH despite the challenges of COVID. Through a mix of virtual meetings, email and telephone connections, the PFAC voice continued to resonate throughout NHH.

Now in its sixth year, and currently comprised of 6 volunteers from across Northumberland County, the NHH PFAC is a critical part of continuous quality improvement at NHH. With representation at a range of tables, including group, individual and project teams, NHH PFAC partners play an active role at NHH, contributing more than 200 volunteer hours through the fiscal year in the following ways:

- on Quality and Practice Committees (QPCs), as equal
- partners with staff/physicians/midwives on all core NHH QPCs;
- through departmental assignments (eg. Human Resource department participation on selected interview panels);
- through special projects (hospital-wide, QPC- and/or program-driven, as well as joint with community partners); and
- ad hoc via email, phone and virtual consultation with buddies/program managers

Regular updates on PFAC impact at NHH are reported to the Board of Director's Quality and Practice Committee twice a year, per the PFAC terms of reference.

Activities of note include in 2021-2022 include:

- Ongoing participation on policy/operational priorities at Quality and Practice Committee tables and ad hoc project planning committees
- Recruitment engagement – bringing patient/caregiver views to key interviews
- Participation the Integrated Stroke Working Group
- Participation in the Clinical Information System Patient Experience planning table to support the successful launch of MyChart
- Development and update of COVID-19 Visiting Guidelines (various revisions - ongoing)
- Input into the COVID-19 Clinical Assessment Centre process flow, including piloting of a triage algorithm as 'test' patients
- Community collaboration through the Northumberland PACE talks speakers' series (see pacetalks.com)
- NHH and regional strategic planning participation, both design and implementation, through the NHH SPCAT and the OHT-N Community Engagement Team



Top Row (L-R): Irene Kavanagh, Ann Dobby
 Middle Row (L-R), David Harnden, Lisa van der Vinne
 Bottom Row: Katie Conti
 Absent: Donna Tindale-Henderson

People Make the Place

Patient and Family Partners

NHH said farewell and thank you to three dedicated PFAC volunteers this past year and welcomed the unique experience of two new volunteers.

Inaugural PFAC member **William Prawecki** retired in December 2021, following the culmination of his service to the Clinical Information System (CIS) Patient Experience Working Group with the go-live of the new CIS. Bill dedicated hundreds of hours of volunteer effort on behalf of NHH to support the implementation of NHH's new regional CIS and made a material impact on not only NHH's implementation of the MyChart patient portal, but the regional rollout as well. Prior to supporting the new CIS, Bill served on the Cancer and Support Care QPC and was always quick to raise his hand to bring the patient/caregiver voice to a range of ad hoc committees. He has since assumed a similar role at a regional (Northumberland County) level, chairing the Ontario Health Team of Northumberland's Experience Partner Council (EPC).

Peter Hoisak retired in October 2021 due to ill health. A dedicated patient partner, Peter supported HR recruitment at NHH while also contributing to multiple project teams, including the Visiting Working Group and Accreditation.

Ronda Moran, of Brighton, NHH's Community Mental Health PFAC representative since early 2020, also stepped down from her role this year following a distinguished term of service.

Finally, **Ashley Bilton** of Codrington had to bid farewell in April 2022 as a result of personal commitments after a brief but very active role as NHH's PFAC representative on our Equity, Diversity and Inclusion Committee, the COVID-19 Clinical Assessment Centre and NHH's Strategic Planning Collaborative Action Team.

In addition to Ashley, two new advisors were recruited in 2021-2022: **Ann Dobby**, of Colborne, who is now contributing to HR recruitment activities, as well as the Medicine Quality and Practice Committee and various ad hoc projects, and **Donna Tindale-Henderson**, of Cobourg, who is working with the Cancer and Supportive Care QPC.

Looking forward to 2022-2023, with leadership from the Ontario Hospital Association, patient satisfaction surveys throughout Ontario hospitals are in the process of being updated to better capture the real-time patient experience feedback. The implementation of these new survey tools will be a key part of the PFAC's work in the coming year, together with the co-design of a related Patient Experience Framework.

Recruitment and orientation of new members is ongoing, with opportunities continuously available. Please visit the Patient and Family Advisory Council page of our website under the Patients tab at nhh.ca for details.

People Make the Place



Message from the NHH Foundation

Wendy Ito

As I look back on my first year as Chair of NHH Foundation's Board of Directors, I am amazed by the generosity shown by our community and impressed at what we were able to accomplish together.

With more than \$6.4 million raised, we are celebrating one of our most successful fundraising years to date. To achieve this during a normal year would be incredible, but to have achieved this while operating throughout a pandemic is truly extraordinary. We have you, our community, to thank for this.

You showed up in droves to support Galalicious – an innovative twist on our annual Gala fundraiser we presented when it became clear we wouldn't be able to gather for our traditional evening in one venue. With more than 440 guests, spread throughout 11 local restaurants, this was our largest Gala event yet and together we raised an impressive \$217,000 to help fund medical equipment and technology for our hospital.

When we invited you to participate in Wine & Ale at Home, to find your perfect Christmas tree during Family Christmas at Spry Christmas Tree Farm, and to join us in funding cardiac monitors through our annual Light Up a Life campaign, you again showed up – raising \$22,000, \$30,000, and \$272,000 respectively.

Thank you.



It has been a pleasure to serve as Chair this past year and to work alongside fellow Board leaders. I would like to especially acknowledge the Board members who are completing their terms this year. Kerry Lynch, Blake Jones, and Jeff Gilmer have all been passionate champions of our hospital and have contributed greatly to the efforts of the Foundation. I have no doubt they will continue to support, participate, and advocate for our hospital and our community into the future. I'd like to thank them, along with the other dedicated Board and Committee members, and all Foundation volunteers for the time and effort contributed to advancing the Foundation's imperative mission.

I have also had the privilege of working alongside the talented Foundation staff team, and I thank them for their dedication, creativity, and ability to quickly adapt to changes and challenges while maintaining a positive attitude.

Finally, I must tip my hat to the team at NHH – from the leadership, to frontlines, and those supporting behind the scenes, it is no secret it has not been an easy year. Thank you for continuing to show up and continuing to work to provide exceptional care under difficult circumstances.

As we gear up to launch what is set to be the largest campaign in our history – and in all of Northumberland County – this banner year puts us on track with our goals. We were pleased to announce our Campaign Cabinet this year, who under the leadership of Campaign Chair, Hank Vandermeer, will be the driving force to push our Exceptional Community, Exceptional Care campaign forward.

We know the need ahead of us is great, with large investments planned for the coming year, such as a new Magnetic Resonance Imaging (MRI) and Computed Tomography (CT) scanner. We will need to continue to embrace creativity and innovation as we have in the past year – and we will need you.

I hope you will continue to show up for our hospital, just like the team who shows up every day to care for our community. I certainly will.

Wendy Ito,
NHH Foundation Board Chair



The Survivor Thrivers of Cobourg raised an incredible \$3,500 for the Lions and Lioness Cancer and Supportive Care Unit at NHH by hosting a Tribute Tree Fundraiser, making and selling handmade tribute ornaments at various locations throughout the community over the holiday season.



Holiday cheer could be felt in the north end of Cobourg on Saturday, December 4, 2021 as families and friends searched for their perfect Christmas tree at the seventh annual Family Christmas at Spry Christmas Tree Farm. With close to 200 trees sold in support of NHH Foundation, a grand total of more than \$30,000 was directed towards NHH Foundation's Light Up a Life campaign.

Message from the NHH Auxiliary

Selena Forsyth

It has been a challenging year for volunteers who have been anxious to get back to supporting our hospital and community; we know that the hospital staff have been just as anxious for us to return. It has also been very frustrating for the volunteers who work in the fundraising sectors: Little Treasure Shop and Petticoat Lane but also the Crafters (who have done a lot of 'volunteering from home'). With Omicron in our rear-view window, it has been so encouraging after all these years to see so many volunteer teams together selling, creating, supporting NHH and laughing together once again. We have missed this!

We are proud to share that we currently have 13 of 15 volunteer departments back in our hospital and community. Many of our volunteer roles and tasks have been changed by the pandemic though their unwavering dedication and commitment remains stronger than ever. We volunteer because we care!

We are happy to report that The Little Treasure Shop is slowly getting back to regular hours and always planning their next exciting sale, the crafters are back to crafting in the Auxiliary office and Petticoat Lane, almost back to normal hours, is receiving terrific donations and had the highest revenue for the month of May in the last five years!

Petticoat Lane was ecstatic to have been chosen as one of the benefactors of the Northumberland United Way Day of Caring. Early in the morning on Friday June 10th workers arrived, and by the end of the day, in the donation area at the back of the shop, we had a brand new sink and counter, with cupboards above spanning the full length of the wall. It has made a huge difference and we are very grateful.

The net total for the year from our three fundraising areas is just over \$79,000. Not up to our usual standards but we are getting back on track and still hope to make our goal of committing \$1 million towards the new CIS, by the fall of 2023. November 2023 happens to be the anniversary month of the Auxiliary - we will be celebrating our 100th year so this achievement would be extra special for all of us!



Selena Forsyth,
NHH Auxiliary Board Chair

Local Governance

Board of Directors

Twelve local directors and seven 'ex officio' members form NHH's skills-based Board of Directors, 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 Members who serve on specific Board committees. In 2021-2022, NHH Board Community Members were; Myles Noel, Laurel Savoy and Kendra Simmons. For information on the NHH Board, including biographies of current members and meeting materials, please see nhh.ca.



Top row (L-R): Beth Selby, Director, Michael McAllister, Director, Ross Stevenson, Director, Selena Forsyth, President NHH Auxiliary (ex-officio), Don Morrison, Director
 Middle Row (L-R): Pam Went, Board Chair, Sharon Anderson, Director, Wendy Ito, Chair NHH Foundation (ex-officio), Beth Davis, CNE (ex-officio), Tom McLean, Director
 Bottom row (L-R): Cyndi Gilmer, Director, Catharine Tozer, Director, Starr Olsen, Director

Missing from the photo: Bree Nixon, Director, Dave Slater, Director, Susan Walsh, President and CEO (ex-officio), Dr. Mukesh Bhargava COS (ex-officio)
 Dr. Fraser Cameron President, Medical Staff Association (ex-Officio), Dr. Paul Ketov, VP Medical Staff Association (ex-officio)

Senior Leadership Team

Susan Walsh, RN, BScN, MSc, MBA President and Chief Executive Officer



A member of NHH's Senior Management Team since November, 2017, Susan is a senior healthcare leader committed to quality patient- and family-centred care, innovation and organizational excellence.

Susan assumed the role of President and CEO on August 3, 2021 after serving as the hospital's Vice President of Patient Services, Chief Nursing Executive and Chief Clinical Information Officer.

With experience spanning an acute academic hospital, a national community care organization and a leading social sector agency, Susan has a broad and unique combination of community and hospital expertise.

Susan has also supported the work of Accreditation Canada as a surveyor since 2008.

Dr. Mukesh Bhargava, MD Chief of Staff

Dr. Bhargava has been practicing medicine in the community and at NHH since 2011, and accepted the role of Chief of Staff on July 1st, 2017.

A general internist with a special interest and focus on cardiovascular medicine, he operates an internal medicine practice, IMCare, with his wife and business partner, Dr. Anuja Sharma.

In addition to his responsibilities as Chief of Staff, Dr. Bhargava provides care to NHH patients in the Emergency, Intensive Care and Medical/Surgical Units.

Previously Chief of Medicine (from 2015 to 2017), he has also held a variety of other administrative positions with the hospital, including terms as President of the Medical Staff and Chair of the Pharmacy and Therapeutics Committee.



Senior Leadership Team

Jennifer Cox, MSW, RSW Vice President, Integrated Care

Jennifer's role at NHH is focused on the services and care delivered under the patient services portfolio.

As the VP for Integrated Care, she focuses on the pathways clients and patients move through on their care journey. The goal is to look for ways to integrate services across the pathways in the pre, post and during their hospital stay in order to coordinate care.

Jennifer's portfolio includes: Acute Care, Post Acute Specialty Services, Emergency Department, Intensive Care Unit, Cancer Care, Dialysis, Maternal Child, Pharmacy, Community Mental Health Services and Surgical Services.



Beth Davis, RN, BSN, MSN Chief Nursing Executive

Beth joined Northumberland Hills Hospital in February 2020 as the Director of Professional Practice. She was appointed Chief Nursing Executive in August 2022 and recently added Clinical Informatics to her portfolio.

Beth is a Registered Nurse with over four decades of health care experience in three Canadian provinces and in the United States. She began her career as a bedside nurse in surgical and critical care settings and continued through progressive leadership roles including clinical educator, clinical manager, and professional practice consultant.

She has a passion for improving the quality of care and continues to mentor students.



Senior Leadership Team

Jennifer Gillard, BA (Hons), MA, ABC

Senior Director, Patient Experience, Public Affairs and Strategic Partnerships



Jennifer is responsible for the planning, organization and coordination of NHH's communications and community engagement opportunities; nurturing and facilitating strategic partnerships with internal and external stakeholders; and providing senior leadership support and oversight to the Health Information departments, namely Health Records, Registration and Switchboard.

As a member of the hospital's senior leadership team, Jennifer shares responsibility for co-designing and achieving the goals of the hospital's strategic plan and in creating an environment that promotes best practices and excellence.

As co-facilitator of the hospital Patient and Family Advisory Council, and Ontario Health Team of Northumberland's Experience Partner Council, Jennifer works alongside the patients, families and caregivers to improve patient experience and advance quality improvement and system transformation.

Chad Gyorfi, CPA, CMA

Vice President and Chief Financial Officer

Chad joined Northumberland Hills Hospital in June of 2021.

In his role, Chad is responsible for overseeing NHH's financial operations, such as the capital structure of the company while determining the best mix of equity, and internal financing. He is responsible for using financial data to support operational decision making and strategy.

His future goals for NHH include a continuum in financial stability and hospital redevelopment.

Chad's portfolio includes Finance, Supply Chain, Capital Planning, Facilities, Laboratory Services and Diagnostic Imaging.



Senior Leadership Team

Lola Obomighie, MSc, CAPM, MCIPD, CHRL Vice President People, Culture & Organizational Effectiveness



Lola's role is to ensure that NHH remains a great place to work and volunteer. In doing so, she aims to curate and sustain a culture of engagement, ensuring staff, physicians, midwives, and volunteers can remain focused on delivering exceptional patient care every time.

Lola oversees quality and patient safety and works collaboratively with colleagues to ensure that patient outcomes remain of the highest standard.

Lola's portfolio and areas of responsibility comprise of Human Resources, Quality, Patient Safety, Risk, Volunteers, Food Services, Environmental Services, and Medical Devices Reprocessing. Lola also chairs the Joint Occupational Health and Safety Committee (JOHSC) and the Equity Diversity Inclusion Advisory Committee (EDIAC).

Find contact information for NHH's Senior Leadership Team at nhh.ca

Stay Connected



There are many ways to stay connected
with your hospital



Visit our website
nhh.ca



Follow us on Twitter
[@norhillshosp](https://twitter.com/norhillshosp)



Like us on Facebook -
[@northumberlandhillshosp](https://www.facebook.com/northumberlandhillshosp)



Follow us on LinkedIn
Northumberland Hills Hospital

Subscribe to our community e-newsletter, In Touch - go to nhh.ca and follow the prompts on the home page to sign up for this monthly email.

Email us through our Contact Us service - info@nhh.ca or direct via nhh.ca

Call the NHH Public Affairs office at
905-377-7757

