

# 2025/2026

## Annual Report to the Community



**Illustration by Koren Smoke**

For details, please see artist's  
statement located on the back cover.



# NHH

Northumberland  
Hills Hospital

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We respectfully acknowledge that we are located in the traditional and treaty territory of the Michi Saagiig (Mississauga) Anishinaabeg and Chippewa Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.

We respectfully acknowledge that the Williams Treaties First Nations have been stewards and caretakers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come. We offer our gratitude to the First Nations for their care for, and teachings about, our earth and our relations. May we honour those teachings. We are all Treaty people.



## Message from

# Cyndi Gilmer

## Board Chair

RN, DHIthSc



**Hospitals are more than care providers—they are leaders within both the healthcare system and the communities they serve.**

**Meeting today's challenges requires strong governance, collaborative leadership, and a commitment to continuous improvement.**

As a Board, we remain deeply mindful of our accountability to patients, families, community members, and partners. This year, the Ontario Hospital Association released the fourth edition of its *Guide to Good Governance*. We have dedicated significant time and effort to reviewing and strengthening our governance framework, updating policies, procedures, and committee terms of reference to align with best practices. While this work has been extensive, the results have been invaluable. I am confident that our Board continues to operate at a high level, supporting our shared purpose: **People First**.

The day-to-day operations of the hospital are increasingly complex. Alongside the delivery of outstanding patient care, our healthcare teams successfully navigated sustained patient volume pressures, accreditation activities, master planning initiatives, community engagement efforts, and numerous quality improvement projects. I extend my sincere appreciation to Susan Walsh, CEO, Dr. Pavel (Paul) Ketov, Chief of Staff, and the Senior Leadership Team for their exceptional leadership and guidance. I also want to thank the dedicated staff, physicians, and midwives of Northumberland Hills Hospital, whose expertise, compassion, and commitment make a meaningful difference in the lives of our patients every day.

I would also like to recognize the invaluable contributions of our partners, including the Northumberland Hills Hospital Foundation, the Auxiliary, and the Patient and Family Advisory Council. Their support, advocacy, and countless volunteer hours are essential to the success of our hospital and the care we provide.

**This fiscal year-end marks several important transitions.**

After many years of outstanding service—including serving as Board Chair during the construction and opening of the new hospital in 2003—Don Morrison will be retiring from the Board. We will also be saying farewell to Laurel Savoy and Bree Nixon, and I will be concluding my own tenure. While these departures mark the end of an important chapter, we look forward to welcoming talented and engaged new Board and Community members who will help sustain the strong governance and leadership that Northumberland Hills Hospital is known for.

**It has been an honour to serve on the Board of NHH and to work with this exceptional organization.**

Message from

# Susan Walsh

## President and CEO

RN, BScN, MSc, MBA, FCCHL



Watch  
Video

**This past year has been one of meaningful progress, marked by both organizational growth and our continued commitment to meeting the increasing healthcare needs of our community.**

**Guided by our Shared Purpose of *People First* we successfully completed several major initiatives launched in the previous year, while continuing to strengthen access, and enhance the care experience for the people of west Northumberland.**

Equally important, we achieved these advancements while maintaining a balanced budget, reflecting our commitment to both responsible stewardship and exceptional care (see p.16).

We advanced key initiatives designed to improve access and enhance the quality of care. Our new Emergency Department Wait Time Dashboard and Self-Arrival Kiosk have strengthened transparency and improved flow for those requiring emergency care. With the support of Ontario Health we launched both our NHH@Home program that provides eligible patients with up to 16 weeks of comprehensive home care services, and the Stroke Recovery Clinic to bring interdisciplinary rehabilitation and recovery services in-house to NHH.

To better meet the needs of young families we launched the Newborn, Perinatal, Reproductive Care Clinic now providing outpatient services to support both women's wellness and newborn health leading up to, and after, those first important weeks of life.

In addition to new services, we have continued to invest in the modernization of our existing clinical infrastructure. Diagnostic imaging services were enhanced with the NHH Foundation's support, including a new MRI and SPECT-CT, important improvements for diagnostic accuracy, enhancing

patient experience, and ensuring that high-quality care remains available close to home.

One principle remains constant: sustained growth cannot be achieved only by expansion, but by the steady improvement of the core services we deliver every day. To that end we introduced new real-time, anonymous patient experience surveys that will provide us with valuable insights into patient experience and help guide ongoing quality improvements. Internally we again surveyed volunteers and, as a part of our Accreditation Canada review, whose final report is expected shortly, we conducted a workforce survey to monitor the safety, culture and working conditions at NHH. These surveys, highlighted on p. 13, reflect our ongoing focus on continuously improving both the clinical and human experience in healthcare.

A focus over the past year has been our long-term master planning process, ***"Growing Care for the Future,"*** that has gathered input from patients, families, staff, and community partners to help shape the future of hospital services and infrastructure and informing the path forward for NHH and the region we serve.

### **At the centre of every achievement is our people.**

The dedication, compassion, and expertise of our physicians, staff, volunteers, patient partners, and community supporters continue to shape NHH as a trusted place of care, healing, and belonging.

**I am excited by the opportunities ahead as we continue to create a stronger, more connected healthcare system for west Northumberland—one that will serve our community for generations to come.**

## Message from

# Dr. Pavel (Paul) Ketov

## Chief of Staff

MD, CCFP



Watch  
Video

**Looking back over the last year, I am just amazed by how much growth we have been able to achieve, while keeping up with rising community needs, and never forgetting to support each other.**

### **We have focused on growing to continue improving access to care, closer to home.**

From our new clinic that supports maternal and newborn health, to a new outpatient service that is better supporting local stroke recovery, to the addition of NHH-operated cardiac ultrasound and the growth of critical care services, we have added, renewed, and recruited in almost every department.

We have also seen a rise in the number of medical trainees choosing NHH as their rotation site, and they consistently point out our positive culture and our people as unique. NHH welcomed over 60 medical trainees over the last year, including multiple medical students from the province's Rural Ontario Medical Program, and many family medicine and specialist trainees. We have taken advantage of new provincial initiatives, such as Practice Ready Ontario, for primary care candidates. Many of our trainees will be returning to us as fully licensed physicians and I look forward to welcoming them back, alongside more than 20 new physicians who have joined our medical staff over the last year. Their answer to "Why NHH?" is clear: our culture, and the family-like supportive atmosphere of our people is why they choose this hospital.

We also recognize that the need for primary care providers continues. Through education support, rotations and the Practice Ready Ontario program, we continue to support and assist regional efforts to bring more primary care to our community.

While growing we have also renewed existing infrastructure in Diagnostic Imaging, Medical Device Reprocessing and Pharmacy, opening a new Rapid Assessment Zone in the Emergency Department and introducing new technology to support registration and communication through the Self Check-In Kiosk and ED Wait Time Dashboard. The hard work of our frontline staff, all the project teams as well as exceptional NHH Foundation and volunteer support is evident. Together, we did all of this while keeping up with increasing community needs. Although total ED visits have fluctuated down we have seen a notable rise in average admitted patient age, complexity and overall increased admission rates. It has been amazing to see how nimble our teams can be to quickly regroup, reassess, and find ways to support each other through busy, high-volume weeks.

**As we look ahead, I will keep focused on sustaining growth to meet our community's needs, growing our education and recruitment efforts, and working through Master Planning to meet our needs not only tomorrow but in the decades to come.**

It has been a very busy year, but despite that, every single day, when I look around at our clinical teams, support staff, and volunteers, I can always catch a glimpse of that smile, that hug, or that supportive nod.

**It is an honour to be part of this team, and to serve this community. Thank you for the trust you place in us, and your continued support.**

# People First – Our Strategic Plan and Experience Framework

## Strategic Plan Framework

### Our Shared Purpose

**At Northumberland Hills Hospital, our Shared Purpose of *People First* shapes our commitment to provide the best human experience.**

It's about more than delivering exceptional care; it's creating an environment where every interaction delivers meaningful value and extends toward a positive relationship with patients, families, staff, providers, volunteers, and partners.

### Core Values

Quality | Integrity | Respect | Teamwork | Compassion

Guided by our Shared Purpose and Core Values, we strive, together, to create a culture of hope, trust, belonging and compassion where everyone feels valued, heard and supported.



#### **Connected care close to home**

Build inclusive and integrated care pathways to secure a foundation for sustainability and growth.



#### **Accountable care**

Unleash the power of technology, information, and innovation to improve experiences, efficiency, and outcomes, including quality and safety.



#### **Responsive and healthy work environment**

Create and sustain a work environment and culture that engages, empowers, and promotes positive morale.



#### **Exceptional care, every time, for every person**

Build a culture where each person receives high-quality, reliable, whole-person care, service, and support.

**Right:** NHH welcomed baby girl Emma, born to Hayley Boivin and Nate Hladysz of Port Hope at 12:02 AM on January 1, 2026.

**Far right:** Members of the Surgical Services team.



## Experience Framework



**Culture & Leadership:** The foundation of any successful experience effort is set on who an organization is, its purpose and values, and how it is led.



**Infrastructure & Governance:** Effective experience efforts require both the right structures and processes by which to operate and communicate and the formal guidance in place to ensure sustained strategic focus.



**Staff, Provider & Volunteer Engagement:** Caring for those delivering and supporting the delivery of care and reaffirming a connection to meaning and purpose is fundamental to the successful realization of a positive experience.



**Policy & Measurement:** Experience is driven and influenced by external factors and systematic and financial realities and requires accepted and understood metrics to effectively measure outcomes and drive action.



**Innovation & Technology:** As a focus on experience expands, it requires new ways of thinking and doing, and the technologies and tools to ensure efficiencies, expand capacities and extend boundaries of care.



**Environment & Hospitality:** The space in which a healthcare experience is delivered and the practices implemented to ensure a positive, comfortable and compassionate encounter must be part of every effort.



**Patient, Family & Community Engagement:** Central to any experience effort are the voices of, contributions from and partnerships with those receiving care and the community served.

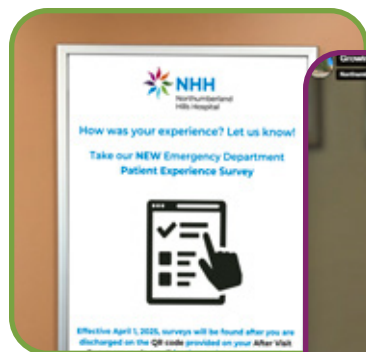


**Quality & Clinical Excellence:** Experience encompasses all individual encounters and the expectations they have for safe, quality, reliable, and effective care focused on positively impacting health and well-being.

# A Year in Review

## 2025/2026 Milestones

Click on an event description, date or video link to learn more.



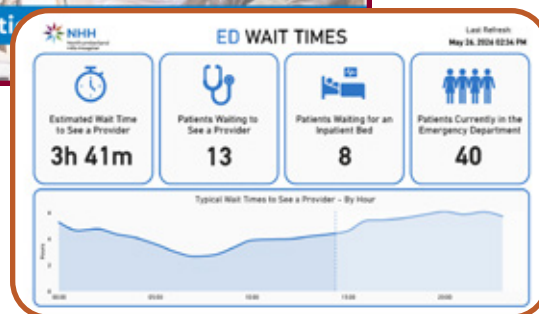
NHH launches a new online and anonymous **Patient Experience Survey**.  
**April 4, 2025** ▶



NHH initiates **public master planning consultations, Growing Care for the Future**.  
**May 11, 2025** ▶



**NHH@Home** is introduced, allowing eligible NHH patients 16 weeks of comprehensive home care services.  
**November 13, 2025** ▶



NHH launches a new **Emergency Department (ED) Wait Time Dashboard** and a **Self-Arrival Kiosk**.  
**December 3, 2025** ▶

**April 22, 2025**

**Rapid Assessment Zone (RAZ)** is opened in the NHH Emergency Department.

**November 3, 2025** ▶

NHH and OHT-N launch co-design of **Essential Care Partner Pilot** program on 1A and 1B.

**December 1, 2025**

**NHH's Medical Device Reprocessing Department (MDRD)** begins renovations.





NHH joins area healthcare partners to open new **Youth Wellness Hubs Ontario (YWHO)** in Port Hope for youth aged 12–25.  
**December 12, 2025**



NHH in collaboration with the Rural Ontario Medical Program (**ROMP**) provides first-year medical students with an opportunity to shadow local family physicians.  
**January 12-16, 2026** ▶



New hospital-based **Stroke Recovery Clinic** opens.  
**February 20, 2026** ▶



The new **Magnetic Resonance Imaging (MRI)** machine becomes operational.  
**March 5, 2026** ▶



**January 6, 2026**

NHH provides fully hospital-managed **echocardiography** tests.

**January 19, 2026** ▶

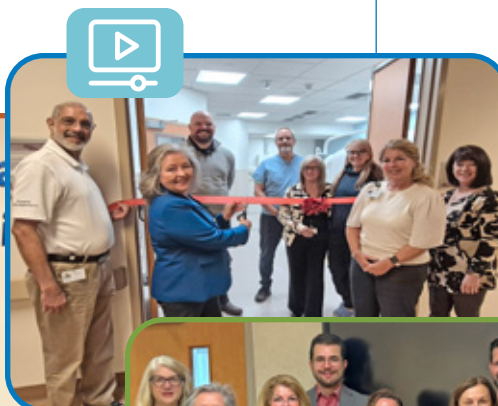
**Newborn, Perinatal Reproductive Care (NPR) Clinic** launches at NHH providing non-urgent out-patient services.

**March 4, 2026** ▶

The new **SPECT-CT** equipment becomes operational.

**March 23-26, 2026** ▶

NHH welcomes **Accreditation Canada** surveyors.



# Our Team

Board of Directors

Volunteer Partners

## Senior Leadership Team

**Judy Fleming**  
VP, Digital Health, Analytics & Chief Clinical Information Officer

**Jennifer Gillard**  
VP, Patient Experience, Public Affairs & Strategic Partnerships

**James Huntley**  
Interim Deputy Chief Financial Officer

## Core Services & Medical Leadership



**Diagnostic Imaging**

**Dr. Sepideh Karkhanechi**



**Emergency**

**Dr. Kevin Senior**



**Family Practice**

**Dr. Jeffrey Knackstedt**



**Intensive Care Unit/Internal Medicine**

**Dr. Darius Seidler**

**Dr. Kaes Al-Ali**  
Credentials Committee

**Dr. Marcus Cunningham**  
Chair, Pharmacy & Therapeutics, VP, GMSA

**Dr. Kate Everdell**  
President GMSA

## Operational Leadership

**Chuck Cudmore**  
Plant Operations/Engineering

**Danielle Ferreira**  
Clinical Services, Acute Care, Critical Care, Emergency Dept. & Patient Access & Flow

**Janel Hollingsworth**  
Clinical Services, Professional Practice, Pharmacy, Post-Acute Specialty Services, Palliative Care

**Dr. Pavel  
(Paul) Ketov**  
Chief of Staff

**Lola Obomighie**  
VP, People, Culture &  
Organizational Effectiveness

**Susan Walsh**  
President & Chief  
Executive Officer

**Kate Zimmerman**  
VP, Integrated Care &  
Chief Nursing Executive



**Laboratory  
Services**

**Dr. Katie  
O'Reilly**



**Maternal Child  
Services**

**Dr. Erin  
Pepper**



**Mental Health  
Services**

**Dr. Rajinder  
Momi**



**Palliative and  
Supportive Care**

**Dr. Francesco  
Mulé**



**Surgical  
Services**

**Dr. Andrew  
Stratford**

**Dr. Jude Obomighie**  
Occ. Health, Infection  
Prevention & Control

**Dr. Steven Slobodian**  
Anaesthesia Head of Service

**Dr. Emma Smith**  
Medical Quality  
Physician Lead &  
Sec/Treasurer, GMSA

**Dr. Wang Xi**  
Clinical Information  
System Lead

**Amy  
Robertson**  
Food Services,  
Environmental  
Services & MDRD

**Pam Robinson**  
Clinical Services, Ambulatory  
Care, Surgical Services,  
OB/GYN, Cancer Care, Dialysis,  
Diagnostic Imaging & Laboratory

**Shawn  
Senecal**  
Interim Integrated  
Director, Mental Health

**Courtney  
Shields**  
Health Information,  
Patient Experience  
& Privacy

**Carole  
Thomson**  
Information  
Technology

# Long Service Awards

NHH staff and physicians gathered for our annual Long Service Awards ceremony on June 10, 2026, to recognize recipients celebrating 10, 15, 20, 25, 30, 35 and 45 years of service. 52 recipients were recognized for a combined total of 975 years of service!

*"What we celebrated today is more than long service – it is a long-standing commitment. It's years of showing up in all the ways that matter most...thank you."*

~ Susan Walsh, President and CEO

## 10-year recipients

**From left to right, back row:** Lil Chant, Jennifer Down, Dr. Ajda El-Zabet, Pam Lee, Brad Embree, Melissa DePalma. **Front row:** Abby West, Kayla Leoen, and Jean Frigault. **Not pictured:** Dr. Fraser Cameron, Dr. Jose Chang, Taylor Los, Justin Pearson

## 15-year recipients

**From left to right, back row:** Jocelyn Anderson, Taryn Woolsey. **Front row:** Kimberley Landry, Amy Ludolph, Chantal Lelievre. **Not pictured:** Erin Croteau, Dr. Leta Forbes, Michelle Cane, Tammy Lukas, Alicia Lynch and Dr. Francesco Mulé.

## 20-year recipients

**From left to right:** Dr. Andrew Stratford, Ida Francoeur, Jacqueline Hart, Mary MacDonald-Quemby, Angie Boudreau and Sara Richards. **Not pictured:** Jill Andrus, Dr. Michael Barrie, Kendra Batek, Michael Davis, Sandy Dooley, Laura Eakins, Dr. Garth Hanson, Cindy Sandercock, Ashley Stegenga and Dr. Philip Stratford.

## 25-year recipients

**From left to right:** Valerie Rumball, Anne Marie Mosher, Crystal Beaudry, and Kimberley Doucette. **Not pictured:** Dr. William Meade and Dr. Thomas Morton.

## 30-year recipients

Dr. Gordon Plue and Kimberly Zoldy (not pictured).

## 35-year and 45-year recipients

**From left to right:** Dr. Mark Essak (35 years), Linda Hastings (45 years), Merle Venne (35 years) and Dr. Carson Kwok (35 years).



**10**  
YEARS



**15**  
YEARS



**20**  
YEARS



**25**  
YEARS



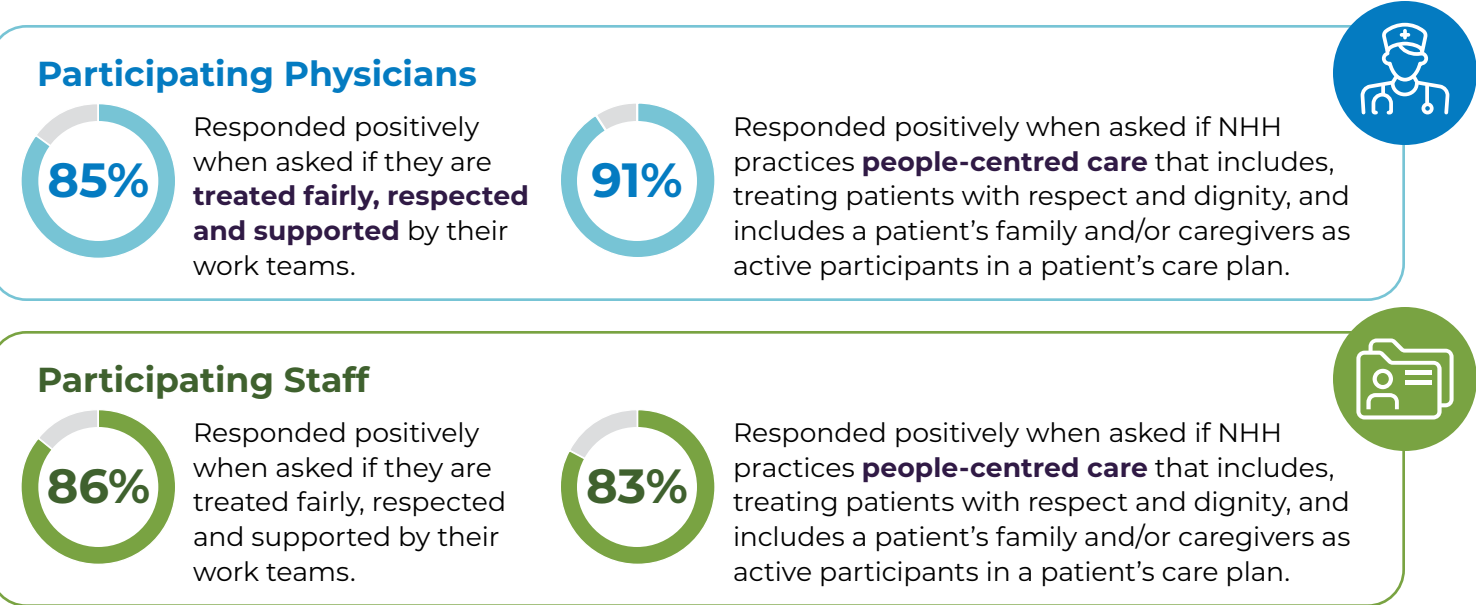
**35**  
YEARS

**45**  
YEARS

# People First – Internal Experience Results

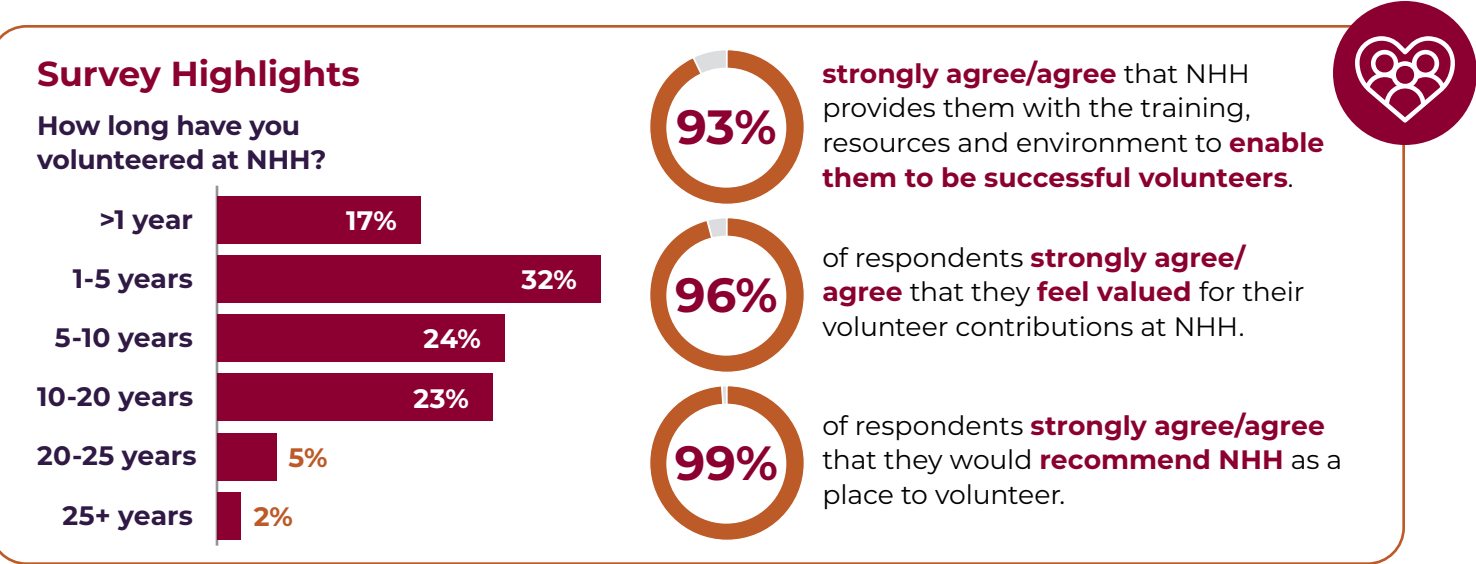
In 2025, NHH gathered feedback on staff, physicians, and midwives experiences through the Global Workforce Survey.

Designed by the Health Standards Association, this survey looks at aspects of safety, culture and working conditions. The anonymous survey posed questions about patient and staff well-being, workplace environment and job characteristics and responsibilities. Below are some highlights from the survey results.



## NHH conducted its second annual Volunteer Experience Survey in November through to January.

NHH volunteers submitted anonymous responses to a series of demographic and free-form questions with the goal of assessing and continuously improving the volunteer experience. All volunteers at NHH were invited to participate, including: NHH Auxiliary, NHH Board of Directors and Community Committee representatives, NHH Foundation Board, PFAC, Spiritual Care, St. John's Therapy Dog Volunteers, Transplant Ambassador Volunteers, and the Integrated Stroke Peer Support Volunteers.



# People First – Patient Experience Results

**This year marked a very significant step forward in strengthening our understanding of patient experience across NHH with the successful implementation of real-time, anonymous patient experience surveys across the organization.**

This initiative, completed in collaboration with the Ontario Hospital Association, has enhanced our ability to capture meaningful feedback, measure patient experience more effectively, and identify opportunities for continuous improvement.

The commitment to real-time surveys also reflects our ongoing commitment to strengthening the Policy and Measurement directive within our Experience Framework, ensuring that data driven insights continue to inform and shape the experiences we provide.

We continued to strengthen experience by listening to feedback, responding to community needs, and advancing quality initiatives that improve care and communication.

Patient experience survey results this year demonstrated strong levels of satisfaction, reflecting the compassion, professionalism, and dedication of our teams.



**Top:** HELP volunteers Terry Spurrell and Chloe Martell with patients.

**Above:** NHH Dr. Alison Tilley and Dr. Ajda El-Zabet.



### Emergency Department Survey



The Emergency Department survey launched on **March 31, 2025**, and received **1,689 responses** achieving an overall **82% positive experience score.\***

### Inpatient Survey



In **June 9, 2025**, the Inpatient survey was launched. We received **348 completed surveys** and an overall **86% positive experience score.\***

### ICU Surveys



Building on this momentum, the ICU launched surveys on **December 1, 2025**. The ICU received **18 responses** with an overall **82% positive experience score.\***

### Outpatient Survey



The Outpatient Survey launched on **January 1, 2026** and received **671 responses** with an overall **94% positive experience score.\***

*\*All survey results are as of March 31, 2026.*

**These results provide valuable insight into patient perspectives and help guide ongoing improvements in care and experience across the hospital.**

With this data, and in continued support of our shared purpose of *People First*, we have prioritized programs and innovations that strengthen the patient experience. From the **Emergency Department wait time dashboard**, co-designed to keep patients informed and up to date, to the **Essential Care Partner program** (formally recognizing caregivers as part of the care team), which began as a pilot in PASS and is now being expanded across the hospital. These innovations reflect our ongoing focus on improving both the clinical and human experience in healthcare.



**Far Left:** Tim Mills, MRT, MR and Pam Knott MR Charge Technologist working with NHH's new MRI machine.

**Centre (From left to right):** Lindsay Henderson, PMP, Ontario Health Team – Northumberland, Amy Coupal CEO, Ontario Caregiver Organization, Jennifer Gillard, NHH VP Patient Experience, Public Affairs and Strategic Partnerships, Howard Goodfellow, Experience Partner, Ontario Health Team, and Courtney Shields, NHH Director, Health Information, Patient Experience and Privacy.

**Right (L-R):** NHH Physiotherapist JP Desjardins with first NHH Stroke Recovery Clinic patient.

# Facts and Figures

| Activity Snapshot                                                                                                                                                                     | Activity              |                       |                       | 2-Year Change (%)            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|------------------------------|
|                                                                                                                                                                                       | 2023/24               | 2024/25               | 2025/26               | 2023/26                      |
|  <b>Emergency Department Visits</b>                                                                   | 40,022                | 40,145                | 37,128                | ↓ 7.2%                       |
|  <b>Total Admissions</b><br>Admissions<br>(includes Acute & Post-Acute)<br>Births                     | 5,493<br>4,961<br>532 | 5,833<br>5,314<br>519 | 6,053<br>5,485<br>568 | ↑ 10.2%<br>↑ 10.6%<br>↑ 6.8% |
|  <b>Total Surgical Cases</b><br>Inpatient<br>Day surgery                                              | 5,955<br>794<br>5,161 | 6,051<br>862<br>5,189 | 5,852<br>906<br>4,946 | ↓ 1.7%<br>↑ 14.1%<br>↓ 4.2%  |
|  <b>Dialysis Visits (Level I &amp; II)</b>                                                            | 8,053                 | 8,564                 | 8,425                 | ↑ 4.6%                       |
|  <b>Chemotherapy Visits</b>                                                                         | 16,083                | 16,939                | 17,879                | ↑ 11.2%                      |
|  <b>Out-Patient Ambulatory Care Clinic Visits</b><br>(Excluding Mental Health & Diagnostic Imaging) | 16,474                | 16,811                | 17,222                | ↑ 4.5%                       |
|  <b>Community Mental Health</b><br>Total number of encounters                                       | 47,319                | 51,282                | 44,858                | ↓ 5.2%                       |
|  <b>Diagnostic Imaging</b><br>(all modalities)                                                      | 64,683                | 73,106                | 72,419                | ↑ 12.0%                      |
|  <b>Telemedicine Visits</b>                                                                         | 2,320                 | 1,651                 | 2,138                 | ↓ 7.8%                       |

## Medical and Professional Staff



### Total Staff

Full-time  
Part-time

2023/24

885

460  
425

2024/25

895

444  
451

2025/26

1,017

479  
538



### Medical Practitioners

Physicians (including specialists)  
Midwives

168

159  
9

160

154  
6

162

156  
6



### Access and Flow

- In 2025/2026, NHH consistently met Ontario Health's **ALC target of 19** open ALC cases per month.
- NHH@Home**, a program that was introduced in the fall of 2025, has already supported the safe and timely discharge of patients providing them with **restorative rehabilitation services for up to 16 weeks** upon their transition to home.



### Food Services

- The Food Services team served more than 138,000 food trays representing **an increase of 8%** since last year (127, 321).
- Highlights from the **Food Service Meal Satisfaction survey** include positive responses from participating patients:
  - Temperature of food** – more than 94% surveyed said it was 'Excellent/Very Good.'
  - Quality of service** – more than 95% surveyed said their servers provided 'Excellent/Very Good' service.



### Intensive Care Unit

- ICU bed occupancy in 2025/2026 continued to rise, with **an 8.3% increase** year-over-year.



### Lab Services

- The Lab processed **537,078 tests**, an **increase of 4.4%** since the last fiscal year.



### Maternal Child Care

- NHH Launched the **Newborn, Perinatal, and Reproductive Care Clinic (NPR)** providing in-hospital, non-urgent ambulatory services to support women's wellness and newborn babies - birth to 6 weeks. NHH saw **568 births** this year, **an increase of 9.4%** since last year.



### Stroke Recovery Clinic

- The Stroke Recovery Clinic** welcomed its first patient on March 10th. In the first month of operation the clinic welcomed **8 new patients**, with a total of **40 visits** with the interprofessional team.

# Financial Highlights

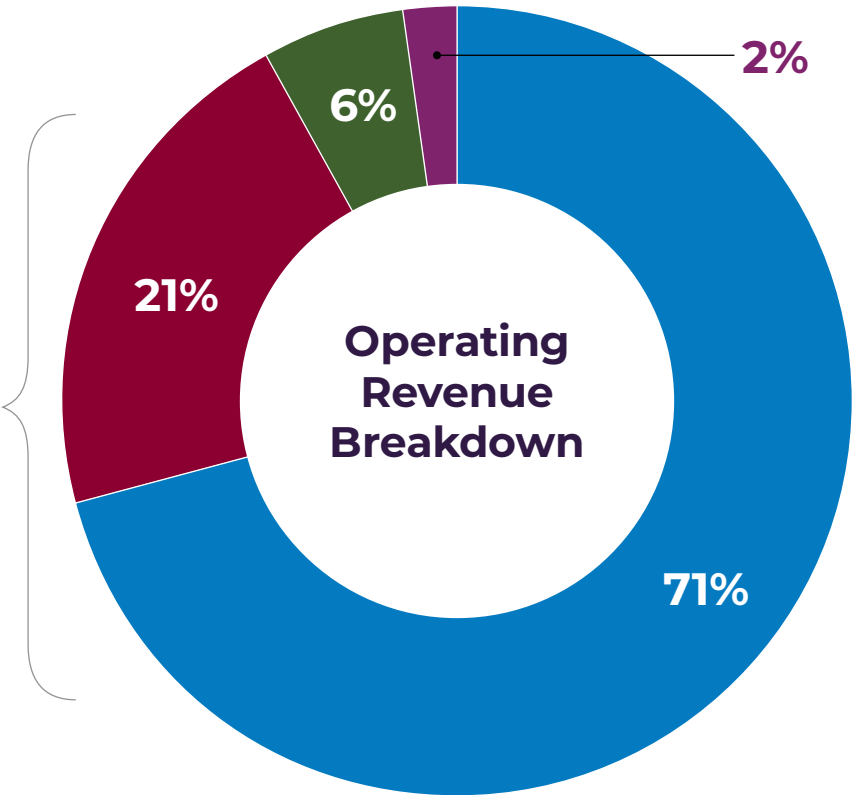
**NHH is pleased to report a surplus of \$1.1 million for the fiscal year ended March 31, 2026, an improvement from a surplus of \$0.8 million in the prior year.**

**Total revenue increased to \$141.4 million, driven by growth in base operating funding, continued one-time stabilization funding, and higher patient and other revenues.** At the same time, operating expenses rose to \$139.8 million, reflecting ongoing pressures from labour costs, clinical supplies, inflationary impacts, and investments in infrastructure and technology required to support patient care.

Salaries, benefits, and medical remuneration continue to represent the largest component of costs, with increases consistent with sector-wide compensation pressures and recent wage settlements.

NHH’s financial position strengthened during the year, with cash balances increasing significantly and the net asset deficiency reduced to \$0.3 million, reflecting improved operating results and strong cash flow performance.

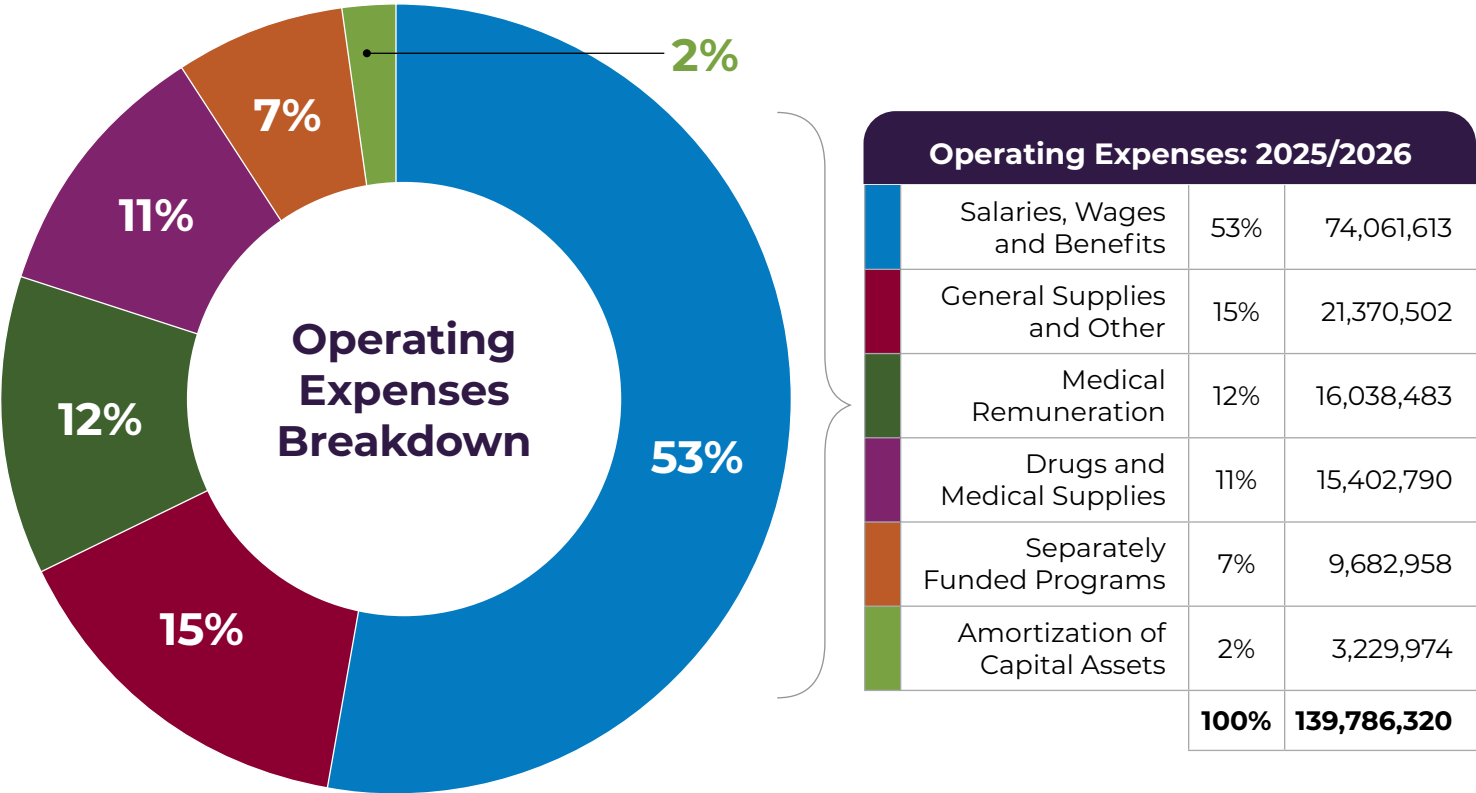
| Operating Revenues: 2025/2026 |                               |      |             |
|-------------------------------|-------------------------------|------|-------------|
|                               | Provincial Funding            | 71%  | 99,772,989  |
|                               | Patient and Other Revenue     | 21%  | 30,001,513  |
|                               | Separately Funded Programs    | 6%   | 8,790,654   |
|                               | Amortization of Contributions | 2%   | 2,808,711   |
|                               |                               | 100% | 141,373,867 |



The hospital continued to invest significantly in capital and infrastructure, with over \$13 million in capital acquisitions during the year, supported in large part by generous local donor support encouraged by the NHH Foundation and NHH Auxiliary. These investments are essential to maintaining clinical capacity and modernizing equipment and systems.

Despite these improvements, NHH continues to face ongoing financial pressures driven by rising patient volumes and acuity, inflationary cost increases, and reliance on one-time funding.

Continued collaboration with government and community partners will be essential to ensure long-term financial sustainability while meeting the needs of a growing and aging population.



# Local Governance

## Board and Ex-Officio Members

**From L-R, Front Row:** Cindy Gervais; Carol Anne Bell-Smith; Leslie Orpana; Cyndi Gilmer (Chair); Laina Andrews.

**Second Row:** Rick Riley (President, NHH Auxiliary); Kate Zimmerman (VP, Integrated Care and Chief Nursing Executive); Susan Walsh (President and CEO); Myles Noel; Carrie McArthur Low (Chair, NHH Foundation Board); Laurel Savoy.

**Third Row:** Sharon Anderson; Dr. Pavel (Paul) Ketov (Chief of Staff); Dr. Kate Everdell (President, General Medical Staff Association); Michael McAllister (Vice Chair); Mike Cassaday.

**Absent from photo:** Kendra Simmons, Don Morrison, Bree Nixon, Dr. Marcus Cunningham (Vice Chair, General Medical Staff Association).



## Board Directors\*

- Cyndi Gilmer, Chair
- Michael McAllister, Vice Chair
- Sharon Anderson (Ward 3)
- Laina Andrews (Ward 2)
- Carol Anne Bell-Smith (Ward 2)
- Mike Cassaday (Ward 3)
- Cindy Gervais (Ward 2)
- Don Morrison (Ward 2)
- Bree Nixon (Ward 1)
- Myles Noel (Ward 2)
- Leslie Orpana (Ward 2)
- Laurel Savoy (Ward 2)
- Kendra Simmons (Ward 1)

## Ex-Officio Members†

- Dr. Marcus Cunningham, General Medical Staff Association Vice President
- Dr. Kate Everdell, General Medical Staff Association President
- Dr. Pavel (Paul) Ketov, COS\*
- Carrie McArthur Low, Chair NHH Foundation
- Rick Riley, President NHH Auxiliary
- Susan Walsh, President and CEO\*
- Kate Zimmerman, VP Integrated Care/CNE\*

\* Board members serve from one of three wards:  
Ward 1 is the Municipality of Port Hope  
Ward 2 is the Town of Cobourg  
Ward 3 is all other townships within the Hospital's West Northumberland catchment area (Hamilton, Cramahe and Alnwick/Haldimand), as well as Alderville First Nation

† Ex-officio members are appointed by virtue of their office



## Board Directors

NHH's skill-based Board provides:

- Strategic direction to the Hospital's management team
- CEO and Chief of Staff recruitment and evaluation.
- Oversight to the physician credentialing process
- Oversight of operational and financial performance of the Hospital

## Community Members

As part of the NHH Board's commitment to providing the opportunity for public input to the Board's decision-making processes, and as a method of succession planning for the Board, NHH recruits community members to join key Board Committees.

### Community Members of Board

Mary-Ann Cocchetto, Bill Oliver, Ross Stevenson, and Alexandra Wright

## Interested in Board service?

Find the 'Expression of Interest' form and answers to frequently asked questions, as well as, NHH Board biographies of current Board and Community Members and Board meeting materials at [nhh.ca](http://nhh.ca) under the 'About' tab.

**For details on roles and responsibilities please see [nhh.ca](http://nhh.ca).**

# NHH Foundation Highlights

Message from

**Carrie  
McArthur Low**

**Board Chair, NHH Foundation**



**Watch  
Video**

**I am filled with gratitude and pride for all that our community has accomplished together over the past year.**

**As my first year serving as Chair, I had the opportunity to witness firsthand the extraordinary generosity and commitment our community shows in support of our hospital.**

While I have always known that our hospital benefits from strong community support, this year gave me a deeper appreciation for both the extent of that support and the profound impact it has on the care we are able to provide close to home.

Whether attending events, making donations, volunteering time, or championing our mission, our community showed up in remarkable ways, helping to raise an incredible more than \$7.5 million. This was our most successful fundraising year to date, and every contribution helped to strengthen our hospital and ensure patients continue to have access to modern healthcare close to home.

We also celebrated the completion of major projects supported by our Exceptional Community, Exceptional Care campaign, including the opening of our new MRI and Nuclear Medicine SPECT CT. These transformative investments will enhance access to advanced diagnostic care close to home for countless patients in the years to come.

While we celebrate these achievements, we also look ahead with excitement and determination. With continued population growth and changing healthcare demands, the support of our community will be more important than ever.

**On behalf of the NHH Foundation Board of Directors, thank you for your help in making a lasting difference in our community.**

## Other Highlights



32nd annual **Light Up a Life campaign** was most successful to date, raising more than **\$400,000** to fund ventilators in the Intensive Care Unit (ICU)



Since inception in 2001, **more than \$4.1 million** has been raised in support of NHH through the **annual Gala event**



This was a record-breaking year, with **\$7.58 million raised by the Foundation**



## Exceptional Community, Exceptional Care Campaign Success

Exciting milestones were celebrated with the completion of a number of donor-funded projects, supported by the community through the Exceptional Community, Exceptional Care campaign. This included the opening of the new MRI (pictured) and a Nuclear Medicine SPECT CT Camera.

**From L-R:** Ken Graham, (Manager, DI), Taylor Los (MRT, MR) and Tim Mills (MRT, MR), (front row) Pam Knott (MR Charge Technologist) and Taylor Baldini (MRT, MR).

Construction began on a 4th operating room (OR), a key project of the Exceptional Community, Exceptional Care campaign, specifically made possible through the generosity of Bill Humphries and The Radlett Foundation.

Community donations continue to make a difference at NHH, funding medical equipment and technology essential to modern patient care.

Saturday, November 8 marked NHH Foundation's 25th Anniversary Gala – A Silver Soirée. This year's event raised the most base funds of any gala to date with more than \$310,000 raised in support of the Surgical Services program.



**From left:** James Richardson, Radlett Foundation Director; Hélène McQuigge; Dr. Andrew Stratford, NHH Chief of Surgery; Don McQuigge, Radlett Foundation Director; Cyndi Gilmer, NHH Board Chair; Susan Walsh, NHH President and CEO; Michael McQuigge; and Todd Dafoe, NHH Project Manager



Members of the Surgical Services team pictured with their new roller board, which assists in seamlessly transferring patients in the OR to a stretcher



**From left: (Back)** Katie Ito, Rebecca Vaughan, Megan Fluxgold, Jen Gilmer, Gabrielle Eckhardt, Carly Wardle, Rhonda Cunningham, Grace Rivers, Sue Morrow, **(Front)** Courtney Ker, Laura McCracken Ebbrell, Dr. Kate Everdell, Dr. Emma Smith, Therese Brennan-Hunt, Will Ryan

# NHH Auxiliary Highlights

Message from

## Rick Riley

President, NHH Auxiliary



**At a time when volunteerism is declining across the country, our Auxiliary continues to grow and thrive.**

**We welcomed 51 new volunteers this year and maintained a strong and engaged membership of over 310 individuals, many of whom are active in several areas.**

Together, volunteers contributed more than 33,000 hours of service across 18 different areas of the hospital, from patient support programs and clinical areas to retail operations that connect us with the community and raised \$240,000 to upgrade NHH's HUGS infant security system.

The NHH Auxiliary's strength is rooted in a shared governance approach including a skilled seven-member Auxiliary Board, dedicated volunteer teams led by volunteer coordinators and co-coordinators, and strong operational support from NHH staff.

This shared approach, developed during the pandemic, is strengthening our service, clarifying roles, and enhancing Auxiliary leadership succession planning, to the point that I can confidently say NHH offers not only a positive volunteer experience but a sustainable one.

We continue to see success in recruitment and retention. Community outreach, social media campaigns, and word of mouth have helped the Auxiliary attract new interest in the past year, including students. Just as important, we've focused on creating a culture where volunteers feel valued, through regular connection, training opportunities and recognition, such as our Dixie Mikel Scholarship, a prize of \$1,250 which goes annually to a deserving student volunteer.

The Auxiliary's impact extends beyond hours and numbers. Volunteers play a vital role at NHH in enhancing patient, family and staff experience, offering compassion, support, and a welcoming presence across the hospital. At the same time, our retail operations—the busy Little Treasure Shop, inside NHH's main entrance, and Petticoat Lane, our popular thrift shop on Munroe Street, in Cobourg—are thriving, contributing to hospital priorities, equipment needs and community.

**It is my great pleasure to support the Auxiliary and NHH as your Auxiliary President.**

**Thank you to all who choose to volunteer with us, and NHH for making it so enjoyable. It has been an exceptional and rewarding year, and as our community and hospital grow, I can't wait to see what 2026-2027 will bring.**

**For details on roles and responsibilities please see [nhh.ca](http://nhh.ca).**

## Auxiliary Volunteer Board

President: Rick Riley; Vice President: Deb Smelko; Past President: Selena Forsyth; Director, Finance: Richard Holland; Director, Business Services: Susan Spicer; Director at Large: Marilyn Routly; Director at Large: Karen Lingard; and Derrick Cunningham, Recording Secretary (Ex-Officio).

## Volunteer Coordinators

*(Listed Alphabetically)*

Janice Buck, Marilyn Chapin, Connie Davey, Susan Edwards, Sabine Fischer, Michael Gardner, Karen Gomes, Dale Hodge, Jean Irvine, Carol Johns, Joan Kemp, Heather Milroy, Carmel Murphy, Sharon Niesar, Grace Rivers, Marilyn Routly, Deb Smelko, Sandy Ward, Christine Weaver and Dana Williams.

**Right:** Petticoat Lane volunteers.

**Below:** The Little Treasure Shop volunteers.

**Bottom right:** NHH Volunteer Coordinators.



## Volunteer Opportunities

There are so many ways to make a difference volunteering with NHH. Visit the [VOLUNTEERS](#) section at [nhh.ca](http://nhh.ca) or contact our Volunteer Manager at 905-372-6811 ext. 4629 for more information and for the volunteer form.



# PFAC Highlights

Message from

## Bonnie McKee

Chair, Patient and Family  
Advisory Council (PFAC)



**PFAC partners continue to bring the lens of lived experience to planning and continuous quality improvement throughout NHH.**

The 'north star' for our work is NHH's Experience Framework—a series of 8 strategic 'lenses' (see p. 5) through which NHH is working to enhance human experience, not just for patients and caregivers, but also for staff, physicians, midwives, and volunteers.

It's inspiring work, that we take on eagerly. In the past year we answered the call for participation on a multitude of initiatives, including:

- a refresh of NHH's Patient Rights and Responsibilities statement and the successful rollout of real-time, anonymous patient experience surveys throughout the hospital (both requirements of the *Excellent Care for All Act*);
- the establishment of NHH's new Newborn, Perinatal and Reproductive Care Clinic;
- a revamp of materials to better prepare patients for surgery;
- in-depth consultation regarding parking rates;
- co-design of an Essential Care Partner Pilot to support caregivers (a joint project with the Ontario Health Team of Northumberland and the Ontario Caregiver Organization);
- co-design of the Outpatient Stroke Recovery service;
- co-design and role-playing in support of the establishment of NHH's ED Wait Time Dashboard, ED Kiosk, and ED Rapid Assessment Zone;

- feedback on the NHH@Home service; and
- participation on NHH's Master Planning Steering Committee.

As Chair, I was delighted to receive a call from Board Chair Cyndi Gilmer inviting me to a regular ex officio seat on the Board, commencing this fall.

Over the year, we bid fond farewells to some longstanding and outstanding partners, while welcoming new voices to our efforts. While a small team of eight we collectively contributed over 750 hours of volunteer service this past fiscal year (see our full listing of partners, and responsibilities on our PFAC pages on [nhh.ca](http://nhh.ca)).

As partners we serve as equals alongside staff, physicians and midwives on the Quality and Practice Committees of all core programs, best practice working groups, Quality Aim committees, specific departmental assignments, as well as regional working groups.

Our voice has contributed to the co-design of new services, helped improve existing services, and brought the patient and caregiver perspective to NHH's recruitment efforts and corporate projects while also participating in hospital and community events, such as the PACE talks.

We welcome others with lived experience in hospital and local health care and an interest in volunteering in this unique way. It is an immensely rewarding role and it is my honour to serve this community and this PFAC team as Chair. Thank you, NHH, for listening!

## Spiritual Care Volunteers

As an integral part of holistic patient and family care, and an important element of NHH's 'caring for the carer' commitment to overall well-being, NHH is committed to ensuring access to spiritual care supports. Our dedicated and growing volunteer Spiritual Care Committee is now comprised of seven local chaplains, ministers, and trained lay Spiritual Care Providers (SCPs).

SCPs at NHH offer support to individuals of all faiths, as well as to those who identify as spiritual, but not religious. These volunteers provide on-call spiritual care throughout the hospital, working closely with local faith communities and participating in a variety of events like NHH's 'Blessing of the Hands' for staff, patients and caregivers.



Spiritual Care Volunteers  
Janice Buck and Jack VanderVeer.



St. John's Ambulance  
Volunteer Diane Jackbusch  
with Mannix.

## Integrated Stroke Unit Volunteers

The Integrated Stroke Unit (ISU) volunteers at NHH provide one-on-one support, information, and community-based programs to help people adjust to life after a stroke. These volunteers are either stroke survivors or caregivers who have supported someone through a stroke themselves. Drawing from their lived experience, they offer understanding, encouragement, practical advice, and emotional support to people who are starting their recovery. All ISU volunteers receive training through the March of Dimes After Stroke program.

## St. John's Ambulance Therapy Dog Program

St. John's Ambulance Therapy dogs bring essential therapeutic comfort and unconditional companionship to our patients, care providers and staff, helping to brighten the days of everyone they encounter. In addition to the dogs themselves, the skilled and compassionate therapy dog handlers provide meaningful conversations and support, fostering a warm and nurturing environment throughout NHH. This ongoing collaboration significantly enhances the overall care experience within our community.

## Transplant Ambassadors

The Transplant Ambassador Program (TAP) is a support program steered by volunteer kidney transplant recipients and living kidney donors. These volunteers have direct experience with kidney donation or kidney transplant.

Transplant Ambassadors connect with patients, potential donors, and family members at any stage of the transplant process. They share their personal experiences, answer general questions, and offer understanding and encouragement. Their goal is to help others feel informed, supported, and hopeful as they navigate decisions. This is a collaborative program supported by the Peterborough Regional Health Centre (PRHC) and the TAP Provincial Core Team to ensure all Transplant Ambassadors receive training and ongoing coaching to help them provide effective peer support.

# Our People, Our Strength

At NHH, our people are truly our strength. Thank you to all the dedicated individuals committed to delivering exceptional care for every patient. Here are selected highlights from the NHH social media posts celebrating our many teams over the past year.

**For more, please follow us (see our Stay Connected page for details).**

\* Please note, photos may not include all team members.



# EDIAC Highlights

## (Equity, Diversity and Inclusion Advisory Committee)

EDIAC works collaboratively across all hospital departments to promote an equitable and inclusive culture by providing leadership in equity, diversity, inclusion, and anti-racism efforts that reflect NHH's core values of integrity, quality, respect, teamwork and compassion and our shared purpose of **People First**. NHH's EDIAC team works to not only promote and support activities around dates of recognition, observance, and celebration, but also works to create opportunities for dialogue about issues of inclusion and equity in healthcare.

EDIAC has invited a number of leading healthcare professionals to share their perspectives about a variety of health equity-related topics such as Indigenous health issues, hiring practices, and strategies for creating inclusive healthcare, and a barrier-free environment for all.

NHH has also provided opportunities for additional learning through certified online programs designed to:

- Expand awareness of behaviours and practices that perpetuate all forms of inequity in the work and learning environment.
- Equip participants with tools, strategies, and resources to mitigate all forms of inequity.
- Inspire ongoing learning in content areas related to contemporary social issues and advance health equity.

To find out more about NHH's Equity, Diversity and Inclusion efforts please visit [nhh.ca](https://nhh.ca)



**Far left, From left to right: Front Row;** Ida Francoeur, John Villar, **Back Row;** Cindy Dunnings, Kerstyn Perrow, Kelly Hudson.

**Left:** Sara Wolfe, RM, RN and Lead Indigenous Health Strategy Toronto Academic Health Sciences Network and Lola Obomighie, VP People, Culture & Organizational Effectiveness.

# Growing Care for the Future: NHH's Master Plan

## **Northumberland Hills Hospital (NHH) is on a journey to create a Master Plan.**

Launched in May 2025, NHH's collaborative master planning process, entitled *Growing Care for the Future*, is combining input from a broad range of sources, including community consultation, to identify long-term services and facility requirements for NHH.

### **Mandated by Ontario's Ministry of Health, Hospital Master Planning**

- addresses current and anticipated government direction regarding hospital service sustainability;
- identifies how NHH can be an environmental steward by creating a sustainably accountable organization and,
- considers innovations and new technological advances in care



#### **May to October 2025**

The Master Planning Steering Committee, co-chaired by NHH's President and CEO and Board Chair, and comprising NHH staff, physicians, patients, caregivers, and volunteers, gathered insights, conducted internal evaluations, and hosted focus group sessions exploring future needs and possibilities. This work was supported by experts in planning, architecture, and health system data.

#### **October to May 2026**

More than 421 engagements were completed, including a mix of one-on-one conversations, generative group discussions, virtual public forums, and an online and in-hospital survey. Area and regional health and social care partners, students, municipal, provincial and Indigenous leaders, community organizations and local businesses, all provided valuable ideas and insights.



**Pictured (from left to right):** Jennifer Gillard, VP, Patient Experience, Public Affairs and Strategic Partnerships, NHH; John Logel, Mayor, Township of Alnwick/Haldimand; Bobbi Wright, Councillor, Municipality of Brighton; Susan Walsh, President and CEO, NHH; Lucas Cleveland, Mayor, Town of Cobourg; Bob Crate, Northumberland County Warden and Mayor of Trent Hills. **Missing from photo:** Mike Melinyshyn, CAO, Municipality of Port Hope.



## Moving Forward

The information gathered will be analyzed and reported as part of the detailed formal submission going forward to the Ministry of Health and Ontario Health regarding the proposed long-term program and facility requirements of NHH. The plans and ideas we generate in this stage of our master planning process are conceptual – they will evolve as we collaborate with partners and government.

**To review highlights from our public forums or to find out more about our master planning process, please visit the master planning section at [nhh.ca](https://nhh.ca).**

# Stay Connected



## Watch Videos



**Visit our website**  
[nhh.ca](http://nhh.ca)



[instagram.com/nhhfoundation/](https://www.instagram.com/nhhfoundation/)



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Northumberland Hills Hospital  
Northumberland Hills Hospital Foundation



**Email us:** [info@nhh.ca](mailto:info@nhh.ca)



## Artist Statement by Koren Smoke

**The cover artwork for the 2026 Northumberland Hills Hospital Annual Report reflects health, wellness, diversity, and Anishinaabe teachings. Each element is chosen to honour the relationships between people, land, and community.**

The central tree symbolizes the many branches of the hospital—its departments, hallways, and the ongoing growth of its services. In Anishinaabe teachings, trees are living relatives who offer medicine, protection, and lessons in balance.

The border features the strawberry, our **heart berry**, which teaches love, healing, and emotional wellness. Its connection to the heartline represents the life force that ties us to one another and to Creation. Hands from the hospital's logo are woven into the border to acknowledge the caregivers and community members who uphold the hospital's work.

Flowing water represents cleansing, renewal, and the understanding that water carries life. Water is a living spirit in Anishinaabe culture and reminds us of our responsibility to care for the waters that sustain us.

The silhouettes of diverse people reflect the staff, patients, and community who come together within the hospital. The sun represents new beginnings—our **Grandfather** who brings warmth and guidance—and can also be seen as our **Grandmother Moon**, who governs the waters and the rhythms of life. Together, they honour all our relations in the land, animals, water, and sky.

The eagle, one of the Seven Grandfather Teachings, represents **Love**. As the one who flies highest and sees the farthest, the eagle reminds us to act with a good heart and to care for one another with compassion.

**Koren Smoke** קרן סמוק

*Zoong'de'e Kwe - Strong Hearted Woman,  
Michi Saagiig Anishinaabe - Mississaugas  
of Rice Lake, Alderville First Nation*



NHH

# Northumberland Hills Hospital

