Senior Leadership Report to the Board

Our Shared Purpose: People First

Our Values: Integrity, Quality, Respect, Compassion and Teamwork

October 8, 2026

October 8, 2026, Board Meeting

Welcome to our new Board and Community Members.

As we enter the fall season, Northumberland Hills Hospital continues to navigate increasing demand for services while advancing key strategic priorities that strengthen care quality, patient experience, workforce sustainability, digital innovation, and health system integration. The updates in this report highlight the remarkable work of our staff, physicians, volunteers, and partners as we respond to immediate pressures while continuing to build for the future

Connected Care Close to Home

Surge

NHH experienced unprecedented surge over the summer months, in fact we had over 24 days of sustained surge. Many of you have asked what is driving this surge. The answer is not a single factor. It is not a result of increasing volumes of low-acuity patients presenting to the Emergency Department. Rather, we are caring for a growing number of patients with highly complex medical, functional and social needs who require admission and often face significant challenges transitioning safely home or to their next care setting. As a result, patients remain in hospital longer, beds remain occupied and our ability to move patients efficiently through the system becomes increasingly constrained.

I want to express my sincere gratitude to our dedicated teams for their extraordinary care, compassion and teamwork demonstrated during this period of sustained patient surge. Including our volunteer teams as well who covered many weekend shifts to support our clinical teams in areas such as Emergency Department.

Accountable Care

Right Care Right Time Initiative

While additional infrastructure remains essential, capacity challenges cannot be solved through space alone. We have launched a new initiative that is meant to address our immediate needs as our master plan looks to 30 years in the future. This initiative Right Care Right brings together staff, physicians, patients, and partners to improve patient flow, reduce delays, and ensure patients receive the right care in the right setting at the right time. This work supports better patient experiences, improved access to care, and the responsible stewardship of healthcare resources.

Workstreams will be developed to understand more deeply the opportunities that exist related to these three areas. This work is being led by Kate Zimmerman and Dr Paul Ketov.

HIMSS 6 Evaluation

The hospital will be undergoing a HIMSS (Health Information and Management System Society) EMRAM Stage 6 designation evaluation in Early November, an important milestone that would recognize our advancement in the use of digital technologies to support patient care and clinical decision-making. This designation would reflect years of investment in electronic medical record capabilities, clinical workflows, data integration, and quality improvement initiatives. Stage 6 status would position the organization among leading digitally enabled healthcare organizations and demonstrates our commitment to leveraging technology to enhance patient safety, care quality, and operational effectiveness while building the foundation for continued digital transformation.

Achieving HIMSS Stage 6 would place NHH among a select group of hospitals demonstrating advanced use of digital technologies to support safer, more coordinated, and more effective patient care.

Emergency Department Action Team (EDAT)

Several members of NHH attended a webinar related to the launch of the new Emergency Department Action Team with opening remarks from the Premier. Chaired by Dr Abdel-Rahman Lawendy, the government is taking action to reduce wait times and improve the patient experience in emergency departments with the official launch of the Emergency Department Action Team (EDAT). Supported by an investment of more than $47 million, the EDAT will lead efforts to help 26 hospitals across the province reduce wait times and get patients the care they need as quickly as possible. This team will also apply Lean methodologies to streamline processes, identify and address bottlenecks and improve patient flow so people can receive timely, high-quality care when they need it the most. NHH will not be one of the 26 participating Hospitals in the first round.

Responsive and Healthy Work Environment

UKG

As part of our commitment to modernizing workforce systems and enhancing the employee experience, NHH has implemented the UKG workforce management platform, that manages scheduling, timekeeping and many HR processes on a single platform. This system replaces our previous system, which had reached end-of-life. The decision to move to UKG was driven by the opportunity to improve operational efficiency, strengthen payroll accuracy, enhance workforce planning capabilities, and better align our people systems with NHH's organizational culture and strategic priorities.

Implementation continues to progress in a phased approach. UKG Phase 1 was successfully launched in June 2026, followed by the implementation of Andgo (automation platform for workplace scheduling and absence management) Phase 1

in September 2026. Andgo Phase 2 is scheduled for October 2026, with additional phases planned into the new year. These initiatives represent a significant investment in modern workforce management tools that will support staff, managers, and organizational decision-making while creating a more streamlined and responsive workforce environment.

Fire Marshal Safety Training

Fire Marshal Safety Training represents the next important step in advancing NHH's Code Red Fire Safety readiness and overall emergency preparedness program. This work reflects a sustained organizational focus on ensuring a safe environment for patients, families, staff, physicians, volunteers, and visitors, while strengthening our ability to respond effectively during emergency situations.

This training builds upon a number of significant accomplishments completed over the past year, including the establishment of clinical and non-clinical code working groups, progress toward a formal Emergency Preparedness Committee, updates to fire safety procedures, completion of the NHH Fire Safety Plan, and approval of that plan by the local fire department. Additional activities have included fire department inspections, mock fire drills, and routine maintenance and testing of critical safety infrastructure such as fire doors and alarm systems. Collectively, these efforts are enhancing organizational readiness and fostering a culture of safety across all areas of the hospital.

Multiple Site Joint Occupational Health and Safety

I am pleased to share that NHH has officially received a Minister's Order from the Ministry of Labour, approving NHH as a Multi-Workplace Joint Health and Safety Committee (MJHSC). This approval formally recognizes a single JOHSC structure representing multiple workplace locations within NHH. This designation is a significant achievement and reflects the strength of our collaborative approach to health and safety. It recognizes our commitment to maintaining a coordinated, organization-wide focus on workplace health and safety while ensuring worker and employer representation across all locations. The approval also provides a strong foundation for continued consistency in identifying hazards, responding to concerns, sharing best practices, and advancing initiatives that support the health, safety, and well-being of all.

NHH EDIAC recognizes The National Day for Truth and Reconciliation with a special Fireside Chat with Jessica Outram

Today, we hosted Jessica Outram an award-winning author, educator and former Cobourg Poet Laureate for a fireside chat entitled, ***Stories We Seek: Writing, Memory, and Reconciliation.***

Also, many members of the NHH family alongside our community partners participated in the Alderville First Nation *Every Child Matters* walk on September 30th. During the closing remarks, the Hospital was acknowledged for the work we are doing together as part of the Indigenous Patient Navigator Working Group. This joint effort advances the Truth and Reconciliation Commission's Calls to Actions here in Northumberland County, to enhance Indigenous patient care, experience and trust.

Exceptional Care, Every person, Every Time

Experience Symposium

On September 16, NHH proudly hosted its inaugural Experience Symposium, and celebrating the 10-year anniversary of PFAC bringing together healthcare leaders, providers, patient partners, and community organizations from small- and medium-sized organizations to share knowledge, celebrate achievements, discuss common challenges, and explore opportunities to advance the human experience in healthcare. We had 91 attendees from 19 different organizations including NHH.

Through a day of inspiring presentations, engaging panel discussions, and meaningful networking, participants examined the important role of legislation such as Ontario's *Excellent Care for All Act* and Canada's *Apology Act* in supporting patient-centred care. For several years, NHH, guided by our Experience Framework, has been on a journey to elevate not only the patient and caregiver experience, but the human experience, and the day served as a powerful reminder that this work has never been more important. Gratitude to Graeme Bakker, Courtney Shields and Jennifer Gillard.

The pressures affecting hospitals across Ontario continue to be felt locally through increasing patient complexity, capacity challenges, workforce demands, and growing expectations for access to care. Despite these challenges, NHH remains financially responsible, clinically strong, and deeply committed to serving our community. The accomplishments outlined in this report demonstrate an organization that is not only responding to today's realities but actively preparing for the future.