

# COURAGE and HOPE

Annual Report 2020/2021

niagarahealth

Extraordinary Caring. Every Person. Every Time.

Niagara Health is a regional healthcare provider with multiple sites and a growing network of community-based and virtual services.

We believe that every person in our region deserves to live every day of their life in the best health possible. As a community-based academic centre, our focus on teaching and learning, research, innovation and partnership propels us to continually improve care and make a difference in people's lives.

Our team is made up of more than 7,300 staff, physicians and volunteers who we count on to deliver Extraordinary Caring. Every Person. Every Time. Our Accreditation with Exemplary Standing is a clear demonstration of the team's commitment to the highest safety and quality standards.

We provide a full range of acute care hospital services to the 450,000 residents across the Niagara region, and we are one of the few hospitals in Ontario that own and operate a long-term care facility.

Creating a healthy community is a collaborative effort. The courage and hope demonstrated by so many during the COVID-19 pandemic inspires us to continue to work with community partners to improve the health and well-being of our region.

Our CORE values inspire us to be  
**EXTRAORDINARY:**



Compassion  
in Action



Driven by  
Optimism



Achieving  
Ambitious Results



[www.niagarahealth.on.ca](http://www.niagarahealth.on.ca)

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Support for Niagara Health has been provided by Ontario Health and the Government of Ontario.

Please note, any photos without masks were taken previously or following physical distancing guidelines.





## Message from our Board Chair and our President and CEO



Bernice (Bunny) Alexander  
Board Chair



Lynn Guerriero  
President and CEO

When we think about the last year and our response as a community to the COVID-19 pandemic, there are many examples of courage and hope amid the challenges we have faced.

We are incredibly proud of the way the Niagara Health team pulled together, wave after wave, to respond to the unimaginable and unrelenting demands of this health crisis.

Time and again, Niagara demonstrated the true meaning of a kind and caring community. Healthcare partners, elected officials, educational partners, businesses and families came together to support Niagara Health and one another.

Healthcare is a calling, and our staff and physicians didn't hesitate to answer, providing safe, high-quality, compassionate care to our patients and families in extremely challenging circumstances.

We overcame many hurdles in our fight against this highly contagious virus – concerns about shortages of personal protective equipment in

the early months, managing outbreaks at our hospital sites, protecting our most vulnerable citizens in long-term care homes, a late arrival of vaccines in Niagara, the emergence of new variants and surges of COVID-19 cases that threatened to overwhelm hospitals and led to Niagara Health caring for critically ill patients from the Greater Toronto Area.

Throughout the pandemic, our team has shown its versatility and ability to adapt to change to meet our patients' needs – in our Emergency Departments, Intensive Care Units, operating rooms, inpatient units, ambulatory clinics, support services and so many other areas. It has been a true team effort.

Niagara Health's greatest asset is **our people**, and our greatest reward is **our community's** health and well-being.

Our vaccination clinic at the Seymour-Hannah arena in St. Catharines is often described as a bright light that will lead us out of the pandemic. The cover photo is an image from inside the clinic that illustrates what a special place it has become in our community. Thousands of people have shared their thoughts about what getting vaccinated means to them on colourful sticky notes that wrap around the arena.



We've also made progress in other strategic areas – investing in technology and research, planning for a new hospital in Niagara Falls and creating connected care experiences centred around the needs of patients.

Niagara Health is becoming increasingly known for our leadership in developing innovative ways to deliver healthcare. This is a testament to the strength of our partnerships and the will of our community to work together to improve the health of our region. As Niagara moves forward with its recovery from the pandemic, we will continue our work to improve the quality of our services to meet the needs of our community, which includes prevention, mental health and specialized care for older adults.

COVID-19 pushed our community to the limit, or what we thought to be the limit, only to rise above and beyond. We are inspired by the courage and hope demonstrated by so many. Niagara Health's greatest asset is our people, and our greatest reward is our community's health and well-being.

# COVID-19 RESPONSE

On March 12, 2020, we received confirmation of the first positive COVID-19 case at Niagara Health. Since then, we've cared for 902 patients with COVID-19.

We've asked a lot of our staff and physicians over the past 15 months. Amid the worry and uncertainty for themselves and their families, they've demonstrated the depths of their professionalism and commitment, earning the admiration of our community. Our senior leaders have been regularly counted on to share expertise and advise on the regional and provincial pandemic response, working closely with other hospitals and partners.

The rapidly evolving nature of the COVID-19 crisis brought massive upheaval to healthcare and in many ways accelerated changes already underway to strengthen the way we provide care.

Our Patient Partners share their time, experiences and perspectives to help us improve our delivery of care. Examples of recent contributions from our Patient Partners include feedback on new visitor guidelines and communication related to our surge planning during COVID-19.



## Every Day is a Gift for COVID-19 Survivor



"You couldn't get a better group of people to look after you."

Richard Singer

Richard Singer received an emotional send-off when he was discharged in December from the unit dedicated to caring for COVID-19 with patients at our St. Catharines Site. Visit our YouTube channel @NiagaraHealth to watch the send-off.

While birthday surprises are typically happy occasions with cake, decorations and loved ones, turning 77 in March was a somber surprise for Richard Singer.

It was a birthday he didn't think he would make.

Earlier this year, the Stevensville resident spent several weeks at our St. Catharines Site being treated for serious complications from COVID-19. Nearly six months later and back at home, Richard still suffers some residual effects from the virus.

Richard said the Niagara Health team treated him "like royalty, always." One night when he couldn't sleep, a nurse came in and talked to him to distract him until he finally dozed off.

"You'd never know the pressure they were under," he said. "I can't say enough good things. I remember one cleaning staff said to me, 'I'm so glad you're looking better.' You couldn't get a better group of people to look after you."

In June, he received his second COVID-19 vaccine and celebrated his 57th anniversary with his wife, Beth. One of the things he's most excited for post-pandemic is a meal inside a nice restaurant. More than anything, Richard is enjoying spending time with Beth, with whom he shared his goodbyes when he didn't think he would survive.

"I love my wife so much," he said. "Every day is a gift and we're happy for that."



## ASSESSMENT CENTRES

As the primary health agency for COVID-19 testing in Niagara, we operated three assessment centres at our Niagara Falls, St. Catharines and Welland sites to screen and test for the virus. Working with our partners, we also opened a temporary location in Niagara Falls to test hospitality and tourism sector workers. Community healthcare professionals, including family physicians, have stepped up to work at these centres. They've been joined by a number of redeployed hospital staff and physicians.



Dr. Jane Bradfield swabs patient Torena Gardner Durdle for COVID-19 at our Assessment Centre in Niagara Falls.

More than  
**255,000 swabs**  
have been  
administered  
at our three  
assessment  
centres.



## COVID-19 OUTBREAKS

Our teams skilfully managed a number of outbreaks at our sites. These outbreaks limited our ability to admit and transfer patients needing acute care and included a facility-wide outbreak that essentially closed the Niagara Falls Site to inpatients. Our IPAC and Infectious Diseases teams, working with Niagara Region Public Health (NRPH) and our Occupational Health and Safety team, monitored these situations closely and took immediate action to protect our staff, physicians and patients.

## IMPACT ON SERVICES

We paused scheduled surgeries and procedures several times over the last year based on provincial direction. We were successful in ramping back up from the first wave and catching up on most of the backlog, only to ramp back down and up again during both the second and third waves. Throughout this period, we managed to continue to deliver care to the most urgent

of our patients. We also provided alternative options to surgical patients using virtual care for post-operative appointments.

Our teams are cautiously resuming scheduled care (inpatient and same-day surgeries and procedures) and addressing our backlog so patients and families receive care at the earliest opportunity.

## INFECTION PREVENTION AND CONTROL (IPAC)

Our IPAC and Infectious Diseases experts introduced a number of protocols to maintain a safe environment in the hospital. These protocols frequently changed based on provincial direction and as more was learned about COVID-19, requiring co-ordination, effort and patience from everyone. The safety measures included screening and masking of everyone entering the hospital, wearing of personal protective equipment (at times amid shortages) by staff and physicians, restricting visitors, and enforcing physical distancing and hand hygiene.

The Essential Care Partners (ECP) program, which began in January 2021, was created as an option for loved ones to safely support patients who are staying in the hospital. Different than a visitor, an ECP becomes part of the care team and plays an integral role in the care of patients. Since the program started, we have trained more than 2,000 ECPs.



**Marianita Lampitoc**, Manager,  
Infection Prevention and Control



**Dr. Karim Ali**, Director, Division of  
Infectious Diseases, and Emergency  
Preparedness Lead

# COVID-19 RESPONSE

## LONG-TERM CARE AND RETIREMENT HOMES

Early in the pandemic, COVID-19 created a national crisis in long-term care and retirement homes. Hospital healthcare workers are highly trained in IPAC and, in Niagara, our expertise and resources were increasingly relied upon to provide assistance and protect residents and staff in these facilities. We took a leadership role in this humanitarian response, working with community partners from NRPH, home and community care, primary care, Niagara EMS and long-term care. We supported individual homes with clinical consultation and education, staffing needs and the management of outbreaks.

Between October 2020 and March 2021, we assumed temporary management of two Niagara Falls

long-term care homes in outbreak – one of them experiencing what was among the largest outbreaks in the province. Our hospital response teams worked in partnership with management and staff at the homes to create a safe, healthy environment for residents and care providers by strengthening IPAC measures and outbreak management protocols.

We are one of the few Ontario hospitals that owns and operates a long-term care facility. In addition to helping other facilities, our team at the Extended Care Unit at the Welland Site worked hard to manage COVID-19 cases, keep our residents safe and communicate with families.



Personal Support Worker Stephanie Paille helps Extended Care Unit resident Donna Smith go outside at our Welland Site.



Registered Nurses Kelly Muir, left, and Shona MacGregor in our St. Catharines Site ICU.

## CRITICAL CARE

During the third and most devastating wave, our Level 3 ICU capacity for our sickest patients was as high as 200 per cent. Patients were sicker and required a longer length of stay than in previous waves. When ICUs in the Greater Toronto Area became stretched beyond their limits, hospitals collaborated to transfer patients to ICUs with capacity, working as a province-wide system.

At the height of the third wave, we dedicated two inpatient units at our St. Catharines Site for patients with COVID-19, added physicians and redeployed staff to the ICU and repurposed our surgical recovery area in St. Catharines for additional Level 3 critical care beds. Although under significant pressure at Niagara Health, our team responded to this unprecedented critical care

crisis by caring for 73 patients transferred from hospitals outside our area.

Thankfully, we were able to overcome this capacity crisis by hospitals across Ontario working together, and with the support of the public in getting vaccinated and in following public health measures.

Each and every member of Niagara Health carried out critical tasks to manage this crisis and supported the needs of our patients and team in a multitude of other important ways. We're incredibly proud of the compassion and emotional support the team stepped up to provide, whether it was helping loved ones connect through virtual visits, holding a patient's hand or supporting colleagues with kind words and actions.



## COMMUNITY SUPPORT

We have experienced an overwhelming amount of support and goodwill from our community.

Local restaurants working through hardships of their own delivered meals and treats on an almost daily basis. Community leaders publicly expressed support for our teams. First responders paraded with lights outside our buildings. Growers and florists delivered flowers. Students of all ages drew, painted and wrote beautiful expressions of gratitude. Local businesses and individuals donated hundreds of thousands of personal protective equipment items and self-care packages. A former patient who is a professional songwriter wrote a song for us, and a professional actor prepared a heartfelt video.

These examples of kindness and generosity are ongoing and will always be appreciated.



## #InItTogether

Our staff and physicians have shown great strength and perseverance throughout the pandemic.

We'd like to acknowledge their commitment for providing our patients and families with safe, compassionate, quality healthcare. Staff and physician wellness is a core part of our work as we move into the recovery phase of the pandemic.

We'd also like to thank the community for its partnership and support throughout these uniquely challenging times. Niagara Health is here to help in times of need, and earning the respect and admiration of our community has meant so much.



## Let's Remember

Too many people have experienced loss over these last 15 months. Those who have passed away will always be in our hearts, as will their loved ones who are grieving these losses.







The story of our COVID-19 vaccination clinic at the Seymour-Hannah Sports and Entertainment Centre is one of community, resilience and hope.

The St. Catharines arena is lined with thousands of colourful sticky notes where Niagara residents and workers share their #GotTheShot story about what getting vaccinated means to them. The experience of being surrounded by these personal messages is so moving that the clinic has captured the attention of numerous national media outlets.

**#TeamNiagara has administered more than 185,000 doses** of the Pfizer vaccine – almost half of all doses administered in Niagara – and we are well into administering second doses earlier than anticipated. This vaccination effort is part of a larger mass immunization program



with Public Health, pharmacies and primary care. Our combined success is significant given Niagara's later start with securing vaccines as compared to other Ontario communities.

We opened Niagara's first COVID-19 vaccination clinic at our St. Catharines Site in January. We vaccinated almost 1,000 healthcare workers, including Niagara's first long-term care worker and Niagara Health's first healthcare worker, before provincial direction paused this work a week later due to a global vaccine shortage. COVID-19 vaccinations resumed with the



opening of the Seymour-Hannah clinic in mid-February. The larger space allowed us to triple our capacity and immunize more than 1,000 people per day. The clinic team fine-tuned the operations, and today we can administer more than 2,500 vaccinations per day based on vaccine supply.

Over the past months, we hosted mass vaccination clinics for priority groups such as frontline education workers, migrant workers, individuals with intellectual or developmental disabilities and other populations that are considered more vulnerable to the virus. We



appreciate the City of St. Catharines' partnership and the use of the rink and surrounding space.

**The clinic is a labour of love for those who work there.** It takes approximately 75 people to run the clinic each day. #TeamNiagara is made up of Niagara Health staff and physicians, Public Health staff, community physicians, Niagara EMS and other partners. Because of the unique constitution of the vaccine, our pharmacy staff are on site each day to prepare the vaccine for same-day doses, and we have an on-site IT team to oversee our booking tool.





## One step closer to a family reunion

As the matriarch of a large Italian family, one of the things Elisa Santin most enjoys is sitting around the dinner table with her loved ones.

Throughout the pandemic, this is what the Niagara Falls resident has missed the most. While the pandemic has made it difficult to keep up with regular family traditions, she considers herself lucky to have the support of family nearby.

"We've tried to find creative ways to safely celebrate birthdays and other milestones, including car parades and physically

distanced outdoor gatherings when permitted," said Elisa. "Technology has also been a useful tool in keeping us connected, but nothing can replace being together around the dinner table."

Elisa, who is now fully vaccinated, is eagerly awaiting the day she can hug her grandchildren and enjoy her family's company at weddings, baby showers and family picnics.

"Family has always been very important to me," said Elisa. "As challenging as the pandemic has been for all of us, I'm incredibly grateful that we have remained safe and healthy."



From left: Elaina Orlando, Research Manager; Dr. Jennifer Tsang, Physician Research Lead; Zeau Ismail, Director, Interprofessional Practice, Ethics & Spiritual Care, Research Administration; and Dr. Johan Viljoen, Chief of Staff, Executive Vice President, Medical Affairs.

Niagara residents are getting access to the latest COVID-19 treatment options because of the numerous clinical trials and research studies happening at Niagara Health. Since the early weeks of the pandemic, we have created opportunities for our patients to participate in clinical trials related to one of the most significant healthcare challenges of our time.

Research has a profound impact on the health and well-being of those in our communities, providing important information about disease trends and risk factors, outcomes of treatment and patterns of care, and more. Trials help to discover new and effective treatments for COVID-19. Contributing to the scientific community through a robust hospital research program is also a magnet to recruit leading healthcare professionals and enhances staff and physician satisfaction.

Our dedicated Research Office was established in 2015 to strengthen our research and academic partnerships with

Brock University, McMaster University, Niagara College and other partners.

We've become a leader in research in a community hospital setting, working closely with our partners to build research capacity in ways that benefit patients across Canada. More than 65 per cent of patients in Canada receive care in community hospitals, but most medical research is conducted in academic hospital centres. Conducting research at Niagara Health helps improve care locally while also contributing more broadly to research results that better represent populations such as Niagara's.

Research and clinical trials are taking place in a number of Niagara Health departments and divisions, including Critical Care, Oncology, Urology, Cardiology, Surgery, General Internal Medicine and Emergency Medicine.

Looking ahead, Niagara Health Foundation will seek to pair research opportunities with interested donors.

**The Emergency Medicine Researchers of Niagara (EMRoN)** program is an excellent example of the initiative taken by a group of physician researchers in the Emergency Department at Niagara Health. EMRoN is an evolving research incubator with the Niagara Regional Campus of McMaster University's Michael G. DeGroote School of Medicine and Niagara Health. The program is committed to advancing local community healthcare standards and sharing best practices with provincial and national peers.





## Innovation and TECHNOLOGY

Healthcare is progressing with developments in diagnostics, technology and new treatments and models of care in the hospital, at home and in the community. Enhancing patient experiences and outcomes is driving our commitment to push boundaries in innovation and technology.

### VIRTUAL CARE

COVID-19 accelerated the use of virtual care, and our patients and care teams are embracing its benefits. Virtual access to services has enabled Niagara Health to continue to safely provide care during the pandemic while limiting the number of people inside our hospital buildings. We're looking ahead post-pandemic to introduce new options that enhance virtual access to quality, timely care from the comfort and safety of our patients' homes using telephone and video conferencing.

**Over the last year, we offered approximately 60,000 virtual visits.** These included mental health and addictions group and individual sessions, cancer care appointments, palliative care visits to connect patients with their loved ones who could not be at the bedside, post-operative follow-up appointments and stroke prevention consultations. For our youngest patients, the Neonatal Intensive Care Unit connects with specialists at McMaster Children's Hospital through the Ontario Telemedicine Network to prepare detailed care plans.



Patient John Scott joins Palliative Care Physician Dr. Katrin Conen from his St. Catharines home for their virtual care visit. John and his family expressed appreciation for the safety and convenience virtual care visits provide.





## DIGITAL HEALTH

Our most significant investment is an electronic health record that will enable Niagara Health to successfully implement the priorities in our strategic plan. It is a critical element to support our vision of delivering modern, world-class healthcare services to Niagara residents into the future.

A digital health information system will provide secure access to a patient's medical history through one single source across all Niagara Health sites. This healthcare technology will improve care and the experiences of our patients; enhance information sharing with patients to support greater involvement in their care; promote more collaboration and real-time access to data that improves the way we work; and increase opportunities for research and education. We are working towards issuing a Request for Proposals this fall to select a vendor for the new electronic health record.

Connecting patients with their healthcare information and care providers is a priority we have been building on since we launched our Niagara Health Navigator app in 2019. As the provincial lead for the Ontario Trusted Account (OTA), a Ministry of Health-funded initiative, we are working with three other hospitals to better co-ordinate digital health tools and services using a single, secure log-in.

Join the almost **47,000 people** who have downloaded the free **Navigator app** from the App Store or Google Play.

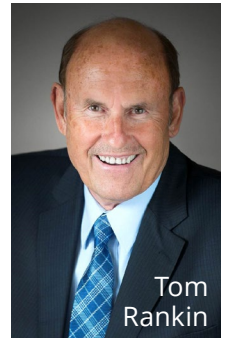
Get the latest from Niagara Health on COVID-19, testing and results, mental health and addictions resources, Emergency Department/Urgent Care wait times, and more.

Users can manage their health information from the convenience of their mobile devices and can choose to securely share access with family members, physicians, specialists and other care providers. We recently added PocketHealth to the Navigator app, making our patients among the first in the province to access their X-rays, CT scans and other diagnostic imaging records using their OTA.

## DIAGNOSTIC IMAGING

The latest diagnostic imaging technology provides patients with the best possible diagnosis, treatment and outcomes. A third Magnetic Resonance Imaging (MRI) machine for Niagara has long been identified as a priority to help reduce wait times. Using non-invasive technology, the new MRI will provide remarkably detailed images of organs, soft tissues, bones and other internal body structures.

The Niagara Health Foundation, which fundraises for equipment for the hospital, has raised \$6 million to purchase and install a new MRI at our St. Catharines Site. The Foundation recently announced that \$2.8 million of that money was raised in just over two months following a community call-to-action for financial support from local resident and philanthropist Tom Rankin. Every donation brings us closer to purchasing and installing the MRI, and we are extremely grateful for this overwhelming support from Tom and the community. We are working with the Ministry of Health to secure operational funding and better serve Niagara residents.



Tom Rankin

Another important investment is the replacement of our current Picture Archiving and Communications System (PACS) technology with a newer enterprise imaging system. A PACS allows our healthcare providers to digitally view, manage, share and store medical images. As we increasingly collaborate with hospital partners outside of Niagara, the new enterprise imaging will enable images from other hospitals to be seen alongside images acquired at Niagara Health, allowing for better comparisons, improved consultations and diagnoses, and a reduced need to redo images.





## Diversity, Equity and



It's important that everyone who walks through our doors feels safe, valued and above all, cared for. Our purpose of extraordinary caring for every person, every time calls for us to treat one another with dignity, respect and compassion.

Our newly established Diversity, Equity and Inclusion (DEI) Committee is made up of staff, physicians and Patient Partners from across Niagara Health who work to support a more diverse, equitable and inclusive environment.

We are actively working on implementing the DEI plan which includes training on cultural awareness and unconscious bias, consultation with Patient Partners, review of Niagara Health practices and expanded outreach in our recruitment efforts.

### Some highlights from this year include:

- Hiring a DEI specialist to guide our work.
- Conducting a survey of our staff and physicians to understand their experiences and concerns. Results will inform our action plan moving forward.
- Recognizing key events such as Black History Month in February, International Women's Day in March, as well as National Indigenous Peoples Day and Pride Month in June.

There is still much work to do, and we will continue to listen, learn and seek advice.





## South Niagara HOSPITAL PROJECT

Planned and designed through the eyes of our patients, their family and caregivers, focused on seniors' care and seamlessly integrating the latest technologies, the new South Niagara hospital will transform the care experience and improve the health and well-being of those who use the facility.

The South Niagara hospital will offer additional beds and new and expanded programs and services in Niagara, including Centres of Excellence in complex care, stroke, geriatric psychiatry and wellness in aging. We are incredibly honoured to co-design an Indigenous Healing Centre with members of our Indigenous community that will serve as a welcoming space for all.

Over the last year, we've accumulated more than 600 hours of group planning meetings with staff, physicians and community members, and received online feedback from thousands of Niagara residents. This input ensures we are designing a world-class facility, where innovation and patient-centred design will be deeply woven within its culture. Technology will further enhance the high-quality care our team delivers and allow our staff and physicians to spend more time nurturing personal interactions that form the basis of extraordinary caring.

Thanks to our dedicated team and community, the project remains on schedule with the upcoming announcement of the three teams shortlisted to design, build, finance and maintain the project. We look forward to the fall of 2021, when we will be releasing the request for proposals, in partnership with Infrastructure Ontario, and will be another step closer to putting shovels in the ground.

We are incredibly thankful for the ongoing support from our regional and municipal leaders, and look forward to working even more closely to highlight the impact and importance this significant investment will have on the future of Niagara.

See the comprehensive section on the Niagara Health website to **follow along on this important healthcare journey** for Niagara.



Future home of the new  
**South Niagara  
Site** Futur emplacement Niagara Sud





# Regional INTEGRATED CARE

COVID Care @ Home improved access to services and supported the care and recovery of patients who did not require, or no longer required, hospitalization and could manage COVID-19 at home.

Blending virtual and in-person care, a personalized team guided and followed patients from diagnosis through to recovery. Patients were supported by remote monitoring, 24/7 on-call services, direct access to specialists and mobile COVID-19 testing, among other services.

This unique model of care was delivered by St. Joseph's Home Care in partnership with St. Joseph's Health System, Niagara Health and community partners.

Through this program, we served more than 120 patients in their own homes and in community settings like retirement homes and shelters.

The program is no longer accepting new patients. However, we continue to seek opportunities to create new models of care that link providers and connect patients and families.

We served  
more than  
**120 patients**



## NIAGARA ONTARIO HEALTH TEAM - ÉQUIPE SANTÉ ONTARIO NIAGARA

A lot of foundational work has taken place since the Niagara Ontario Health Team - Équipe Santé Ontario Niagara (NOHT-ESON) was approved last year. Niagara Health is one of 46 partners that comprise the NOHT-ESON. The partners, inclusive of patient/client/family, Indigenous and Francophone members, provide a wide array of services across the lifespan, which include primary care, home care, emergency services, public health, community and social care and support, long-term care, mental health and addictions, hospice, rehabilitation and acute care.

The partners are working together as one team to create a co-ordinated approach to care that will make it easier for patients and their families to access services, creating seamless transitions between providers and improving patients' experience and health outcomes.

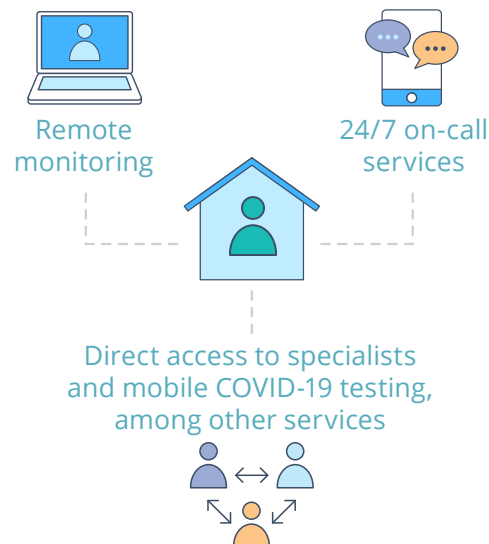
The work of NOHT-ESON is initially focused on integrating care for people with complex care needs in palliative care and stroke care, as well as children and youth with mental health and addictions needs.

The NOHT-ESON continues to strengthen relationships between healthcare partners across Niagara, with patients/clients, families and caregiver partners, and with Indigenous and Francophone communities.

The pandemic has reinforced how important it is to function as one co-ordinated team, and Niagara Health will continue to work with our partners to build on that momentum and deliver on the NOHT-ESON's vision of "Healthy together. Exceptional, connected care, now and for future generations."



### PATIENTS WERE SUPPORTED BY:





# Additional PROUD MOMENTS

## TOP EMPLOYER

For the third consecutive year, Niagara Health was named a Top Employer in the Hamilton-Niagara region by the editors of Canada's Top 100 Employers.



## 20TH LEADING PRACTICE

Our ICU research program was recognized as our 20th Leading Practice by Health Standards Organization and Accreditation Canada for demonstrating our leadership in creating positive change in quality and safety.



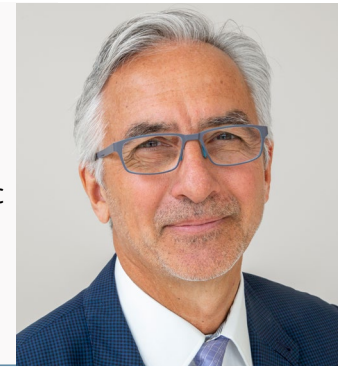
## WEDDING WISH

Our Walker Family Cancer Centre team helped fulfill a patient's wish to watch her daughter get married. The team planned a ceremony that took place in a decorated hospital conference room, and the Niagara Health Foundation captured photos of the special day.



## DISTINGUISHED ACHIEVEMENT

Canadian Association of Radiologists honoured Dr. Julian Dobranowski, Chief of Diagnostic Imaging, with the Distinguished Career Achievement Award for his significant contributions to radiology in Canada.



## CHOOSING WISELY

Niagara Health achieved Level 2 Certification as a Choosing Wisely Canada hospital for reducing unnecessary medical tests, treatments and procedures.

## LAB MEDICINE ACCREDITATION

Accreditation Canada recognized our Laboratory Medicine Program with the highest accreditation award for the second time in a row.

## ORGAN AND TISSUE DONATION

Trillium Gift of Life Network honoured Niagara Health for the third consecutive year for our efforts in improving organ and tissue donation in Ontario.

## VOLUNTEER CONTRIBUTIONS

Although unable to provide in-person support, our volunteers found creative ways to give back. One initiative involves sewing adult clothing protectors from old dress shirts that are worn by patients to prevent spills during mealtime and help support a sense of dignity and autonomy.





# Thank You, Niagara!

The **Niagara Health Foundation** has been in awe of the efforts, compassion and care that the team at Niagara Health have put forward over this past year. Their ability to provide excellent patient care during the pandemic has inspired our community and our donors.

Over the past 15 months, the Foundation has faced challenges head-on. From shifting our Signature Events to virtual offerings to finding innovative ways to engage with donors, the team at the Foundation continued to support and fund vital patient care equipment for all Niagara Health sites.

The Foundation's success was supported by so many generous community and family donors. Rotary International, Precise Parklink, the City of Niagara Falls, the Vanderburgh family, Niagara Community Foundation, Ontario Power Generation, Marcella McNamara, Mary Turner, Ontario Paper Thorold Foundation and so many others stepped up.

In February, the Foundation saw the community come together to support a significant project at Niagara Health. Tom Rankin made a public call-to-action that focused on the installation of a third MRI machine in Niagara. The community quickly and generously responded. Thanks to Tom's efforts, Barb Cornelius came forward and made a \$1-million donation in memory of her husband, Kerry. Many other community members also answered the call. Walker Industries, ES Fox and Salit Steele, among others, all provided support. In just over two months, the MRI campaign raised \$2.8 million and makes bringing a third MRI to Niagara closer to a reality.

The Foundation was also quick to adapt to the new fundraising landscape it faced. The Foundation launched its first-ever Niagara Health Community Lottery to great success. The Kids Ultimate Challenge went virtual, and the 13th annual Big Move Cancer Ride switched to a "ride from home." The Welland Elimination Draw and annual Gala were both presented virtually, and a second community lottery was held. The Foundation showed the community that it was adapting and innovating, and its donors responded by supporting local healthcare at a critical time.

The Foundation is so thankful for the support it has received. We're humbled to share that through this support, we were able to raise more than **\$9 million in 2020/2021**. The Foundation is well positioned to begin fundraising for the new South Niagara hospital project.

For more information, please visit [NiagaraHealthFoundation.com](http://NiagaraHealthFoundation.com)



niagarahealth  
foundation





# Board of Directors and Senior Leadership

Since last year, we welcomed three new senior leaders:

**Dr. Nicholas Braithwaite**, Chief of Obstetrics and Gynecology;

**Harpreet Bassi**, Vice President, Strategy, Planning and Stakeholder Engagement; and

**Sonali Kohli**, Vice President, Diagnostics and Chief Information Officer.

We've also said farewell to Charles Rate who served on our Board of Directors for five years. A dedicated volunteer, Charles

made significant contributions towards our organizational vision of a Healthier Niagara.

With the retirement of Derek McNally, Heather Paterson joined the Executive Team as our Interim Executive Vice President, Clinical Services and Chief Nursing Executive.

On June 29, our Board of Directors appointed Lynn Guerriero as the hospital's CEO in addition to her position as President.

## BOARD OF DIRECTORS

Bunny Alexander, Board Chair

Ray Archer

Dr. Gervan Fearon

Marti Jurmain, Quality Chair

Catherine Novick, Resources and Audit Vice Chair

Marylee O'Neill, Governance Vice Chair

Murray Paton

Cathy Sutherland

Rob Tiffin, Resources and Audit Chair

Dr. Barry Wright, Governance Chair

Elisabeth Zimmermann, Quality Vice Chair

### Ex Officio

Lynn Guerriero

Dr. Maynard Luterman

Heather Paterson

Dr. Johan Viljoen

## SENIOR EXECUTIVE TEAM

**Lynn Guerriero**, President and CEO

**Harpreet Bassi**, Vice President, Strategy, Planning and Stakeholder Engagement

**Linda Boich**, Executive Vice President, Quality and Mental Health & Addictions, Executive Lead, Integrated Care

**Caroline Bourque Wiley**, Chief Communications Officer

**Sonali Kohli**, Vice President, Diagnostics and Chief Information Officer

**Flo Paladino**, Executive Vice President, People and Organizational Development

**Heather Paterson**, Interim Executive Vice President, Clinical Services, Chief Nursing Executive

**Dr. Johan Viljoen**, Chief of Staff and Executive Vice President, Medical Affairs

**Angela Zangari**, Executive Vice President, Finance, Redevelopment and Support Services, and Chief Financial Officer

## MEDICAL ADVISORY COMMITTEE

### Department Chiefs

**Chair:** Dr. Johan Viljoen

**Medicine:** Dr. Lorraine Jensen

**Surgery:** Dr. Ian Brown

**Diagnostic Imaging:** Dr. Julian Dobranowski

**Anaesthesia:** Dr. Don DuVall

**Oncology:** Dr. Michael Levesque

**Laboratory Medicine:** Dr. Satish Chawla

**Mental Health and Addictions:** Dr. Maxine Lewis

**Pediatrics:** Dr. Madan Roy

**Emergency Medicine:** Dr. Rafi Setrak

**Obstetrics/Gynecology:** Dr. Nicholas Braithwaite

### Additional Members (Non-Voting Members)

**Dr. Amanda Bell**, Regional Assistant Dean, Niagara Region Campus, Michael G. DeGroote School of Medicine, McMaster University

**Dr. David Dec**, Niagara Health Primary Care Liaison

**Jennifer Gasparotto**, Head of Service, Midwife

**Dr. Jack Luce**, Chief of Staff, Hotel Dieu Shaver

**Dr. Sven Pallie**, Chair of Credentials

**Dr. Jennifer Tsang**, Physician Lead, Research

## MEDICAL STAFF ASSOCIATION

**President:** Dr. Maynard Luterman

**Vice President:** Dr. Alison MacTavish

**Secretary/Treasurer:** Dr. Adnan Hameed





## Financial OVERVIEW

Niagara Health publishes audited financial statements every year as part of our financial accountability and responsibility to the community.

Complete financial statements for 2020/2021 are posted on the Niagara Health website at [NiagaraHealth.on.ca](http://NiagaraHealth.on.ca)

Our financial health continues to improve thanks to the work of our teams. Our total operating budget for the year was approximately \$610 million, and we ended the year with a surplus of \$6.2 million. The surplus will be reinvested to improve our working capacity deficit and used to invest in future capital initiatives.

These statistics reflect our program and patient activity during our fiscal year, April 1, 2020 to March 31, 2021. Patient activity was impacted in a number of areas due to the pandemic.

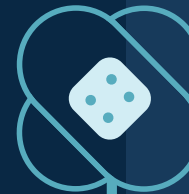
### INPATIENT



\*Beds  
**1,003**

Admissions  
**31,040**

### SURGICAL CASES



Inpatient  
**6,681**

Outpatient  
**24,624**

### VISITS



Mental Health  
**18,934**

Dialysis/Renal  
**65,740**

\*\*Emergency and  
Urgent Care  
**147,158**

Other Outpatient  
**305,848**

\*\*Niagara Health operates the fifth largest Emergency Department in the province.

### CARE BY NUMBERS



Babies Born  
**3,388**

MRI Scans  
**18,446**

Cataract  
Surgeries  
**4,378**

Heart Investigation  
Unit Procedures  
**1,996**

\* Includes Acute, Complex Care, Long-Term Care and Mental Health and Addictions.



## REVENUE SOURCES FOR 2020/2021

Approximately **91%** in base and one-time funding was received from the Ministry of Health, the Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN), Ontario Health and Cancer Care Ontario during the fiscal year.

Hospitals received **\$4.2 million** base investment increase in fiscal 2020/2021 to help offset inflationary costs pressures for salaries and benefits, patient care supplies and services and general operating expenses.

MOH and HNHB LHIN Base Funding	MOH/LHIN One-time and Other Funding	Cancer Care Ontario	Patient Revenue & Preferred Accommodations	Amortization of Grants and Donations	Non-Patient
<b>67%</b>	<b>13%</b>	<b>11%</b>	<b>6%</b>	<b>1%</b>	<b>2%</b>

## EXPENSE BREAKDOWN FOR 2020/2021

Approximately **71%** of total expenses are related to salaries, benefits and medical staff remuneration. Inflationary cost pressures for the fiscal year amounted to approximately **\$8.1 million** and in addition **\$30 million** of expense increases related to new or expanded program funding and COVID-19 funded initiatives.

Salaries and Benefits	Medical Staff Remuneration	Supplies and Other Expenses	Medical/Surgical Supplies and Drugs	Amortization of Equipment and Software Licenses
<b>64%</b>	<b>7%</b>	<b>15%</b>	<b>12%</b>	<b>2%</b>

## AVERAGE INPATIENT COST PER DAY: \$1,288

Approximately 74% of expenses are related to direct patient care like nursing, pharmacy, diagnostic imaging, laboratory and therapies.

An additional 14% is related to support services like housekeeping, food and maintenance. The remaining 12% is for administrative costs.



■ Nursing Inpatient and Clinics ■ Diagnostics and Therapies ■ Support Services \* ■ Administrative \*

## AVERAGE EMERGENCY VISIT: \$386

77% of expenses are related to direct patient care like nursing, pharmacy, diagnostic imaging, laboratory and therapies.

An additional 11% is related to support services like housekeeping, food and maintenance. The remaining 12% is for administrative costs.



■ Nursing ER Unit ■ Diagnostics and Therapies ■ Support Services \* ■ Administrative \*



[www.niagarahealth.on.ca](http://www.niagarahealth.on.ca)

# niagarahealth

Extraordinary Caring. Every Person. Every Time.