



# A new way of caring

Check out today's special section to learn about the hospital advances taking place in Niagara with programs, facilities and equipment.



# Bringing care closer to home

New regional services introduced for cancer, cardiac, mental health patients



Welland resident Suzanne Schmidt was the first patient to undergo diagnostic cardiac catheterization in the Heart Investigation Unit at the St. Catharines Site. Enhanced cardiac care is one of several new regional services now offered in Niagara with the opening of the NHS's newest hospital.

Suzanne Schmidt had no idea she was going to be part of history.

The Welland resident was relieved her doctor had recommended she go to the new St. Catharines Site of the Niagara Health System for a diagnostic procedure on her heart instead of making the longer drive to hospital in Hamilton.

As it turned out, Suzanne was the first patient to undergo diagnostic cardiac catheterization at the hospital's Heart Investigation Unit (HIU).

"The staff were absolutely fabulous," Suzanne said. "They made me feel extremely comfortable right from the get go. They were compassionate, and the doctor was wonderful."

Cardiac catheterization is one of several new regional services now offered in Niagara with the opening of the NHS's newest hospital.

The HIU, part of the NHS's regional cardiology program, began providing cardiac catheterization testing to heart patients in mid-April. The procedure enables specialists to diagnose and assess the severity of cardiac disease and evaluate the suitability of a patient for angioplasty, surgery, and other therapy or interventions.

One of a number of recent enhancements to our cardiac services, the 7,000-square-foot state-of-the-art centre expects to provide about 1,300 diagnostic procedures in its first year.

In the past, all cardiac catheterization procedures were performed at Hamilton General Hospital's Heart Investigation Unit. Twenty per cent of the patients seen at Hamilton's cardiac catheterization program last year were Niagara residents. While many patients

can now receive care in Niagara, in some instances, patients with more complex needs will continue to go to Hamilton for services.

"It's so reassuring to know you have medical help a little bit closer because for all of the years we had to go to Hamilton," Suzanne said. "It is reassuring knowing we'll have some help here a little bit closer, and it is a beautiful hospital."

### Partnership

The HIU brings together specialists in Niagara and Hamilton through a partnership with Hamilton Health Sciences (HHS).

"It is literally one program on two sites," said Susan Kwolek, NHS Vice-President of Patient Services. "Our physicians go back and forth ... and our nurses are orientating between Hamilton and here. It'll function independently when it's fully up and running, but always under the umbrella partnership of Hamilton Health Sciences."

The cardiac program will continue to evolve over time to provide interventional care, such as the insertion of stents.

Similarly, the hospital's Walker Family Cancer Centre has introduced a much-needed service to Niagara patients — radiation therapy.

Chemotherapy treatment has been provided in Niagara for nearly three decades, but cancer patients requiring radiation therapy, usually in addition to their chemotherapy, had to travel outside the region. The opening of the cancer centre will reduce the need for many patients to leave Niagara for care.

"It's fantastic to provide comprehensive cancer care

in Niagara," said Dr. Janice Giesbrecht, NHS Chief of Oncology. "Expanding access to services here in the region enhances treatment and helps patients have better quality of life."

Radiation services are being ramped up gradually and safely during the first year of operation.

The centre expects to see more than 28,000 visits during 2013-2014 for treatment, referral or follow-up appointments, compared to the 17,589 visits the NHS oncology department had last year. The cancer program has a longstanding relationship with Cancer Care Ontario (CCO) and Juravinski Cancer Centre (JCC). A coordinated, supportive relationship with CCO and the JCC ensures comprehensive, integrated cancer services are available for the people of Niagara.

As the centre increases its capacity, some patients will travel to JCC in Hamilton for treatment. In addition, patients with specialized care needs for head and neck cancers and other more complicated or rare cancers will continue to receive this care in Hamilton as part of our integrated clinical plan for services in the Hamilton Niagara Haldimand Brant Local Health Integration Network.

Clinics will continue to be held at the NHS's Welland and Niagara Falls sites for new patient and follow-up visits.

As with cardiac and cancer care, expanded mental health services at the NHS will mean fewer patients

have to travel outside Niagara for care.

All acute inpatient mental health services in Niagara are now provided at the new St. Catharines Site, consolidating services that were previously also offered at NHS sites in Welland and Niagara Falls. Outpatient mental health services continue to be provided at Welland and Niagara Falls sites, as well as the new St. Catharines Site.

Until now, Niagara residents needing longer-term mental health services (hospital stays of 60 to 90 days) have had to travel outside the region for care, typically to Hamilton, which made it more difficult for the patients and their families.

"We want patients to understand that that they are valued and that we will do everything we can to help their recovery," said Dr. Edgardo Pérez, Regional Chief of the Mental Health and Addictions Program. "This new facility provides them a place that is conducive to healing care."

Therapy programs for inpatient and outpatient services are based on a holistic approach and include various therapies, a gymnasium, sensory stimulation, group rooms, a therapeutic kitchen and activity spaces.

Mental health services will support care of patients experiencing psychiatric emergencies, acute care and longer-term care including transitional support and community integration.

"It is reassuring knowing we'll have some help here a little bit closer."

Suzanne Schmidt,  
Cardiac Patient

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# A new way of caring

## St. Catharines Site sets new standard of hospital care in Niagara

The Niagara Health System's newest hospital opens a window on the future of healthcare in Canada.

At nearly one million square feet, the comprehensive acute care hospital in St. Catharines is a showcase of technological innovation and patient-centred architectural design that helps medical professionals provide better care and allows patients to better enjoy their stay.

The hospital, which opened its doors on time and on budget March 24 after nearly three years of construction, has drawn the attention of healthcare officials across the country and internationally who are keen to see the latest advances in functionality and purpose-built space in action.

"This hospital is outfitted with state-of-the-art technology and design features that set a new standard for Canadian hospitals," said Susan Kwolek, NHS Vice-President of Patient Services. "We're excited to be in a brand new, modern building with the latest medical equipment, but we are even more excited about the enhanced care we are now able to provide our patients and their families."

### Design features

Some of the design features that make the hospital so unique include:

- ▶ The highest percentage of single-patient rooms in Ontario with 80% private rooms.
- ▶ One of the only hospitals in the world to have a dedicated HVAC system, enabling the hospital to be split into two distinct air-handling zones for complete isolation in the event of a pandemic or other significant event — the independent section includes half of the Emergency Department, two operating suites, ICU and one inpatient unit, ensuring that regular operations can continue in the remainder of the hospital.
- ▶ The largest wireless installation in a Canadian hospital. The Distributed Antenna System enables guaranteed wireless coverage throughout the building and allows physicians and medical staff to make the most of technological tools, such as computer tablets, to make diagnostic decisions more quickly and improve patient care.
- ▶ The first operating suites in Canada to be lined with corian walls — a solid-surface material typically used in countertops — for improved infection prevention and control.
- ▶ An unprecedented 1,400 hand-washing sinks and nearly as many alcohol hand-rub dispensers.

"The previous hospital facilities that were replaced by the new site (St. Catharines General and the Ontario Street Site) served patients in the area well for decades, but their design and functionality had been surpassed by modern healthcare standards," Ms. Kwolek said. "This new site has been designed for our doctors, staff and volunteers to care for the community safely and effectively for generations to come."

The site also introduces much-needed regional services to Niagara, meaning the residents of the peninsula now have access to care closer to home.

### Improving access

Comprehensive cancer care — including radiation therapy — is available for the first time in Niagara through the hospital's Walker Family Cancer Centre. Patients with cardiac illness can now be assessed at the Heart Investigation Unit, which offers diagnostic cardiac catheterization. And people with mental health needs now have access to an 81,000 square foot Mental Health and Addictions Department where they can receive longer-term mental health care — something that previously would have required a trip to Hamilton.

"Improving access to care helps us give patients a better overall experience," said Interim Chief of Staff Dr. Joanna Hope. "Many Niagara residents will now be able to spend more time focusing on their health and recovery, and less time travelling outside the region for care."

The new St. Catharines Site was designed with input gathered from the general public and NHS staff in more than 38 hospital departments and specialty areas during numerous consultations in order to create a building focused on maximizing patient experiences and outcomes.


Patient-centred features include simplified way-finding throughout the building, extensive outdoor walking paths and gardens, natural light in every patient room, increased privacy with separate entrances for the community hospital, cancer centre and mental health units, and numerous lounge areas and quiet rooms throughout the facility for patients to spend time with family members and friends.

"Having a purpose-built facility designed with input from our community and staff can only help enrich the patient experience," Ms. Kwolek says. "We appreciate every staff member, physician and volunteer who has been involved in the planning of our new hospital. The dedication they have shown, above and beyond regular commitments, has been remarkable."

"We are also extremely grateful to our Foundation and Auxiliaries for their hard work and support of the development of this new facility and for their contributions in advancing care across all of our sites."



Ashley McDermott, of Fort Erie, and her son Alexzander Carriere. Alexzander was the first baby born at the new St. Catharines Site. He was born on the day the hospital opened, shortly before noon.




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# Know when to call 9-1-1 and other



The NHS and Niagara EMS have a comprehensive plan to take care of residents and visitors to the region in medical emergencies. It is important for people to understand their medical options so they can access the most appropriate level of care. Pictured are Niagara EMS Paramedic Vanessa Martin-Mendes and Dr. David James, Regional Chief of Emergency Medicine for the NHS.

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**St. Catharines Site,**  
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**NHS Urgent Care Services**  
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**Douglas Memorial Site:**  
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**Port Colborne Site:**  
260 Sugarloaf St., Port Colborne

**St. Catharines Site:**  
1200 Fourth Ave., St. Catharines

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health and addictions services and other  
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Think you may have broken your wrist falling down the stairs to the basement? Better head to the nearest emergency department.

Your child wakes up in the middle of the night with a fever and upset stomach? That's when you're best to use urgent care services.

Pain or tightness in the chest? Call 9-1-1 and let the emergency medical dispatcher and paramedics take over until they get you to hospital.

The Niagara Health System and Niagara Emergency Medical Services have a comprehensive plan to take care of residents and visitors to the region in medical emergencies. But it's important for people to understand their medical options so they can make the right choice to get the right care in a medical emergency, and know when to call 9-1-1.

"Medical emergency care is unplanned and unexpected. You don't get instructions beforehand from

your surgeon, for example, as the day of your procedure approaches," said Dr. David James, Regional Chief of Emergency Medicine for the NHS. "We want to ensure our community has a full understanding of the services available to them in Niagara so they are prepared for a medical emergency."

When the new St. Catharines Site of the NHS opened its doors in late March, emergency and urgent care services in St. Catharines were brought together under one roof. There were no changes in hours or emergency and urgent care services at any other NHS sites.

The emergency departments at the Greater Niagara Site in Niagara Falls and the Welland Site remain as fully functional, 24/7 emergency departments, while urgent care services also continue to be provided 24/7 at sites in Port Colborne and Fort Erie. In total last year, there were more than 190,000 visits to our EDs and Urgent Cares.

In a medical emergency, it's crucial to know when to call 9-1-1 for assistance. Dr. James said many people misunderstand this option.

"This is something the NHS and EMS are working hard to change. If someone finds themselves in a medical emergency, the safest thing to do is to call 9-1-1. Care begins the moment the 9-1-1 call is received, which is critical when minutes count," he said.

Emergency medical dispatchers will provide support the moment the 9-1-1 call is received and until the ambulance arrives, said Niagara EMS Deputy Chief Michael Sanderson.

"Our primary care and advanced care paramedics will provide pre-hospital medical care to stabilize the patient at the scene and during transport to hospital," he said.

Now that services for women, babies and children have been centralized at the St. Catharines Site, pregnant women should go directly to the Women's and Babies' Unit at the hospital if their labour pains start, they have bleeding, they think their water may have broken or they are concerned about their pregnancy in any way.

"Pregnant women should always call 9-1-1 if they're worried that they can't get to the hospital on their own and they will be taken to the emergency department in St. Catharines," Dr. James said.

## Mental health

Emergency mental health and addictions services are provided at the St. Catharines Site for individuals who for example, may have taken an overdose, are at risk of suicide or harming others. Individuals requiring emergency care should come directly to the St. Catharines Site ED, or if that is not possible, to their closest ED. Urgent care services are available through the Canadian Mental Health Association for individuals who are in crisis due to personal, legal, financial or other issues.

The NHS has created a Personal Emergency Information Card to help emergency responders and hospital personnel ensure a patient's treatment is appropriate and respects their wishes.

In addition to personal contact information, the card includes information about medications, allergies, religious considerations, living will/advanced directives and power of attorney.

The card can be printed from the NHS website ([niagarahealth.on.ca](http://niagarahealth.on.ca)) and folded to fit in a wallet.

**When to call 9-1-1**

Examples of when you should call 9-1-1 to access emergency medical care include:

- ▶ Pain or tightness in the chest (heart attack symptoms)
- ▶ Sudden, severe headaches, vision problems, sudden weakness, numbness and/or tingling in the face, arm or leg, trouble speaking, or dizziness (stroke symptoms)
- ▶ Uncontrolled bleeding
- ▶ Choking or difficulty breathing
- ▶ Head injuries
- ▶ Major bone fractures or fractures associated with bleeding
- ▶ Severe stomach pain
- ▶ Unresponsiveness or coma
- ▶ Drug overdose
- ▶ High fever associated with difficulty breathing or with a seizure/post seizure

**When to go to an Emergency Department:**

Our specialized ED teams treat patients who call 9-1-1 and arrive by ambulance. They also treat walk-in patients for emergencies including:

- ▶ Broken bones
- ▶ Dizziness
- ▶ Serious illness
- ▶ Serious injury
- ▶ Mental health issues

**When to go for Urgent Care Services:**

- ▶ Minor abdominal pain (nausea, vomiting, flu)
- ▶ Coughs, colds, fever
- ▶ Ear, nose, throat and eye problems
- ▶ Minor mental health issues
- ▶ Cuts that may need stitches
- ▶ Sprains, strains, sports injuries
- ▶ Minor asthma attacks or allergic reactions

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David Demoe, Sean Corcoran, and Gene Botman of Assante stand in the new state of the art St.Catharines health care facility.

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At Assante Wealth Management, we are proud of our advisors' contributions to the communities in which they work. We sincerely thank David Demoe, Gene Botman and Sean Corcoran for their generous contribution to the brand new state-of-the-art hospital in St. Catharines, which officially opened its doors on March 24th, 2013. The hospital serves St. Catharines, Thorold, Niagara-on-the Lake and the immediate area; and replaced the NHS St. Catharines General and Ontario Street sites, combining acute care and outpatient services in one location.

David, Gene and Sean recognize the importance of having a state-of-the-art hospital close to home, a hospital that will support the growth and development of the St. Catharines area for generations to come.



# Improving access to kidney care

NHS now provides dialysis services in Niagara Falls, Welland and St. Catharines

A new community-based kidney care centre in Niagara Falls is the latest step by the Niagara Health System to improve access to care for Niagara patients with kidney disease.

With the opening of the Niagara Falls Kidney Care Centre in early March, dialysis patients now have a third location in Niagara where they can receive kidney care. The stand-alone facility in Niagara Falls — the first of its kind in Niagara — joins a satellite kidney care facility at the NHS's Welland Site and dialysis services at the recently opened St. Catharines Site.

“These changes have a direct and significant impact on improving daily quality of life for hundreds of patients across the region, as well as their families,” says Martin Ruaux, Regional Director of Kidney Care. “Many of these patients will be able to get top-quality care closer to home, which makes their lives less complicated, increases their independence and reduces their travel time.”

In 2005, the NHS's Ontario Street Site in St. Catharines was the only place in the region Niagara kidney patients could go to receive treatment. With the financial investment of the provincial government and a \$1-million contribution by the Welland Hospital Auxiliary, the NHS was able to open the permanent kidney care centre at its Welland Site in 2008.

“Over the past eight years, we have worked hard with our partners at the provincial and municipal levels to enhance services and bring essential kidney care closer to home. We are extremely grateful to our Foundations and to the many generous members of our communities who have supported these projects,” said Mr. Ruaux.

### Hub-and-Spoke Model

Following the provincial “hub-and-spoke” model of kidney disease care, the new St. Catharines Site serves as the hub of the NHS's Kidney Care Program and satellite facilities in Welland and Niagara Falls function as the spokes.

The Kidney Care Program at the St. Catharines Site includes 30 dialysis stations and provides care for up to 180 patients regularly, and supports in-patients who require dialysis. When kidney care patients require hospitalization, they will also be cared for in a dedicated nephrology (Kidney Care) bed, by the expert team.

“Because kidney disease patients must spend long hours receiving treatment — often three or four times per week for a few hours per session — the facility was designed with a focus on natural light, enhanced comfort, and independence,” said Mr. Ruaux.

The facility also provides a range of outpatient services, including renal education services for patients not yet on dialysis, support services for patients on dialysis, home dialysis services for hemodialysis and peritoneal dialysis patients who independently manage their care at home as well as transplant referral services.



NHS Nephrologist Dr. Tony Broski is pictured at the new NHS community-based kidney care centre in Niagara Falls. The clinic gives dialysis patients a third location in Niagara where they can receive kidney care, in addition to Welland and St. Catharines.

In Niagara Falls, the 18,000-square-foot Kidney Care Centre was built with capacity to expand. It currently features 18 dialysis stations with the potential to expand to 21 and supports more than 100 individuals. It is anticipated that this facility will support close to 17,000 treatments per year. In addition, this site will accommodate travellers visiting the region who require dialysis.

The Niagara Falls centre was made possible with an investment of \$3.3 million from the provincial government and generous support from the Niagara Health System Foundation and the Greater Niagara General Hospital Foundation.

The Welland Site will continue to operate as an important spoke in the care model. The Welland Site has played a critical role in the development of kidney care in the region and continued to expand over the years. There are 24 hemodialysis stations here, with our dedicated, expert care team serving more than 140 patients regularly.

Mr. Ruaux said the NHS's regional Kidney Care Program aims to empower and support as many patients as possible to be independent, managing routine care at home in partnership with healthcare providers from the program.

### Kidney care program at a glance

The Regional Kidney Care Program currently supports approximately 1,600 individuals who are being treated for renal disease, including about 370 who are on hemodialysis, as well as nearly 50 patients who receive dialysis treatment at home.

Dialysis services are provided at the Niagara Health System's Welland Hospital Auxiliary Dialysis Centre Satellite (24 stations), Niagara Falls Kidney Care Centre (18 stations) and new St. Catharines Site (30 stations).

Last year the program provided more than 56,000 dialysis treatments.

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# How we provide specialized services across Niagara

Programs include emergency and urgent care, eye care, stroke care, breast screening



Eye surgeon Dr. George Beiko examines a patient during a recent clinic at the Welland Site.

The acute care hospital sites in Niagara Falls and Welland continue to be extremely busy providing important services to Niagara patients.

In addition to the new St. Catharines Site, the Greater Niagara General Site in Niagara Falls and Welland Site both provide full-service emergency departments that are open 24/7.

The ED at Greater Niagara General, which underwent a large-scale renovation and expansion in 2007, sees 46,708 patient visits per year, while the Welland Site's updated and expanded ED has an average of approximately 26,169 visits annually.

Urgent care services for people of all ages experiencing unexpected minor illnesses and injuries are available 24/7 at the NHS's Port Colborne Site, Douglas Memorial Site in Fort Erie and St. Catharines Site. The Port Colborne and Douglas Urgent Care Centres are also very busy places, seeing 43,250 patients a year for a number of urgent, but not emergency, conditions.

In addition to providing surgery at both the Welland and Niagara Falls sites, the Welland Site also offers a

Comprehensive General Ambulatory Ophthalmology program, which sees eye patients from across Niagara.

"The consolidation of ophthalmology in Welland reduces duplication of capital equipment and supports the provision of high quality care through dedicated, trained staff members working within the service," said Patty Welychka, Director of the program.

In addition to its satellite kidney care clinic, which has 24 hemodialysis stations and serves more than 140 patients regularly, the Welland Site also runs a Diabetes Education Centre. The Niagara Diabetes Centre is a regional program with six locations for people of all ages with diabetes. Nurses and registered dietitians provide ongoing education programs, counselling and follow-up sessions for patients and their families.

The Welland Site offers a unique service that cannot be found at any other Niagara hospital — a long-term care facility. Called an Extended Care Unit (ECU), the facility accommodates up to 75 residents. Like many long-term care homes, the ECU has an

active residents' council and provides numerous programs, including nursing and medical care, recreation and restorative care, pharmaceutical care, dental care, foot care, spiritual, religious and volunteer programs. An adjacent interim long-term care unit provides an additional 40 beds.

Outpatient mental health services continue to be offered at the Welland and Niagara Falls sites, as well as in St. Catharines. All acute inpatient mental health services in Niagara are now provided at the St. Catharines Site.

At Greater Niagara General in Niagara Falls, the

Niagara District Stroke Centre serves an important role treating stroke patients from across the region and promoting stroke prevention awareness.

The centre has established a stroke protocol that ensures 9-1-1 calls of suspect stroke patients eligible for a clot-busting drug (tissue plasminogen activator) are directed to the Greater Niagara Site Emergency Department. Specially trained care providers are notified in advance to ensure prompt care upon arrival.

The emergency stroke care is part of a continuum of services at the stroke centre that also includes diagnostic testing, inpatient care, rehabilitation, counselling and a unit of 10 acute care beds.

"We are extremely pleased that the care we are providing is saving lives, improving quality of life and giving Niagara patients the care and caring they deserve," said Leanne Hammond, NHS District Stroke Coordinator.

The Greater Niagara General Site also runs a regional Geriatric Assessment Program to address the physical, psychosocial and environmental needs assessment for Niagara's senior population. The program's specialized team includes a clinical nurse specialist, geriatrician and case manager, who address issues of dementia, delirium, depression, falls, urinary continence, and other psychiatric and health problems facing the elderly.

Referrals are accepted from physicians and the service is offered from Greater Niagara General Site in Niagara Falls, as well as offsite clinics at Welland and other locations in St. Catharines and Fort Erie.

In addition to these programs, the NHS has three full-service Ontario Breast Screening Program (OBSP) Centres and Assessment Clinics in Niagara Falls, St. Catharines and Welland Sites. Port Colborne and Fort Erie sites offer OBSP Satellite Clinics.

Women aged 50 and up can call directly to make an appointment, with follow-up appointments made as necessary by OBSP staff.

NHS provides many other services across our sites. Please see page 15 for more details.

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# Community volunteers prepare

They come from diverse backgrounds, where they demonstrated leadership in various fields — education, law, finance, health-care and business, among others.

But the men and women chosen to form the new volunteer Board of Directors for the Niagara Health System have been brought together by a common goal: helping to provide the best possible hospital care to residents from all communities across Niagara.

“The nominating committee that was assembled to identify Board candidates did an outstanding job to find these volunteers,” said NHS Supervisor Dr. Kevin Smith. “Each of these candidates from across the region was selected because of the skills, expertise and passion they bring to the table.”

The new Board, named in April, will take over the job of governing the NHS from Dr. Smith, who was appointed to his current role by the Ministry of Health and Long-Term Care on August 31, 2011.

The transition will take place — likely in late summer or early fall — once the volunteers have completed comprehensive training and orientation to become more familiar with their roles and Ontario’s Public Hospitals Act. Dr. Smith said he will recommend that Ontario’s Health Minister relieve him of his supervisory powers at the NHS and transfer full governance of the health system to the Board.

The new Board has already begun work on one of its key responsibilities — naming a permanent CEO, as well as a permanent Chief of Staff. Dr. Sue Matthews currently serves as interim CEO and Dr. Joanna Hope is interim Chief of Staff.

Dr. Smith recently announced that he and the Board have initiated the recruitment process.

“In searching for the best possible leadership for the institution, we will cast a wide net, and open the competition up to candidates both locally and from across Canada,” he said. “The successful candidates for this role will have proven track records for achieving organizational excellence and building the best possible healthcare and quality culture.”

A Community-Based Nominating Committee established in October 2012 by Dr. Smith selected the 12 vol-



A Community-Based Nominating Committee established in October 2012 selected the 12 volunteer NHS board members from nearly 60 applicants who put their names forward. Committee members, from left, are: Doug Rapelje, Art Frank, Cathy Hopkins, Tamara Paton and Niagara Regional Chair Gary Burroughs. Not pictured are committee members John Marsh, Dr. Karl Stobbe and John Suk.

unteer board members from nearly 60 applicants who put their names forward. The committee’s decision-making process struck a balance between the necessary skills and abilities along with diversity and geography against the number of exceptional candidates.

Under the Public Hospitals Act and the Ontario Hospital Association Guide to Good Governance, three ex-officio members (with no voting power) will also sit on the Board, by virtue of the positions they hold in the organization. They are Dr. Matthews, Dr.

Hope and Dr. Andrei Arvinte, who is President of the Medical Staff Association.

## The Volunteer Community-Based Directors



Bernice (Bunny) Alexander

Bernice (Bunny) Alexander is a retired human resources professional, specializing in organizational development, as well as a registered nurse, having worked many years as a clinical manager at the Welland Hospital prior to the amalgamation of the Niagara Health System in 2000. Bunny then worked as Senior Consultant, Organizational Development with responsibility for employee and leadership development, employee recognition, performance development and student and volunteer resources. In her retirement, Bunny has held numerous volunteer positions, and most recently served as Vice-Chair of the Hamilton Niagara Haldimand Brant Community Care Access Centre Board of Directors. She is currently a member of the City of Welland Senior Citizens’ Advisory Committee, Chair of the City of Welland Market Square Advisory Committee, and Chair of the Ad Hoc Committee for Palliative/Hospice Care Planning for South Niagara, in addition to volunteering with Hospice Niagara. Bunny and her family reside in Welland.



Marti Jurmain

Marti Jurmain is an experienced educator and administrator with over 35 years in the Ontario College system. Marti is recently retired as the Director of Research and Innovation at Niagara College, and has proven experience and interest in strategic planning, quality assurance and performance measures. She was founder and Director of the New Product Development Division at Niagara College, which involved the development of new academic programs and the opportunity to work with several regional health service agencies. She holds a Master of Arts, English Language and Literature from the University of Western Ontario. Marti has served as a volunteer on numerous committees and fundraising initiatives in the Niagara Region, including Chair of the Niagara Region Cancer Campaign, President of the St. Catharines YMCA, and member of the United Way Executive for St. Catharines and District. Marti and her family reside in St. Catharines.



Richard C. Baker

Richard C. Baker is a retired Architect and former partner of Baker and Elmes Architects of St. Catharines, and recently a consultant to Quartek Group Inc. He holds a Bachelor of Architecture from the University of Virginia. In his professional role, Richard has participated in the design of numerous projects throughout the Niagara Region and beyond. He currently serves as Chair of Niagara Ina Grafton Gage Foundation, and has recently served as Juror of the Niagara Community Design Awards and as a Member of Council of the Ontario Association of Architects. Richard’s expertise is in the areas of construction and project management, and strategic planning. Richard and his family reside in St. Catharines.



Ken Kawall

Ken Kawall has over 20 years’ experience in the private and public sector, specializing in the areas of customer service, operations, technology and change management. He is currently the Assistant Deputy Minister and Chief Information Officer, Enterprise Financial Services and Systems with the Ministry of Government Services, Ontario Public Service, providing financial management services to all Ministries of the Ontario Government. He formerly worked as Chief Information Officer with the Ministry of Transportation, providing strategic and operational information management and information technology leadership to the Ministries of Transportation, Labour, Economic Development and Trade, Research and Innovation and Consumer Services. Ken holds a Master’s of Business Administration from the University of Western Ontario and is a Certified Management Accountant. Ken has served as President and Chair of the Board of the Oakville Arts Council and Treasurer and Director of the Trafalgar Township Historical Society. He and his family now reside in Vineland.



Larry Boggio

Larry Boggio is a practicing community Pharmacist and owner of Boggio’s Pharmacy Ltd. A graduate of the University of Toronto’s Pharmacy Program, Larry has a 32-year history as a Pharmacist and business owner, having grown his business from one to four stores in four communities across Niagara — Fonthill, Niagara Falls, Ridgeway and Port Colborne. He now proudly employs over 100 individuals across these communities. His volunteer governance experience includes Past President of the Ontario College of Pharmacists, Elected District Member of the College of Pharmacists’ Council, Board Member of Bridges Community Health Centre, and Board Member and Past Chair of Port Colborne Community Living. Larry supports many community organizations, including the South Niagara United Way and Port Cares. Larry and his family reside in Port Colborne.



John MacDonald

John MacDonald is the former Chief Administration Officer for the City of Niagara Falls, having been responsible for the planning, control and management of City government initiatives, and all Corporate and Administrative Divisions. John’s professional career with the City of Niagara Falls spanned over a period of 32 years. Prior to becoming CAO, John was the Executive Director of Community Services. In his retirement, John remains active as the National Director with the Anglican Network in Canada, providing leadership and oversight to all operational and administrative activities. John holds a Master’s in Public Administration from the University of Western Ontario, and a Bachelor of Recreation and Leisure Studies from Brock University. He has been involved on various community board service and fundraising organizations. John and his family reside in Niagara Falls.



John Bragagnolo

John Bragagnolo is the General Manager of Pen Centre in St. Catharines and has twenty five years’ experience in the property management industry. He holds a Bachelor of Science in Biology (Physiology and Pharmacology) from the University of Western Ontario and has completed many Master in Business Administration level courses. He holds a certificate in Human Resource Management from Queen’s University and a certificate in Performance Excellence from the Disney Institute. John has a particular interest in the areas of customer service, human resources and performance excellence. John has served in many senior volunteer positions, including past Chair of the Board of the Timmins and District Hospital, past executive member of the St. Catharines General Hospital Foundation and was Chairman of the New Garden City Complex Advocacy Committee. He currently serves on the New Garden City Spectator Facility Fundraising Committee and is a member of the Niagara Labour Market Planning Committee. John and his family reside in St. Catharines.



Catherine Mindorff-Facca

Catherine Mindorff-Facca is a retired Registered Nurse and Epidemiologist from Hamilton Health Sciences. She holds a Master of Science (Epidemiology) from McMaster University and has completed advanced training in Surveillance, Prevention and Control of Nosocomial Infections, Centers for Disease Control in Atlanta. In her professional career, Catherine provided hospital and community infection control services, and completed a secondment to the Laboratory Centre for Disease Control with Health Canada, where she was Acting Chief. Over the past 10 years, Catherine has devoted her efforts to groundbreaking volunteer service, with a focus on building community capacity for collaborative action toward a stronger Niagara. She led the move to bring Community Health Centres to Niagara, was founding Chair of Niagara Connects (formerly known as the Niagara Research and Planning Council), served as a trustee for Brock University, was Chair of FACS Niagara, and served on the Steering Committee for the Clinical Services Planning Project of the Hamilton Niagara Haldimand Brant LHIN. Catharine and her husband Jack reside in Ridgeway, Fort Erie.



# to take reins of new NHS board

## A message from Dr. Kevin Smith, NHS Supervisor

As I enter the final phase of my role as Supervisor at Niagara Health System, I am grateful for this opportunity to provide an update to the community. My hope is that my work will be complete over the next few months and the powers of the corporation can be turned back to the volunteer Board of Directors by the Minister of Health and Long-Term Care, Deb Matthews.

We have a Board for Niagara Health System ready, and intensive orientation is underway (read more about the Board in this special section). Our team, with the new Board, will continue to work with our governments, including local politicians, to ensure

the best possible healthcare system exists for all in the Region. It is important for the community to be aware that the hospitals that exist today will continue to provide great care into the future. As recommendations from my report are implemented, a “southern” site, hopefully, will become a reality. Until that time, I hope this special insert illustrates the remarkable patient care occurring, and will continue to occur, at all of our sites.

I would like to express my gratitude to all those who permit us the privilege to serve and to the entire NHS team who are committed to continuing to improve what we do and how we do it.



**Dr. Kevin Smith**  
NHS Supervisor

## A message from Dr. Sue Matthews, President & CEO (Interim)



**Dr. Sue Matthews**  
Interim President and CEO

Niagara Health System has evolved a great deal in the past year, and this special section affords us an opportunity to celebrate many successes. As a healthcare organization, our greatest strength is the people who make up the care teams and those who support the care teams at all of our sites. In my time as President and CEO (Interim), I have come to know so many of the committed and enthusiastic people who work for and with us, and have come to know many more new recruits who have joined the organization.

Perhaps our greatest challenge in the future will be to spread this tremendous enthusiasm of our best performers, and create a wave that will transform healthcare. Some of it sounds easy. Our watchwords at NHS are compassion, professionalism, and respect, and these are the values we expect everyone on our team to adhere to.

That said, we demand a great deal from our staff, and we need to do more to support them in staying focused on our important mission.

We have undertaken a major cultural transformation of our organization, as recommended by Dr. Smith, and this work will continue in the next phase of our evolution. The vision of our leadership team is to provide care to every patient and their family in the way that we would like the members of our own families to be treated. We want to see a system that is more user-friendly and patient- or client-focused emerge, and we are committed to taking the actions needed to build on our current success, and improve on any shortcomings.

During this period of great change, we have been grateful to the community for its role in keeping us on the right path, and we want to hear from you when we succeed and when we don't meet the mark as well.

As you read through this special section, we hope you will join us in celebrating a year of many remarkable achievements at all of our sites.



**Murray Paton**

Murray Paton is a lawyer serving as Counsel to Walker Sorensen LLP, Toronto, a business law firm focused on the financial services industry and corporate governance. He spent most of his career as a Partner of McCarthy Tétrault, Toronto, advising major public companies principally in the financial services industries on business transactions and financings, joint ventures and regulatory and corporate governance matters. Murray has served as General Counsel of the 407 ETR Group, advising on, among other things, infrastructure, policy development, corporate governance and government relations matters. Murray also has extensive governance experience through his role as a Director of two federally-regulated Canadian insurance companies (Munich Reinsurance Company of Canada and Temple Insurance Company), as a member of the Independent Review Committee overseeing conflicts of interest for The Bank of Nova Scotia's public mutual funds and as Board member and past Chair of Halton Healthcare Services, a multi-site Ontario public hospital. Murray is a member of the Institute of Corporate Directors and holder of the Professional Director designation. He and his wife reside in Niagara-on-the-Lake.



**Cathy Sutherland**

Cathy Sutherland is a Financial Executive and Chartered Accountant. Cathy's professional experience led her to Home Capital Group Inc./Home Trust Company, where she spent several years in the finance division, and later becoming the Senior Vice President, Finance. Her responsibilities included chief financial advisor to the Chief Executive Officer, President and Audit Committee of the Board. Cathy is a guest lecturer at Brock University, speaking on issues related to women in business, financial services, human relations and job recruitment. In addition to achieving her CA designation with the Ontario Institute of Chartered Accountants, Cathy holds an Honours Business Administration degree from Brock University. Her community activities include volunteer participation at The Hope Centre in Welland, a committee member with the Hamilton YWCA Walk a Mile in Her Shoes, Board member with Hamilton Health Sciences Volunteer Association where she currently sits as Chair of its Board Development Committee. Cathy is retired, and she and her husband reside in Welland.



**Frank Vassallo**

Frank Vassallo is Vice-President, Physician IT Adoption, OntarioMD, a wholly owned subsidiary of the Ontario Medical Association that is focused on assisting Ontario's community-based physicians adopt information technology. In his 23 year career in health services administration in both the public and private sectors, Frank has served in various senior management roles spanning clinical and information technology management, performance measurement, government relations and business development. Frank holds a Master of Health Services Administration as well as a post-graduate Fellowship in Hospital Administration. Frank has recently completed a Master of Communications Management (Public Relations). Frank has served in various volunteer capacities, including Board member and Chair of the former Niagara District Health Council. Frank is a long-time resident of Niagara, currently residing with his family in St. Catharines.



**Barry Wright**

Barry Wright is Associate Professor, Goodman School of Business, Brock University. Barry holds a Ph.D. from Queen's University (specializing in organizational behaviour), a Master's degree from Queen's University, and a Bachelor of Physical Education from the University of Alberta. Barry's academic research focuses on understanding and solving leadership challenges, change and its influence on organizational members, and creating effective work environments. Prior to joining Brock, Barry was Associate Professor at the Schwartz School of Business and Information Technology at St. Francis Xavier University in Nova Scotia. Barry is a member of the board of Leadership Niagara. Barry and his family reside in St. Catharines.

## Ex-Officio Non-Voting Directors



**Dr. Sue Matthews**

Dr. Sue Matthews, Interim President & CEO and Chief Nursing Executive is an experienced healthcare leader. She has held a variety of positions as a staff nurse and nurse educator, Vice President, Chief of Nursing and Professional Practice, and Provincial Chief Nursing Officer for Ontario. She is now the Interim President & CEO of the Niagara Health System. She holds an R.N. Diploma; a Bachelor of Arts in Health Studies, a Master's of Health Science Nursing and a Doctorate in Public Health. She is also a Fellow of the Wharton School of Business in Philadelphia. She is appointed as Adjunct Professor at Trent University, Brock University and the University of Toronto and as Clinical Associate Professor at McMaster University. Sue continues to be involved in national and provincial activities, with a goal of increasing the health of Canadians through strong health-care leadership.



**Dr. Joanna Hope**

Dr. Joanna Hope, Interim Chief of Staff is a family physician from Fenwick who has held numerous senior medical staff leadership positions within the Niagara Health System, and was Chief of Staff of the Welland Hospital from 1992 to 1998. Dr. Joanna Hope's appointment as Interim Chief of Staff was effective March 2, 2009. Along with her busy Family Practice, Dr. Hope works as a Hospitalist. She has a background in family medicine, obstetrics and emergency medicine. Dr. Hope is a past member of the Board of Cancer Care Ontario - Central West Region, and the Niagara Peninsula Children's Centre.



**Dr. Andrei A. Arvinte**

Dr. Andrei A. Arvinte is a Radiologist and President of the Medical Staff at the Niagara Health System. Dr. Arvinte attended the University of Saskatchewan where he completed his Diagnostic Medical Imaging Residency in 2006, followed by his Body and Interventional Fellowship, McMaster University, in 2007. He commenced his position with the Niagara Health System in August 2007, and was elected President of the Medical Staff in October 2011. Dr. Arvinte is an Assistant Clinical Professor of Medicine, McMaster University Niagara Campus, involved in teaching medical students and residents.



# Students team up with hospital on quality

The Niagara Health System has become an extension of the classroom by providing a hands on opportunity for medical and health sciences university students to partner in its quality healthcare improvement initiatives.

Staff members of the NHS have been working with teams of students of McMaster University's Niagara Regional Campus of the Michael G. DeGroote School of Medicine, Brock University's Community Health Sciences in a joint initiative called I-EQUIP for Interprofessional Education for Quality Improvement program.

Each team, made up of a medical student, a health sciences student and a NHS professional, reviewed best practices currently in place and explored ways to improve upon them.

This year I-EQUIP concentrated on six quality improvement initiatives identified by the NHS through its ongoing quality program, including antibiotic stewardship, insulin safety and infection control as well as teaching self-management of chronic obstructive pulmonary disease and helping to enhance patient satisfaction.

The leads for the project are Linda Boich, NHS vice-president of patient services; Matthew Greenway, a family doctor and associate clinical professor and research lead for the medical school campus, and Madelyn Law, an assistant professor in the department of Community Health Sciences at Brock.

The students recently shared their results to date at a Health Quality Symposium, attended by NHS leaders, community healthcare providers, family physicians, and representatives of the Local Health Integration Network. Some of the findings will be presented at the National Health Leadership conference in Niagara Falls in June.

"The students bring a unique perspective to what we do as a hospital and how we do it, and we find their input to be of great value," said Ms. Boich. "We have a number of quality improvement initiatives in place, and we plan to incorporate this program into our ongoing work to improve patient care and the patient

continued on page 11



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# healthcare initiatives

continued from page 10

experience at the Niagara Health System.”

Karl Stobbe, regional assistant dean of the medical school, said the fact the students are new to the hospital system is an advantage. “They aren’t burdened by how things always were. The students are able to think outside the box because they’re not yet fully inside the box.”

Law said the I-EQUIP program has potential for growth, adding: “This creates more opportunities for our students to engage in meaningful applied learning activities which also provide value to the health of the Niagara community.”

Eliza Beckett, a fifth year student in health sciences at Brock, said she found the strong interest in the I-EQUIP projects encouraging, adding “as a student this practical experience has given me the opportunity to make real change before I have even graduated.”

Second-year medical student Alannah Smrke said she is glad to help the communities who have helped her training as a medical student. “This project has given me insight on change and it has redirected my focus on how to make improvements happen by starting with the right tools in place. When reviewing clinical problems, instead of getting frustrated, I now look for the opportunity.”

The key quality improvement projects for this year’s I-EQUIP program included:

- ▶ The Antimicrobial Stewardship project focused on the benefits of moving from IV to oral antibiotics for the patient which is intended to help increase patient satisfaction, early discharge, and treatment cost.
- ▶ The Insulin Safety Quality Improvement project focused on the improvement of patient blood sugar control and subsequent reduction in diabetes related health complications.
- ▶ Sepsis project focused on how improving earlier recognition of sepsis could help to save lives.
- ▶ Chronic Obstructive Pulmonary Disease (COPD) Self-Management Education project focused on assisting patients to become “self-management” experts capable of complying with regimens and accessing the right care at the right time in the right place.

- ▶ The Venous Thromboembolism project focused on ensuring that patients are receiving the right medications at the right time.
- ▶ The Post Discharge Phone Call project aimed at ensuring patients understand their discharge and medication instructions and are encouraged to follow up with their family physicians.

Quality improvement is a continuous process, and Ms. Boich says she is pleased that the students will continue working on I-EQUIP quality improvement projects with the NHS. “This partnership is a tremendous opportunity for everyone involved to be leaders in quality improvement in healthcare.”

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# Enhancing palliative, complex care

*Douglas Memorial Site project will provide more comfortable environment*

He’s inspired by their courage and spirit on a daily basis — the reserves of strength many are able to summon when their circumstances are most difficult.

It’s what makes it so rewarding to care for patients with life-limiting illnesses, says Dr. Kim Scher, a busy family physician in Fort Erie and lead of the palliative care program at the Niagara Health System.

“Palliative patients are some of the bravest patients who come through our doors, and we have the privilege to take care of them in their final days,” said Dr. Scher, who also works at the Douglas site’s Urgent Care Centre.

A significant renovation at the Douglas Memorial Site will enable Dr. Scher and the other members of the palliative care team to provide better patient-centred care in a more comfortable environment.

The NHS recently began a \$500,000 improvement project that will enhance palliative care and complex care at the hospital. The Douglas Memorial Hospital Foundation and the Niagara Health System Foundation each contributed \$175,000 towards the work, while the NHS is covering the remainder of the cost.

The project, scheduled for completion this year, will cluster six palliative care beds together on the first floor. It will also relocate the 12 complex care beds currently located on the second floor to the first floor so that these patients are all together, which will enhance care and better meet their needs. A family room will be created to give family members and visitors space to visit with their loved ones, and rehab services will also be provided on the first floor.

### Dedicated unit

“For the first time, this will give us a dedicated unit for all of our palliative patients,” Dr. Scher said. “When the renovation is completed, these patients will be cared for in an environment that is more like a residential hospice than an institutional setting.”

Palliative care is a growing branch of medicine, and it was borne of the experience that for some patients a cure is not possible. When patients reach that stage in life, it is important they know there is still medical, supportive care from physicians like Dr. Scher and from a dedicated team of healthcare professionals.

Instead of trying to cure the patient, the focus in palliative care switches to trying to manage his or her



Dr. Kim Scher, lead of the Niagara Health System’s palliative care program, at the Douglas Memorial Site, which is undergoing a \$500,000 improvement project for palliative and complex care patients.

symptoms so they can lead as full a life as they can for as long as they can.

The NHS Palliative Care Program is regional — beds exist at all NHS sites to provide care as close to home as possible for patients and their families.

Complex care is a specialized, time-limited program that provides patients with complex medical conditions with ongoing assessment and active care by an interprofessional team with a goal to enhance health and quality of life. Typically, patients that move into complex care have long-term illnesses, disabilities or have short-term needs and require access to 24-hour nursing care and hospital services.

The NHS has a total of 195 complex care beds at its sites in Niagara-on-the-Lake, Niagara Falls, Fort Erie, Port Colborne and Welland. Residents of Niagara have access to complex care beds at Hotel Dieu Shaver Health and Rehabilitation Centre in St. Catharines.

Last year, our complex care patients on average stayed in hospital for 36.5 days.

“Thank you to the community supporters of the Douglas Memorial Hospital Foundation and It’s Our Time Campaign for making this renovation possible for the patients and families who rely on the complex and palliative care services at the NHS Douglas Memorial Site,” said Dr. Sue Matthews, NHS Interim President and Chief Executive Officer. “This partnership is a testament to how great things can happen when we work together to support our healthcare system.”



*“We would like to thank all the healthcare workers and volunteers for your tireless efforts in providing quality healthcare in Niagara. If you know a senior in need of our services or to find out more about ONESource, we would be honoured to discuss this with you.”*

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# Thank you for advancing healthcare in Niagara

March 24, 2013, was a red letter day for healthcare in Niagara. After years of anticipation, the new St. Catharines Site opened to patients, completely revitalizing the healthcare landscape in the region. Niagara now boasts the most technologically advanced hospital in the country allowing for new programs and services never before offered locally.

Across all hospital sites, work is charging ahead with continual advancement of programs, facilities and equipment. The NHS and its supporting foundations are extremely grateful for the generosity of our donors who support the purchase of medical equipment and new and improved healthcare facilities for our region. Our donors' gifts make a difference in the lives of our patients and their families, and will continue to make a difference for future generations. This strong support has been instrumental in pursuing our mission to make healthcare services the best they can be.

Support from the provincial government, as well as community support at every level throughout Niagara, was instrumental in making the new St. Catharines Site and introduction of much-needed regional services a reality.

The cities of St. Catharines and Thorold, the Town of Niagara-on-the-Lake and the Region of Niagara committed to contribute \$60 million towards this healthcare renewal. The Region's contribution funds the new regional services of cancer, cardiac and mental health, while the other three municipalities' contributions fund the community hospital. This regional and municipal commitment laid the foundation for a groundswell of support from individuals, businesses and corporations all across Niagara.

A remarkable team of volunteers rallied the community in a record-setting It's Our Time Campaign to not only build a new hospital but to revitalize healthcare throughout the region. The NHS and its foundations thank all community partners for sharing in a vision of healthcare excellence for the people of Niagara.

Thank you for all that you have done to help advance healthcare in Niagara.

Going forward, community support and partnership will enable us to maintain and build on this 'margin of excellence.' Healthcare is an ever-evolving industry with ongoing equipment requirements. Staying current is essential. It will be community participation that keeps Niagara healthcare in reach of the leading edge.



Healthcare is an ever-evolving industry, with ongoing medical equipment requirements. The NHS and its supporting foundations are grateful to each and every one of our donors for their generous contributions.

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The Partners and staff at WMKL would like to thank the generous donors, dedicated health care workers and incredible volunteers who helped make this new hospital a reality. Congratulations on this wonderful facility that will do so much for our community.

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# Thank You

We salute the many supporters of the Niagara Health System who partner with us to help advance local healthcare.

Your generosity and commitment has a direct impact on patient care every day.

*Thank you for contributing to a bright future for healthcare in Niagara.*

The Foundations of the Niagara Health System... working together for a healthier Niagara!

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To make a donation call 905-378-4647 and ask for your local hospital foundation or visit [www.niagarahealth.on.ca/foundations](http://www.niagarahealth.on.ca/foundations)



# Niagara Health System Sites and Services

**Main NHS Switchboard**

- ▶ 905-378-4647

**Douglas Memorial Site**  
**230 Bertie Street,**  
**Fort Erie**

- ▶ Urgent Care Services
- ▶ Outpatient Clinics
- ▶ Outpatient Mental Health Services
- ▶ Complex Care
- ▶ Ontario Breast Screening Clinic
- ▶ Diagnostic Imaging
- ▶ Laboratory

**Greater Niagara General Site**  
**5546 Portage Road,**  
**Niagara Falls**

- ▶ Emergency Department
- ▶ Critical Care Services
- ▶ Outpatient Clinics
- ▶ Outpatient Mental Health Services
- ▶ Medicine
- ▶ Surgery
- ▶ Regional Geriatric Assessment

- ▶ Off-site satellite Niagara Falls Dialysis Centre
- ▶ Regional Stroke Services
- ▶ Cardiology
- ▶ Complex Care
- ▶ Ontario Breast Screening Clinic
- ▶ Diagnostic Imaging
- ▶ Laboratory
- ▶ Pharmacy

**Niagara-on-the-Lake**  
**176 Wellington Street,**  
**Niagara-on-the-Lake**

- ▶ Complex Care
- ▶ Diagnostic Imaging
- ▶ Laboratory

**Port Colborne**  
**260 Sugarloaf Street,**  
**Port Colborne**

- ▶ Urgent Care Services
- ▶ Outpatient Clinics
- ▶ Residential and Outpatient Addictions Services
- ▶ Complex Care

- ▶ Ontario Breast Screening Clinic
- ▶ Diagnostic Imaging
- ▶ Laboratory

**St. Catharines Site**  
**1200 Fourth Avenue,**  
**St. Catharines**

- ▶ Emergency and Urgent Care services
- ▶ Critical Care Services
- ▶ Cardiology Services
- ▶ Outpatient Clinics
- ▶ Women’s and Babies Health
- ▶ Children’s Health
- ▶ Medicine
- ▶ Surgery
- ▶ Kidney Care Program
- ▶ Walker Family Cancer Centre
- ▶ Ontario Breast Screening Clinic
- ▶ Mental Health and Addictions
- ▶ Diagnostic Imaging
- ▶ Laboratory
- ▶ Pharmacy

**Welland Site**  
**65 Third Street,**  
**Welland**

- ▶ Emergency Department
- ▶ Critical Care Services
- ▶ Ambulatory Clinics
- ▶ Medicine
- ▶ Surgery
- ▶ Outpatient Mental Health Services
- ▶ Ophthalmology Program
- ▶ Satellite dialysis centre
- ▶ Diabetes Education Centre
- ▶ Complex Care
- ▶ Long-Term Care
- ▶ Ontario Breast Screening Clinic
- ▶ Diagnostic Imaging
- ▶ Laboratory
- ▶ Pharmacy

*\*This is not a full list of services. Please contact the NHS for more information.*

## Congratulations !

The new Walker family Cancer Centre will serve Niagara residents diagnosed with cancer - residents who previously had to travel outside the region for therapy.



The Walker family and Walker Industries congratulates the Niagara Health System on the successful launch of the new hospital and the Walker Family Cancer Centre.

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