

Extraordinary Caring. Every Person. Every Time.



ABOUT NIAGARA HEALTH

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

We believe 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 employees, physicians, volunteers and patient partners who contribute to our purpose of providing 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. In addition to operating one of the busiest emergency medicine programs in Ontario, we have regional centres of excellence in mental health and addictions, as well as cancer, cardiac, kidney, children's health, and women's and babies care. With the third-oldest population in Canada, we are also placing an increased focus on care for older adults.

There are few sectors under constant change and evolution like the healthcare system. Creating a healthier Niagara is a collaborative effort and underscores the importance of our ongoing work with patients, their families, and our 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



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



OVERCOMING

MESSAGE FROM NIAGARA HEALTH BOARD CHAIR
AND PRESIDENT AND CEO 3

COVID-19 RESPONSE 4

INNOVATION 8

SOUTH NIAGARA SITE 9

PROUD MOMENTS 10

RESEARCH 12

DIVERSITY, EQUITY AND INCLUSION 13

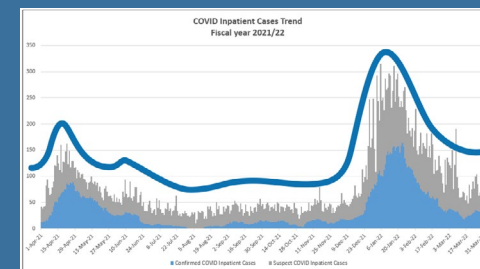
HONOURING EXCELLENCE 14

NIAGARA HEALTH FOUNDATION 16

BOARD OF DIRECTORS AND SENIOR LEADERSHIP 17

FINANCIAL OVERVIEW 18

COVER: The cover of this year's Annual Report is a visualization of COVID-19 inpatient activity at Niagara Health throughout the year along with photos of the people who persevered to provide extraordinary caring and the patients and families in our care.



Produced by Corporate Communications June 2022

MESSAGE FROM NIAGARA HEALTH BOARD CHAIR AND PRESIDENT AND CEO

Healthcare workers are known for their resiliency and ability to adapt to any circumstance, and this has once again been so clearly demonstrated over the past year at Niagara Health.

Our staff and physicians have made personal sacrifices time and again, and we have the utmost respect for how they overcame challenges that often seemed insurmountable. Throughout the COVID-19 pandemic, they kept focused on what was most important – providing high-quality and safe care to our patients and their families, while also caring for each other.



**OUR RESPONSE RELIED ON THE EXPERTISE
OF EVERYONE ACROSS NIAGARA HEALTH,**
both those who provide direct patient care
and those who support in so many important ways.

Our teams faced the emergence of new variants and surges of cases that threatened to overwhelm hospitals and required that we transfer critically ill patients to the Toronto and London areas for the first time.

Staff and physicians were also personally affected by COVID-19 and this added pressure to staffing, leading us to take extraordinary measures to redeploy our healthcare professionals to areas of greatest need. We paused non-urgent surgeries and procedures to maintain capacity and protect essential services, and limited visitors to minimize the number of people in our buildings.

Our response relied on the expertise of everyone across Niagara Health, both those who provide direct patient care and those who support in so many important ways.

Through all of this, we moved forward in planning for the South Niagara Site. We expanded our virtual care services that bring healthcare closer to home and are investing in a new digital hospital information system. We took further steps to support a more diverse, equitable and inclusive environment for all, and to keep our teams healthy and safe with new wellness programming.

This year's Annual Report, Overcoming, reflects our progress to create a brighter and healthier future for Niagara. We know COVID-19 will significantly disrupt hospital operations for the foreseeable future with service backlogs and staffing challenges. At the same time, it has accelerated our adoption of innovation and technologies that will positively change how we deliver care, communicate and work together with patients and partners.

Community partnerships make the entire health system stronger. We are grateful to our network of partners – healthcare providers, elected officials, educational partners, businesses, first responders and more – for their support and collaboration over the past year and for coming together to create a healthier Niagara well into the future.



Bernice (Bunny) Alexander
Board Chair



Lynn Guerriero
President and CEO

COVID-19 RESPONSE



Our Emergency Departments have been under extreme pressures due to the pandemic. Pictured are Registered Nurses, Quintin Pearson, left, Meghan Redfern, middle, and Lisa Hart.

Each wave that hit during the second year of the pandemic brought with it unprecedented and unique pressures to the healthcare system. The intensity of these challenges were unlike any we had previously seen and demanded that we continually adapt the way we work at the hospital to prioritize care for patients needing critical, emergency and acute care services.

Our staff and physicians, already struggling from the first year of the pandemic, consistently stepped up to provide care to our patients with professionalism and compassion.

At one point during the fifth wave, we had 142 patients with COVID-19 in our care while managing nine outbreaks at our sites.

Our response included temporarily closing an Urgent Care Centre (UCC) in order to redeploy staff, creating additional critical care capacity, pausing scheduled surgeries and procedures, and introducing new treatments for patients to safely manage their conditions at home.

Our partnerships and collaborations made us stronger, and have shown us how we can work together in new and better ways to serve Niagara residents.



Dr. Lorraine Jensen,
Chief of Medicine

CRITICAL CARE CAPACITY

Given the nature of the COVID-19 virus, many patients across the province became critically ill and required the resources provided in an Intensive Care Unit (ICU).

In earlier waves, when ICUs in the Greater Toronto Area became stretched beyond their limits, hospitals collaborated to transfer patients to ICUs with capacity. The Niagara Health team responded by caring for 73 patients transferred from hospitals outside our area.

In December 2021, as cases dramatically increased in the province due to the highly transmissible Omicron variant, our hospital teams took a number of immediate steps to protect capacity for life-saving critical care and other services in Niagara.

The COVID-19 pressures intensified and threatened hospitals' capacity for time-sensitive surgeries and procedures, and access to critical care. In January 2022,

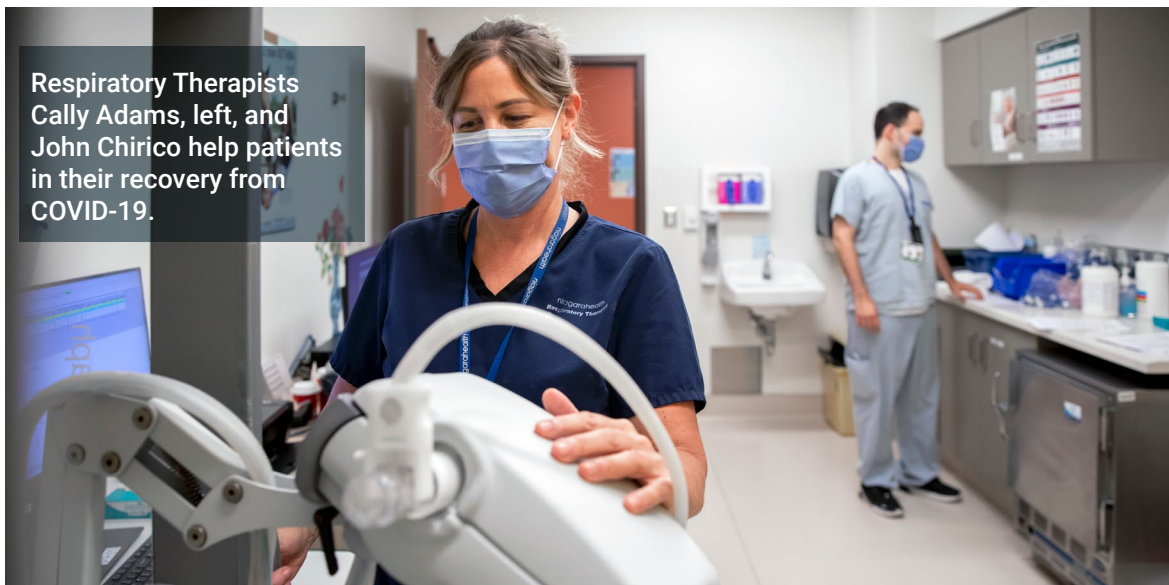
Niagara Health and partner hospitals in the Hamilton-Niagara-Haldimand-Brant-Burlington (HNHBB) region began to transfer patients who were medically suitable to hospitals outside of the region.



Dr. Ryan D'Sa, Medical Director and Chief of Critical Care

Niagara Health transferred 18 patients to hospitals in the Toronto and London area. It was an unfortunate but necessary measure to ensure all critical care patients in our region received the life-saving care they needed.

Respiratory Therapists Cally Adams, left, and John Chirico help patients in their recovery from COVID-19.



EMERGENCY DEPARTMENTS AND URGENT CARE CENTRES

During the peak of the fifth wave, extraordinary measures were needed to prioritize emergency services. In January 2022, we temporarily closed the Fort Erie UCC to redeploy highly trained staff and physicians to our three Emergency Departments (EDs) where they were most needed.

The Fort Erie UCC returned to normal operations seven weeks later once our EDs were back at safe staffing levels. We worked with local officials to support residents and appreciated the commitment of everyone involved.

Like other Ontario hospitals, ongoing health system pressures have been most apparent in our EDs, where our teams work in unpredictable environments with longer wait times for care that are exacerbated by health system constraints in the community.

The pandemic has also drawn attention to the need for more primary care in Niagara. Residents find themselves visiting our EDs when they do not have access to a family doctor or after-hours walk-in clinics. Niagara Health is working with partners to advocate for primary care resources and create solutions that will benefit residents.

We introduced virtual urgent care and a number of other strategies to improve patient experiences and reduce wait times. We also increased our efforts to educate the public about what to expect when visiting the ED and to help people seek other healthcare options in the community when they do not need emergency medical care.

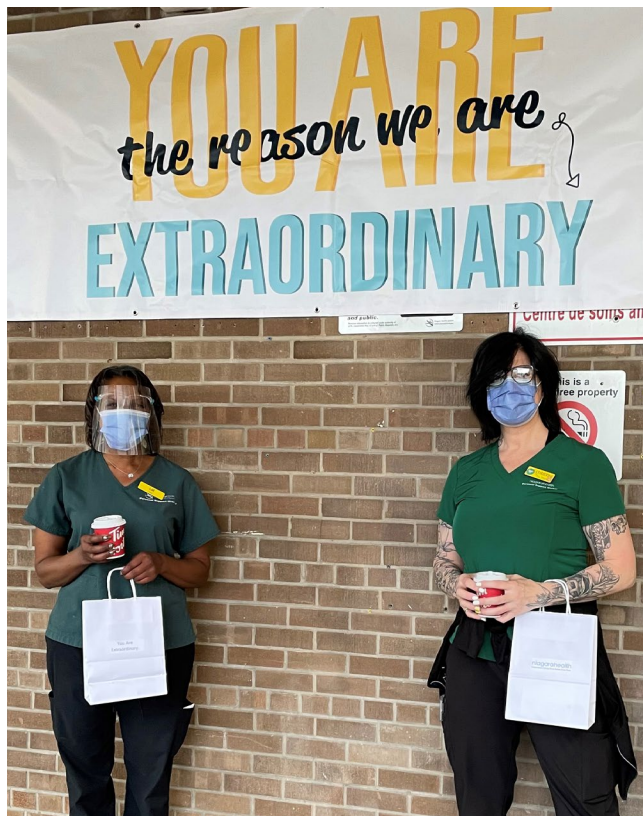


Registered Nurse Wendy Franz was temporarily redeployed from the Fort Erie UCC to the Niagara Falls ED.

DID YOU KNOW?

Niagara Health's emergency medicine program is the fourth busiest in Ontario.

COVID-19 RESPONSE



HUMAN RESOURCES

For the second-straight year, the burden placed on our staff and physicians has been substantial and unrelenting from wave to wave. No one has been immune to the challenges of this pandemic at work, home, or in our communities. Our staff and physicians have provided tremendous care and concern for others, at the expense of their own self-care. Team members are exhausted, yet still invested in their work.

At the start of April 2021, there were 313 COVID-19 positive team members (5.3%), and that number has exponentially grown. Since the start of the pandemic, a total of 38% of our workforce (2,324 team members) has been infected. Our peak for employee and physician self isolations, due to a high-risk exposure or confirmed positive test, was in January 2022 at 494. All of this activity has resulted in staffing challenges, mitigated by hiring, reassignments and redeployment.

Wellness was prioritized this year and will continue to be an important focus as we emerge from the pandemic.

Personal Support Workers Liz Smith, left, and Christine Croucher from our Welland Site at Niagara Health's Staff and Physician Appreciation Event.

COVID-19 TESTING AND TREATMENT

In January, we opened a Clinical Assessment Centre to test, assess and provide treatment options for COVID-19. The clinic offers new treatments for outpatients that are highly effective at preventing hospitalizations.

Niagara Health continues to operate a COVID-19 Assessment Centre to test high-risk individuals who are symptomatic and/or at risk of severe illness from COVID-19.



Dr. Karim Ali, Medical Director, Infection Prevention and Control and Director, Division of Infectious Diseases

VACCINATION

Our mass vaccination clinic at Seymour-Hannah Sports and Entertainment Centre in St. Catharines closed in September 2021 after administering 265,000 vaccinations. This allowed us to redeploy staff and physicians who worked at the clinic back to the hospital to focus on priority services, while Niagara Region Public Health oversaw the community vaccination effort, working with primary care and pharmacies.

Recognizing the importance of vaccination in our fight to curb COVID-19 transmission, we focused our efforts

on protecting our healthcare workers so they could continue to care for our patients.

A temporary vaccination clinic opened in December 2021 for staff and physicians at a scale that would allow us to maintain hospital services, and eventually expanded to include household members to further help safeguard our workforce.

Our mandatory vaccination policy came into effect in April 2022, making it a condition of employment for everyone who works at Niagara Health. Hospitals care for ill and vulnerable people, and we must do everything possible to keep our patients, staff and physicians safe.

COMMUNITY SUPPORT

The community's demonstrations of support continue to provide encouragement for our hard-working staff, physicians and volunteers.

From students of all ages creating kindness cards and posters, meals being donated by local restaurants to the many other community initiatives, we appreciate the kindness and compassion.

OTHER IMPACTS ON OPERATIONS

Throughout the year, we have made difficult decisions to adjust our operations to support our teams, our patients and the provision of quality healthcare using the resources available to us.

We paused scheduled surgeries and procedures for a number of months due to capacity pressures and the need to care for the most urgent patients. We have made progress in addressing our backlog, however, this is an ongoing priority and the work will continue into the foreseeable future.

Several times during the pandemic, we needed to limit the number of people inside our buildings to maintain physical distancing and limit potential spread. This meant restricting the number of visitors, support persons and Essential Care Partners in the hospital, except in extraordinary circumstances.

Our teams also managed a number of outbreaks at our hospital sites and in our long-term care home at the Welland Site, including nine outbreaks in the hospital at one time. Each of these outbreaks was closely monitored by our Infection Prevention and Control and Infectious Diseases teams, working with Niagara Region Public Health and our Occupational Health and Safety team, to protect our staff, physicians and patients.



Blankets of Love Foundation for Mental Health donated handmade quilts for patients in our Mental Health Unit.

Pictured are Sheila Ethier, one of the donors, left, and Barb Evans, Director, Patient Care Mental Health and Addictions.

COVID-19 patient's path to recovery marked with milestones

It was a milestone moment when Donald Kennedy began working in his garden this spring.

After nearly three months of being treated for COVID-19, including two months in ICU, the St. Catharines man had been home from hospital only a few weeks when he started planting for the season.



The doctors and nurses who called me when things were not good were my lifeline.

DENISE KENNEDY

Though he's far from fully recovered, Donald, 71, and his wife Denise, are counting the plants in the ground, the meals Donald has barbecued, and the steps he's taken in his house without assistance as encouraging signs.

It's the continuation of a positive trajectory that started with the care he received at Niagara Health, including when Denise couldn't be at his bedside until he tested negative for the illness.

"The doctors and nurses who called me when things were not good were my lifeline. They were wonderful," Denise says. "The care we got in the ICU in St. Catharines was very good and once I was able to be there from 10 in the morning until nine at night, I saw how they responded to everything and tried to help."

Donald's next steps include participating in the Canadian COVID-19 Prospective Cohort Study, a national study involving Niagara Health that's aimed at better understanding both short- and long-term outcomes of illness from the virus in patients and their caregivers, and predictors of those outcomes.

And remembering to celebrate the progress he's making every day of his recovery.

"I keep reminding Don of his improvement because he can get a little down about it," Denise says. "Everyone says he's a miracle."



The pandemic has accelerated our adoption of virtual technology and new innovations that continually bring advancements to patient care and outcomes. Niagara Health is introducing new solutions and working more closely with patients and partners, leading to more convenient, high-quality care and a greater focus on community wellness and illness prevention.

Our new \$150-million, digital Hospital Information System will eliminate the need for paper health records and create a more seamless care experience.

Scheduled to launch in 2024, it will make it easier for patients and providers to access and update medical records, improve quality and patient safety, and create a more connected health system with providers outside of Niagara Health.

Seamless Care Optimizing the Patient Experience (SCOPE) Niagara connects primary care providers with hospital specialists and community nurse navigators to better access patient care in the community, and reduce Emergency Department visits and hospital readmissions.



Our new Surgical Transitions program virtually supports patients to prepare for and recover from hip, knee, shoulder and bowel surgery safely at home.

Mental Health and Addictions were early adopters of virtual care and during the pandemic have expanded their program delivery to safely provide care.

We began several years ago to develop specialized geriatric programs and resources to support care for older persons. We continue to add services as we build a more co-ordinated approach to meeting the unique healthcare needs of older persons. This included the recent creation of new positions for nurses with specialized geriatric training to support older adults in our Emergency Departments.

Patients can save time by checking in virtually for their diagnostic appointments using Appointment Manager and can view, manage and share their diagnostic records using PocketHealth. These services can be securely accessed through the Ontario trusted account, which is available on our Niagara Health Navigator app.

Relationships continue to be strengthened across healthcare partners as the Niagara Ontario Health Team –Équipe de Santé Ontario Niagara (NOHT-ESON) advances in co-designing patient-centred healthcare grounded in health equity, engagement and the needs of Niagara residents. The NOHT-ESON received Health Human Resources Innovation Funding that supported a range of initiatives such as vaccination clinics for vulnerable populations through mobile clinics, building bilingual palliative care physician capacity, and extra staffing to support cancer screening backlogs. There was significant focus on implementing virtual care opportunities to improve patient care across Niagara.



Suzanne Arsenault was one of the first patients to be treated at our new Gynecology Clinic that increases access to minimally invasive gynecological services that don't require hospital admission.



More than 50 patient partners have engaged in co-designing, sharing their voices and insights on more than 130 initiatives to guide meaningful improvements in quality, safety and the care experience.

SOUTH NIAGARA SITE

Momentum continues as we reach the final stages of the Request for Proposals (RFP) process to award the contract to design, build, finance and maintain the South Niagara Site (SNS).

To meet increasing demand for care, the new hospital will bring additional beds to Niagara and will feature regional centres of excellence in stroke, complex care, as well as wellness and aging that will serve all Niagara residents. The site will also offer a full scope of acute care services including a full-service Emergency Department, Intensive Care Unit, mental health and addiction services, surgical care, dialysis, diagnostics and more.

Accessibility and inclusivity are at the forefront of the plans with the site designed to be flexible and responsive to further growth and service needs. As a regional hospital, the SNS will have an on-site transit hub for region-wide public bus service.

With a target of becoming the first WELL-certified healthcare facility in Canada, it will have 10 dedicated concepts to focus on the health and well-being of all who use the building and the surrounding environment. The site will also boast green spaces and gardens, including an Indigenous healing garden. In addition, we are incredibly honoured to co-design an Indigenous Healing Centre with members of the Indigenous community that will serve as a welcoming space for all.

We are grateful for the continued support of our staff, physicians and volunteers as well as our community partners and provincial, regional and municipal leaders who have contributed their time and efforts toward the project. We look forward to the year ahead that will bring shovels in the ground and start construction.



Stay up-to-date on the progress.
Visit: NiagaraHealth.on.ca/SouthNiagaraSite

ABOUT THE SOUTH NIAGARA SITE

- Located at the corner of **Biggar and Montrose roads** in Niagara Falls.
- **At 1.2 million square feet**, it will be larger than the St. Catharines Site, serving our growing region with expanded services.
- **Construction will take approximately four to five years.** The timeline will be solidified once the company is selected to design and build the hospital.
- Over the course of the past fiscal year, **more than 500 hours of engagement took place** with staff, physicians, community partners and consultants.



2014 to 2018
Early SNS Planning

Early planning for SNS began in 2012 with master planning in 2014.

This included determining the site, costs and programs and services needed.



2018 to Oct. 2021
Design and Development of Request for Proposal (RFP)

Development for SNS began in 2018. This included working with NH team, staff and physicians, Niagara community and consultants to develop programs, services, early design.



Oct. 2021 to Nov. 2022
RFP Open Period

During the RFP Open Period, NH and Infrastructure Ontario meet with the proponents (bidding teams) that have responded to the RFP.



Late Fall 2022
Contract Awarded

Once the RFP closes, the preferred proponent, the project company that will be building the hospital, will be awarded the contract.



Fall 2023*
Construction

Once the contract has been awarded and the design finalized, **construction of the new SNS will begin.**



2027*
Hospital Opens

When construction is complete, the hospital will open to serve the community. The move of patients and staff will occur once the new hospital is ready.

*These dates are currently planned, however the Project Company will determine the final construction timelines. Each project milestone follows the Ministry of Health's Capital Planning Process.

SAYING “thank you”

will never be enough to demonstrate how much we appreciate the efforts of the Niagara Health team to provide safe, quality care to our patients and their families in incredibly challenging circumstances.

More than 7,300 people work and volunteer at Niagara Health, and the contributions from each and every one of them are critically important.

Aboriginal Patient Navigator	Ethics	Reprocessing	Research
Administrative Staff	Executive Team	Medical Learners	Resource Centre
Alternate Level of Care	Extended Care Unit (Long-Term Care)	Medicine Program (Cardiology, Critical Care, Gastroenterology, General Internal Medicine, Geriatric Medicine, Kidney Care, Nephrology, Respiriology)	Security
Anesthesiology	Facilities	Mental Health and Addictions	Sleep Disorders Laboratory
Ambulatory Care / Endoscopy / Colorectal Screening / Wound Care	Family Medicine	Niagara Health Foundation	Social Work
Biomedical Engineering	Financial Services	Occupational Therapy	Speech Language Pathology
Board of Directors	Food Services	Oncology	Spiritual Care
Capital Planning and Redevelopment	French Language Services	Ontario Breast Screening Program	Strategic Sourcing
Case Management Services	Geriatric Assessment Program	Palliative Care	Surgical Program (Dental Medicine, General Surgery, Ophthalmology, Orthopaedic Surgery, Otolaryngology, Plastic Surgery, Urology, Vascular Surgery)
Clinical Nutrition	Health Information Management	Patient Care Access and Flow	Strategy, Planning and Engagement
Complex Care	Human Resources	Patient Partners	Stroke
Corporate Communications	Infection Prevention and Control	Patient Registration	Therapeutic Recreation
Decision Support	Information and Communication Technology	Pharmacy Services	Volunteers and Auxiliaries
Diabetes	Laboratory	Physiotherapy	Women, Babies and Children (Gynecology, Midwifery, Obstetrics, Pediatrics)
Diagnostic Imaging Services	Learners	Quality, Safety, Risk, Patient Partnership and Relations	
Education	Materials Management		
Emergency Medicine	Medical Affairs		
Engineering	Medical Device		
Environmental Services			

Cathie McDowell, right, became an Essential Care Partner (ECP) for her 94-year-old father and another patient. With the ECP program, patients can designate up to two individuals who can provide emotional, cognitive and/or physical care as part of the overall health team.



essential care partner



Nine-year-old Kaelynn Folkes with her first-place winning design for the 2021 Holiday Card Contest.



Dr. Hari Vasan is Niagara Health's Hospital Donation Physician and Medical Director of the Critical Care Response Team.

Niagara Health works with the Trillium Gift of Life Network to identify potential donors who can save and change lives. We are grateful to the 10 organ donors from the Niagara region and their families who saved the lives of 32 people in 2021.



We work closely with more than 90 academic partners, including Brock University, McMaster University and Niagara College, providing learning opportunities for medical students in residence and clinical placements for students. Pictured is Dr. Brittany Dennis, a resident with the Niagara Regional Campus of McMaster University's Michael G. DeGroote School of Medicine.



Members of the Laboratory Medicine team at the Niagara Falls Site pose for a photo after achieving national recognition as a Using Blood Wisely hospital. The Welland Site is also designated.



Michael Laurence Barde and Jenny Rose hold daughter Gabrielle Barde, one of 11 babies born at Niagara Health on New Year's Day.



Niagara Health proudly partners with volunteers, like Bolaji Idowu pictured above, who contribute to care and the patient experience.



For the fourth-straight year, Niagara Health has been selected as one of Hamilton-Niagara's Top Employers by the editors of Canada's Top 100 Employers.

RESEARCH

The research we conduct at Niagara Health has a profound impact on the health and well-being of our patients and communities. While medical research is traditionally conducted in academic hospitals that are affiliated with universities, the majority of patients in Canada receive care in community hospitals.

Niagara Health researchers are at the forefront of a national movement to bring more medical research into community hospital settings like ours.

Our Research Office is dedicated to building our capacity and currently supports more than 50 research studies and clinical trials involving Cardiology, Critical Care, Emergency Medicine, Internal Medicine, Interventional Radiology, Nephrology, Oncology, Pediatrics and Surgery. These studies contribute to better understanding some of the most significant healthcare challenges of our time and have the potential to benefit patients in Niagara and across Canada.

More than 110 researchers from across Niagara and Hamilton participated in Niagara Health's

second Research Day in April. The day highlighted current healthcare research, community partnerships and collaborative ideas for research growth that will make a positive impact.

Research Day also included the announcement of the inaugural recipients of the staff and physician research awards.

Dr. Mohammad Refaei, a hematologist at the St. Catharines Site, received the Medical Staff Association Physician Research Award for using quality improvement methods to optimize the use of resources such as blood products.

Nathan Hann, a pharmacist at the St. Catharines Site, received the Dr. Johan Viljoen Staff Research Award for creating a program that supports clinical pharmacists in developing case reports for medical literature.



Dr. Mohammad Refaei



Nathan Hann

The Emergency Medicine Researchers of Niagara (EMRoN) program is an evolving research incubator with the Niagara Regional Campus of McMaster University's Michael G. DeGroote School of Medicine and Niagara Health that is becoming a productive research organization aligned with the strategic priorities of its partner organizations.

EMRoN is committed to advancing local community healthcare standards and sharing best practices with provincial and national peers. In its first two years of operation, EMRoN has achieved success in new structures, processes and outcomes that position it well to be a fulsome research organization for years to come.

BY THE NUMBERS



30 CLINICAL TRIALS

across Cardiology, Critical Care, Oncology, Emergency Medicine, Surgery, Kidney Care and Medicine



14 TRIALS

Clinical trials currently in the follow-up stage



25+ MULTI-CENTRE

observational and investigator-initiated studies



\$9 MILLION

Grant funding Niagara Health has been part of as principal or co-investigators

DIVERSITY, EQUITY AND INCLUSION



Niagara Health strives to be a place where everyone is welcome, heard and valued for being themselves. Having a variety of different backgrounds, cultures, beliefs and abilities is fundamental to providing high-quality, safe care to all members of our community and creating an inclusive workplace for all.

Some important foundational work has been implemented since our Diversity, Equity and Inclusion (DEI) Plan was introduced last year. This included an external review of our current policies and practices, the establishment of a baseline of demographic information, and feedback from more than 2,300 employees and physicians about their experiences at Niagara Health.

Recommendations from this work are currently being implemented. Among them, we joined the Federal Government's 50/30 challenge, which encourages organizations to increase diversity in positions of influence and leadership across organizations; we are providing leaders with cultural humility and unconscious bias training; and we celebrate key events such as Indigenous Inclusion Month, Black History Month, International Women's Day, Diversity Month and Pride Month.



LISTENING AND LEARNING

We are listening and learning more about the experiences of Indigenous people at Niagara Health so we can take meaningful action toward reconciliation in the health system. This is part of our commitment to make the hospital a safe, culturally welcoming space for Indigenous people that meets their healthcare needs and respects their traditions.

Actions we have taken to date to enhance care and assist with our reconciliation work include:

- **Offering San'yas Indigenous Cultural Sensitivity Training** and other educational opportunities to staff and leaders.
- **Planning a third-party review of our Emergency Department** to deepen our understanding of the experiences of Indigenous patients.

- **Creating a new role for dedicated Indigenous Patient Navigators** at Niagara Health to support Indigenous patients and families.
- **Creating a new role for a dedicated Social Worker role in the Emergency Department** to support the non-medical needs of patients in the Indigenous community and other equity-deserving groups.

We'll continue to engage with Indigenous patients, families and organizations to understand their experiences, build trust and seek feedback on improving their care and experiences.

Niagara Health
Diversity

HONOURING EXCELLENCE

Now in its 15th year, the Niagara Health Awards of Excellence recognize extraordinary individuals within our organization who are living our purpose, vision and values. In addition to the President and CEO Award, which recognizes overall extraordinary performance, eight awards were presented to inspiring members of the Niagara Health team.



PRESIDENT AND CEO AWARD FOR EXTRAORDINARY PERFORMANCE

Aaron Screen | Fort Erie Site Complex Care

Registered Practical Nurse

Aaron demonstrates an unwavering commitment to our patients and their families. He provides comfort during their most difficult times through small gestures that go well beyond expectation. For example, Aaron will offer to bring meals to families who are at the bedsides of loved ones and unable to leave. He often ensures family members of palliative patients are left with a pullout bed or cot to sleep on with fresh linen if they stay overnight. Aaron is also ready with a helping hand for his colleagues, taking on tasks and shifts in different units throughout Niagara Health to ensure enough staff coverage to provide quality care.



COMPASSION IN ACTION AWARD

Marla Manning | Addiction Services

Program Worker

Marla serves patients with a non-judgmental, respectful and caring approach. She shows empathy and compassion to every client and is a natural when it comes to helping them move forward in a positive direction. She shows dedication to her work, her clients and her team members every day, and that's why you'll often hear excitement in people's voices when they get to work with Marla.



DRIVEN BY OPTIMISM AWARD

Wilma Alaimo | St. Catharines Site

Registered Practical Nurse, Endoscopy

Wilma has a gift for making patients feel safe and relaxed before a procedure. Her kindness, compassion and care leave such an impression that patients often tell her how wonderful she is. She is also a positive, highly respected co-worker, who works hard and helps others. Wilma always adds warmth and fun to a busy department.



ACHIEVING AMBITIOUS RESULTS AWARD

Dr. Jennifer Frendo | St. Catharines Site

Dr. Frendo is a community leader who helped steer pandemic care, including managing scheduling for hundreds of community physicians at the COVID-19 assessment clinic, vaccine clinic and COVID-19 treatment clinic. She worked with regional teams to provide the best possible care through trying and ever-changing times. Dr. Frendo also advocated to bring vaccines to our aging population, migrant workers and the wider community.

EXTRAORDINARY CARE AWARD



Lisa Skeoch | St. Catharines Site

Ward Clerk 3A Nephrology

Lisa demonstrates limitless patience and dedication to ensuring our patients are happy and comfortable. She has been known to paint patients' nails, colour their hair and spend extra time with them during her break times to ensure they have a good day. Lisa always looks out for her colleagues and offers a compassionate ear and shoulder to lean on.

EXTRAORDINARY LEADERSHIP AWARD



Steven Walker | St. Catharines Site

Operating Room Manager

Steven is a flexible, resilient and strong leader who consistently shows dedication to his team and all of Niagara Health. He creates a culture of trust and collaboration by supporting his staff through regular check-ins. Steven always ensures they have what they need to provide the best possible patient care and is available to listen to concerns.

EXTRAORDINARY TEAM AWARD



Environmental Services (EVS) | All sites

EVS has met every request made of them during the pandemic without exception or fail such as redesigning spaces for social distancing and safety, and organizing a team to reinvent the service model response at local community nursing homes as they navigated the darkest days of the pandemic. EVS has consistently supported the overall operations of Niagara Health, allowing for our clinical teams to seamlessly perform their work.

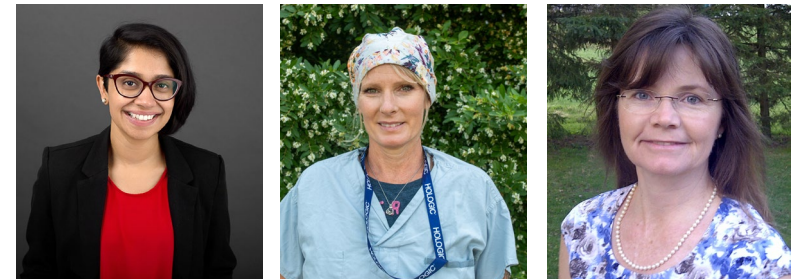
EXTRAORDINARY INNOVATION AWARD



Virtual Urgent Care Task Force

This cross-functional group exemplifies Extraordinary Caring, teamwork and compassion through the introduction of a virtual urgent care service for patients with non-life threatening health concerns to improve access to care outside of the hospital and reduce wait times. By introducing virtual urgent care, the team responded to the increasing need for timely, urgent healthcare options brought on by the pandemic.

EXTRAORDINARY INTER-DEPARTMENTAL COLLABORATION AWARD



Ambulatory Care and Surgical Innovation | Welland and St. Catharines sites

The Gynecology Ambulatory Procedures Unit opened in March to provide safe care close to home outside of the main operating room with a care plan that eliminates the need for general anesthesia and reduces patient wait times. Thinking outside the box, gynecologists were trained to manage patient sedation. Sedation-trained nurses also learned minor gynecology procedures and techniques.

THANK YOU MESSAGE FROM THE NIAGARA HEALTH FOUNDATION

Thanks to your generous support, you have helped so many Niagara residents.

The Niagara community has always shown compassion, generosity and support for each other. So many of you have stepped up and met the call to support our local healthcare this past year. As many of you know, the Niagara Health Foundation raises funds to support the purchase of vital patient-care equipment and hospital upgrades. These gifts have supported everything from beds and surgical equipment to MRI machines, CT Scanners, chemotherapy delivery tools, the It's Our Future campaign, and children's heart rate monitors. Your support this past year has been nothing short of remarkable and inspiring.

We have all seen the challenges the ongoing pandemic has created in healthcare.

You found new ways to come together and support frontline workers at Niagara Health and inspired them to keep fighting for us. You provided lunches, coffee, supplies, movie and sporting event tickets, and thousands of well

wishes for the staff, physicians and volunteers. Your generosity and care truly keep the teams going.

“

You have helped us raise more than \$10 million for local healthcare, and for that, we are simply in awe and owe you a heartfelt

THANK YOU!

This year, the Foundation embarked on its fundraising and awareness campaign for the new South Niagara Site. From the It's Our Future campaign launch in December to the time of this publication, the Niagara community has pledged more than \$22 million in support of the new hospital. In addition, through the leadership of campaign Co-Chairs Mayor Jim Diodati and Harry Oakes, as well as the Foundation's team, we launched [ItsOurFuture.com](https://itsourfuture.com), a website where we are celebrating our 'Founding Donors,' and

providing project updates and renderings of the new hospital.

As the Foundation looks ahead, we are excited to return to in-person events where we can celebrate local healthcare, raise vital funds and come together as we always have. The Kids Ultimate Challenge was our first event to return in June and was met with incredible community support and feedback. This September, we hope you will join us for the 14th Annual Big Move Cancer Ride at White Meadows Farm in Pelham.

To learn more about the Niagara Health Foundation and how we can come together in support of Niagara Health and local healthcare, visit NiagaraHealthFoundation.com.

Once again, thank you for your support.

It means so much.

niagarahealth
foundation



BOARD OF DIRECTORS AND SENIOR LEADERSHIP

BOARD OF DIRECTORS

Bunny Alexander, Board Chair
Ray Archer
Bernd Christmas
Dr. Gervan Fearon
Marti Jurmain, Quality Vice-Chair
Shane Malcolm
Stephen Murdoch
Catherine Novick, Resources and Audit Vice-Chair
Marylee O'Neill, Vice-Chair, Governance Vice-Chair
Murray Paton
Carmen Rossiter
Cathy Sutherland
Rob Tiffin, Resources and Audit Chair
Dr. Barry Wright, Governance Chair
Elisabeth Zimmermann, Quality Chair

Ex Officio

Lynn Guerriero
Dr. Maynard Luterman
Heather Paterson
Dr. Johan Viljoen

SENIOR LEADERSHIP

Lynn Guerriero, President and Chief Executive Officer
Harpreet Bassi, Vice President, Strategy, Planning and Stakeholder Engagement
Linda Boich, Executive Vice President, Quality and Mental Health and 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
Anesthesiology: Dr. Don DuVall
Diagnostic Imaging: Dr. Julian Dobranowski
Emergency Medicine: Dr. Rafi Setrak
Laboratory Medicine: Dr. Satish Chawla
Medicine: Dr. Lorraine Jensen
Mental Health and Addictions: (Interim) Dr. Victor Uwaifo
Obstetrics/Gynecology: Dr. Nicholas Braithwaite
Oncology: Dr. Michael Levesque
Pediatrics: Dr. Madan Roy
Surgery: Dr. Ian Brown

MEDICAL STAFF ASSOCIATION

President: Dr. Maynard Luterman
Vice President: Dr. Alison MacTavish
Secretary/Treasurer: Dr. Jennifer Frendo

Additional Members (Non-voting members)

Dr. Satish Chawla, Chair of Credentials
Dr. Sven Pallie, Chair of Credentials (until Jan. 31, 2022)
Dr. Manon Tougas, Chair of Pharmacy and Therapeutics
Dr. David Dec, Primary Care Liaison
Dr. Jennifer Tsang, Physician Research Lead
Dr. Ben Tam, Digital Strategy Physician Lead
Dr. Mohammad Refaei, Clinical Utilization Physician Lead
Dr. Amanda Bell, Regional Assistant Dean, Niagara Region Campus, Michael G. DeGroote School of Medicine, McMaster University
Dr. Ryan D'Sa, Director Critical Care
Dr. Karim Ali, Pandemic Preparedness Physician Lead
Dr. Shira Brown, South Sites Deputy Chief, Emergency Medicine
Jennifer Gasparato, Head Midwife

We remember Dr. Jack Luce, Chief of Staff, Hotel Dieu Shaver, who passed away in May. Dr. Luce was a dear friend and colleague of Niagara Health.

We'd like to thank Board member Bernd Christmas for his service. Bernd joined the Board in June 2021 and resigned in May 2022 due to work commitments.

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 2021-2022 are posted on the Niagara Health website at niagarahealth.on.ca

Our financial health continues to improve thanks to the work of our teams and investments by the Provincial Government. Funding, including \$53.3 million to address our historical working capital deficit, will make a significant difference in our long-term financial sustainability. Our working capital deficit is now \$35 million, as compared to \$172 million in 2012.

Niagara Health is one of the most cost-efficient hospital systems in Ontario. Our total operating budget for the 2021-2022 year was \$655 million, and we ended the year with a surplus of \$10.5 million. The surplus will be reinvested for capital purposes.

INPATIENT



1,054
Beds



33,390
Admissions

VISITS



172,174
Emergency and Urgent Care



64,404
Dialysis/Renal



24,142
Mental Health



547,571
Other Outpatient

SURGICAL CASES



6,841
Inpatient



34,464
Outpatient

CARE BY NUMBERS



3,629
Babies Born



5,647
Cataract Surgeries



22,126
MRI Scans



2,260
Heart Investigation Unit Procedures

REVENUE SOURCES FOR 2021-2022



MOH and OH Base Funding

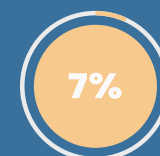


MOH and OH One-time and Other Funding

EXPENSE BREAKDOWN FOR 2021-2022



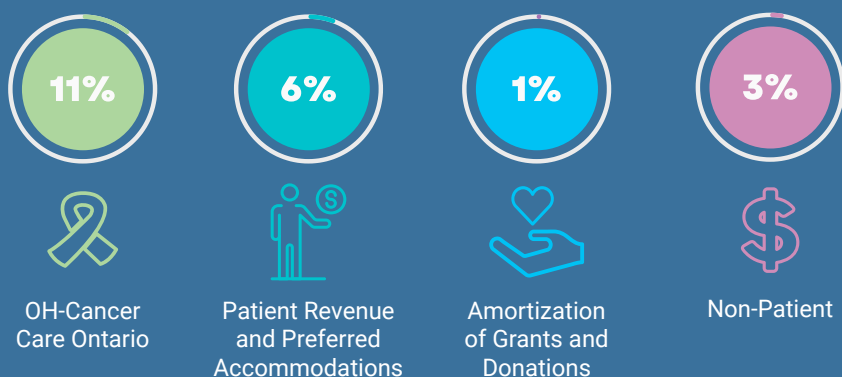
Salaries and Benefits



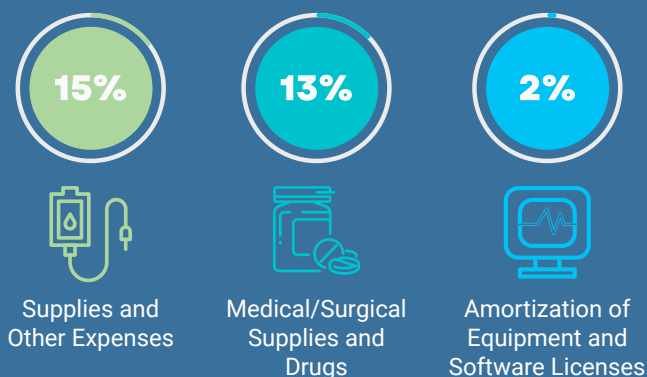
Medical Staff Remuneration

Approximately 90% in base and one-time funding was received from the Ministry of Health, Ontario Health (OH), and OH-Cancer Care Ontario during the fiscal year.

Hospital received \$9.6-million base investment increase in fiscal 2021 - 2022 to help offset inflationary cost pressures for salaries and benefits, patient care supplies and services and general operating expenses.



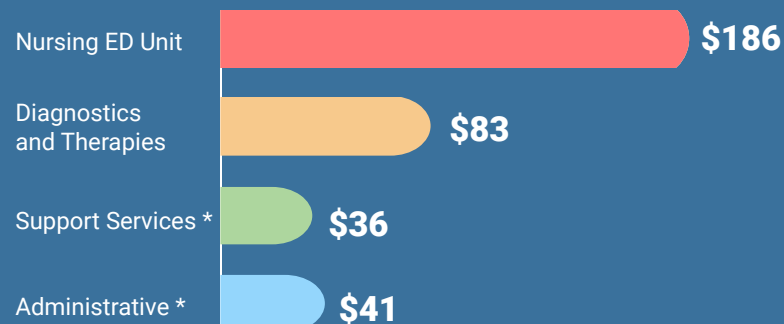
Approximately 70% of total expenses are related to salaries, benefits and medical staff remuneration. Inflationary cost pressures for the fiscal year amounted to approximately \$9.3 million. **In addition, \$31 million** of expense increases were related to new or expanded program funding and COVID-19 funded initiatives.



AVERAGE EMERGENCY VISIT: \$346

78% of expenses are related to direct patient care such as nursing, pharmacy, diagnostic imaging, laboratory and therapies.

An additional 10% is related to support services such as housekeeping, food and maintenance. The remaining 12% is for administrative costs.



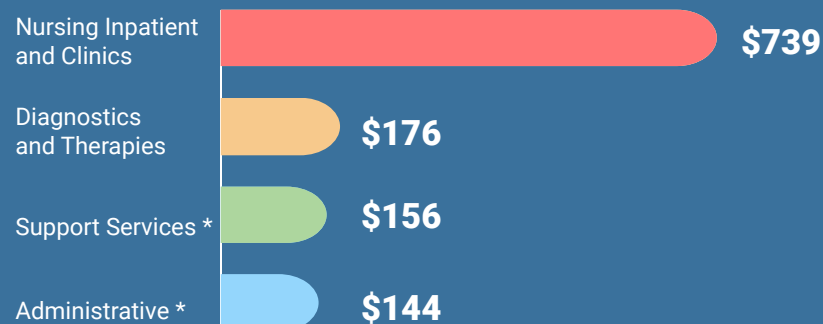
* Administrative includes Administration, Human Resources, Finance, Materials Management, Information and Communication Services.

* Support Services includes Housekeeping, Food, Maintenance, Biomedical, Registration, Health Records, Education Services.

AVERAGE INPATIENT COST PER DAY: \$1,215

Approximately 75% of expenses are related to direct patient care such as nursing, pharmacy, diagnostic imaging, laboratory and therapies.

An additional 13% is related to support services such as housekeeping, food and maintenance. The remaining 12% is for administrative costs.





NiagaraHealth.on.ca

niagarahealth

Extraordinary Caring. Every Person. Every Time.

