



ONE

Team. Purpose.

niagarahealth

Annual Report 2018 - 2019

Extraordinary Caring. Every Person. Every Time.

03 Opening Message

04 Leading Practices

06 Strategic Plan Update

08 Proud Moments

10 Awards of Excellence

12 Financial Overview

14 Senior & Medical Leadership

15 Board of Directors

Who we are

Niagara Health is on a bold new journey to create a healthier Niagara.

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

 Compassion in Action,

 Driven by Optimism,

 Achieving Ambitious Results.

We are a regional healthcare provider with multiple sites and a growing network of community-based services. Our team is made up of more than 4,800 employees, 600 physicians and 850 volunteers who we count on to deliver extraordinary caring to every person, every time.

We provide a wide range of inpatient and outpatient services to more than 450,000 residents across Niagara, including Acute Care, Cancer Care, Cardiac Care, Complex Care, Emergency and Urgent Care, Kidney Care, Long-Term Care, Mental Health and Addictions, Stroke Care and Surgical Care.



Our Accreditation with Exemplary Standing is a clear demonstration of our team's commitment to the highest safety and quality standards. As a community-based academic centre, teaching and learning, research, innovation and partnership are propelling us as we imagine a healthier Niagara.



Cover photo: Members of our Niagara Health Engagement Network are part of our team, sharing their experiences and perspectives to help us deliver on our commitment of Extraordinary Caring. Every Person. Every Time.
Read more on Page 9.

Thank you to our partners, Bob Asham, Kirtan Kadia, Susan Gibson, Rose Dzugan and John Storm, and to our staff, Director Zeau Ismail, Manager Karen Paschert, Registered Nurse Karen Buckle, Director Sonia Pagura, Registered Practical Nurse Tristen Castro, Nurse Practitioner Jennifer Lee and Registration Clerk Cassie Edgar, and physician leader Dr. Julian Dobranowski for being part of the photo.



We know we are stronger when we work together.

As we reflect on the last year, there are many examples of how we are working with our patients, families, partners and communities as one team to provide extraordinary experiences for the people we serve and create a more seamless and integrated system of care and caring.

We are proud of our leading work to partner with patients, families and community members, bringing their perspectives to decision-making through our new Niagara Health Engagement Network.

Accreditation Canada and Health Standards Organization's acceptance of 17 Leading Practices for Niagara Health is another source of pride and demonstration of the ways our teams are positively impacting safe, quality healthcare.

Our Board of Directors' leadership has been instrumental in strengthening our research and academic mission by further bolstering our partnership with Brock University. Our two organizations are collaborating in new ways to intensify our efforts in research and

applied learning, which will increase opportunities to improve the overall health and well-being in Niagara and beyond.

We are also proud of the partnerships we have developed with St. Joseph's Health System, Canadian Mental Health Association Niagara and many other organizations.

And our planning for the new South Niagara Hospital is moving forward. Our Board joined more than 1,000 Niagara Health staff, patients, families, partners and community members at design vision sessions for the new South Niagara Hospital. The design vision outlines the desired look, feel and purpose of the campus and hospital, and we are all impressed by the level of engagement from everyone attending these sessions. We have also received a lot of thoughtful feedback on the design vision through our online survey, and there will be many more opportunities to engage with our stakeholders on this significant investment in healthcare in Niagara.

We are inspired by the work happening inside and outside our hospital walls to achieve our vision of a healthier Niagara. We encourage you to read on to learn more about these and many other impressive accomplishments.



John Bragagnolo
Board Chair



Dr. Tom Stewart
CEO



Dr. Suzanne Johnston
President

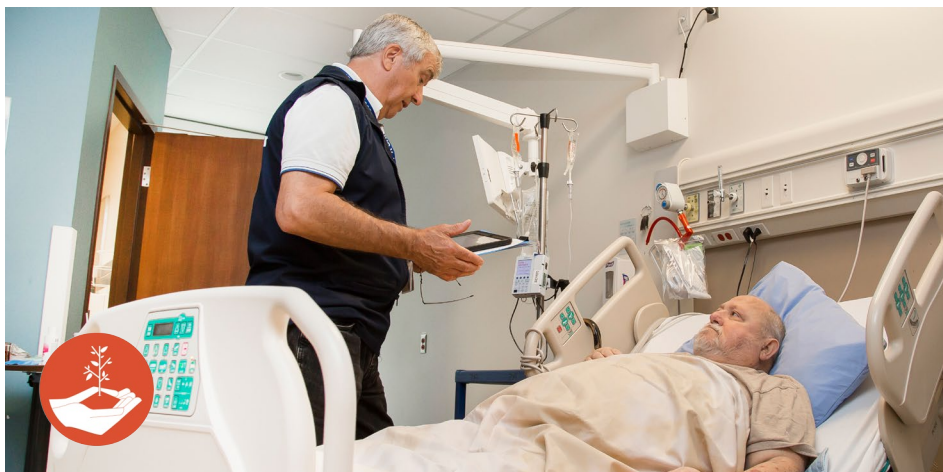
LEADING THE WAY

Our commitment to provide extraordinary caring to every person, every time is receiving national attention, demonstrating Niagara Health's leadership in creating positive change in quality and safety. We received national recognition by Accreditation Canada and the Health Standards Organization for 17 Leading Practices following a rigorous evaluation process. These practices are people-centred, safe and efficient, and other healthcare institutions can look to our practices to make improvements in quality, safety and the care experience.

Providing high-quality, safe care is the No. 1 priority of Niagara Health, and we're very proud to share this summary of our Leading Practices.

Real-Time Patient Experience Surveying

Our trained volunteers conduct surveys with patients in their rooms using a hand-held tablet. The technology, developed by our Information and Communications Technology team, allows us to understand the care experience for patients in real time and address any concerns on the spot.



Volunteer Bob Gosselin asks patient Joe Rosebough for feedback on his hospital stay.

Ontario Telemedicine Network (OTN) in Mental Health and Addictions

We are using OTN to help connect patients through video to many of our Mental Health and Addictions programs. The network uses telecommunications technology to increase healthcare access for patients who are unable to travel to the sites where services are offered. This innovative system was used more than 7,000 times over the past year for many programs such as remote outpatient assessments, psychiatrist on-call assessments and various group therapies. It's another example of how we're extending care outside of the hospital walls and into the community.



Psychiatrist Dr. Sachin Sarin using the OTN technology at our St. Catharines Site.



Dr. Hala Hamed, Occupational Therapist
Michelle Lowry and Dr. John Song from
the AHEAD team.

Anterior Hip and Early Ambulation Discharge (AHEAD)

The AHEAD program is built around an innovative hip replacement procedure that's less invasive and reduces recovery time to get people back on their feet sooner. The procedure was brought to Niagara Health by Orthopedic Surgeon Dr. John Song. More than 600 procedures have been performed since the program launched in 2015, and we've seen high patient satisfaction levels. The AHEAD program is part of our continuing commitment to provide high-quality, safe care.



Members of our Port Colborne team wearing their pink shirts
to take a stand against bullying.

Be Kind

At the heart of our respectful workplace strategy is our Be Kind campaign, which has a clear link to our CORE value of Compassion in Action. This campaign, launched in 2017, promotes a safe, respectful, caring and inclusive environment and includes initiatives like Kindness Rocks, Pink Shirt Day and our Workplace Acts of Kindness Challenge. So far, more than 25,000 Acts of Kindness have been performed across our organization and in the community. The Be Kind movement has contributed to a reduction in workplace incidents and code of conduct incidents leading to improved engagement in the organization.

Other Leading Practices:

- **Extraordinary U** leadership program
- **Fit to Sit** for patients brought to the Emergency Department by ambulance and assessed to be well enough to transfer to a chair instead of unnecessarily waiting in a stretcher
- **Innovative Injury Prevention and Return to Work Strategies**
- **Integrated Comprehensive Care** for Chronic Obstructive Pulmonary Disease and Congestive Heart Failure patients that provides patients and caregivers with one point of contact for all healthcare needs both in the hospital and in the community
- **Music and Memory** program to increase quality of life for people with dementia
- **Pain, Agitation and Delirium Management** in the Intensive Care Unit to enhance the patient and family experience
- **Patient Flow** Simulation to reduce Emergency Department overcrowding
- **Physician Reflective Review Tool** supports ongoing development and education of healthcare practitioners
- **Rapid Access Addiction Medicine Clinic** provides assessments and treatment for substance use
- **Route NHS** internal communications strategy to prepare for Accreditation in 2015
- **Targeting Malnutrition Using the Integrated Nutrition Pathway** which identifies at-risk patients and works with them on nutrition treatment plans
- **Three Wishes Program** comprised of acts of compassion for ICU patients and families
- **We TOA for Physicians**, a structured approach to improve the safe sharing and exchange of information during patient transitions

HOW WE'RE DOING:

Year 3 of our 10-year Strategic Plan



Extraordinary Caring

We provide the highest level of quality care by advancing a culture of safety and service excellence. We target initiatives to impact areas like medication safety, patient flow and quality of care. Our We Round initiative has helped reduce patient falls across the organization, as well as decreasing the number of pressure ulcers acquired in hospital. We continue to focus on making improvements with patient flow, as Emergency Department wait times and length-of-stay remain higher than our target. This work includes our focus on Transfer of Care, an initiative designed to improve patient flow and the patient experience.

Initiatives

- Patient Flow: Reduce length of time patients admitted wait for a bed.
- We Round: Decrease patient falls and decrease hospital-acquired pressure ulcers.
- Transfer of Care: Ensure safe and timely exchange of patient information among care providers.
- Maintain Exemplary Accreditation Status: Develop and implement a patient safety plan, a patient, family and community engagement/experience plan, and an integrated quality management plan. We submitted a number of potential leading practices to Accreditation Canada and Health Standards Organization for national recognition – 17 of which were accepted.

Decrease the Number of Patient Safety Incidents with Mild Harm and Above by 1%.

400
Target

332
Current

Increase Patient Safety Culture Survey score results by 10%.

48.2%
Target

52.7%
Current

Rehab Assistant Shannon Finn, right, and Physiotherapist Kristi Zimmerman help patient Violet Henry safely conduct her rehab exercises.



Extraordinary Teams

We count on our teams to deliver extraordinary caring and we are proud to work with the absolute best. Our teams deserve to work in a respectful workplace that fosters critical thinking and innovative ideas. Our most recent employee engagement survey saw our highest-ever response rate with more than 2,300 employees and physicians sharing their vision for engagement. Both employee and physician engagement scores have increased by more than 50 per cent since 2014. Unit-Based Teams empower staff and physicians to make improvements within their own areas of work. Our grassroots Workplace Acts of Kindness Challenge reached a major milestone of 25,000 acts of kindness performed by 25 departments across the organization.

Initiatives

- Unit Based Teams: Increase the number of ideas implemented per unit-based team.
- Healthy Teams: Decrease reports of negative interactions in the workplace.
- Leadership Development: Leader satisfaction with learning events/programs. Demonstrated use of new skills and knowledge.

Achieve community average staff engagement score of 66% from 65.3%.

| | |
|--------|---------|
| 66% | 64.7% |
| Target | Current |

Sustain community average physician engagement score of 71%.

| | |
|--------|---------|
| 71% | 66.7% |
| Target | Current |



Extraordinary Future

By investing in our hospitals – through people, equipment and technology – and working strategically in our community, we will create the future our patients deserve. Interconnectivity and innovation are key to achieving this future. Development has begun on the Niagara Health Navigator, Ontario's first digital health ecosystem designed to protect patient privacy and security while connecting patients to their health data and to care providers in the region. We have made progress in planning for the South Niagara Hospital, which includes outlining program and service requirements, equipment and space needs. Taking care of the people who work here is also a priority. Progress continues to be made in reducing sick time and workplace injuries experienced by staff, physicians and volunteers.

Initiatives

- Come to and Return to Work: Reduce sick time and decrease preventable workplace injuries.
- South Niagara Hospital Project: Submission of plan detailing the programs, services and resources required at the new South Niagara Hospital.
- Clinical Transformation: Implement Year 1 plan for a new electronic health record.
- Clinical Trials: Initiate three new clinical trials.

Fiscally sustainable plan that ensures a balanced budget that includes \$8 million investment in education, technology, research and capital.

| | |
|--------|---------|
| 0.62% | 1.26% |
| Target | Current |



Extraordinary Innovation

We will collaborate and try new ways to deliver the best care to our patients and their families. Integrated Comprehensive Care enables us to reduce Emergency Department visits, readmissions and length-of-stay for patients. Bundling care for patients with hip and knee injuries is another way we have reduced length-of-stay and readmission rates. Niagara Health launched the Wellness Recovery Integrated Comprehensive Care Program in Mental Health and Addictions to help people fully understand their mental health needs and identify and develop strategies to improve their wellness. This will help reduce readmissions to hospital and visits to an Emergency Department for non-urgent mental health concerns.

Initiatives

- Integrated Comprehensive Care: Decrease the number of Emergency Department visits and times admitted, as well as the length-of-stay in hospital, for congestive heart failure or chronic obstructive pulmonary disease, and mental health and addictions patients enrolled in our Integrated Comprehensive Care programs.
- Innovative Care: Develop and implement a mobile app, and pilot one innovative technology.

Sustain and expand innovative care model from 2 to 6

| | |
|--------|---------|
| 6 | 4 |
| Target | Current |

EXTRAORDINARY YEAR

We've had much to celebrate over the past year and we're pleased to share some of our proud moments with you.

Working together

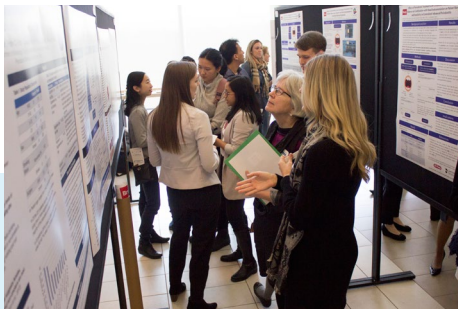
Three-year-old Lucas Waring of Welland was the first patient to benefit from the Pediatric Tele-resuscitation system, our new partnership with McMaster Children's Hospital. This first-of-its-kind system in Ontario uses video conferencing-like technology to allow emergency teams from Niagara Health and McMaster Children's Hospital to remotely work together to care for pediatric patients who are critically ill.



Niagara Health Board Chair John Bragagnolo and Executive Vice-President Angela Zangari sign the Memorandum of Understanding with our partners at Brock University.

Improving health and well-being

Our new partnership with Brock University places a heightened focus on research that will help people stay healthy, improve both patient outcomes and the way healthcare is delivered, and create training and employment opportunities for Brock students and graduates. Together, Niagara Health and Brock will build on existing research, creating innovative ways to answer important questions that will improve the health of our region.



International recognition for Niagara Health team

Our Difficult Airway Program was highlighted at the Difficult Airway Society's Annual Scientific Assembly in Scotland. The pathway was created by our team to treat patients with a compromised airway in the fastest, safest way possible.

Top Employer

We were named a Top Employer in the Hamilton-Niagara region by the editors of Canada's Top 100 Employers. This special designation recognizes employers in the Hamilton-Niagara area that lead their industries in offering exceptional places to work.

Research Day

Our first-ever Research Day was a huge success. More than 100 researchers, students, academics and healthcare workers came to our St. Catharines Site to learn about medical research being done in Niagara. Dozens of researchers also competed in a research poster competition.



Project Director Mark Rajack, left, and Chief Information Officer Sime Pavlovic are driving the creation of Niagara Health Navigator.

Ontario's first digital health ecosystem

We teamed up with technology partners IDENTOS Inc. and nCipher to develop Niagara Health Navigator. This mobile application is designed to protect patient privacy and security while connecting patients to their health data and care providers.

New shared location

We opened our new shared location with Canadian Mental Health Association Niagara at 264 Welland Ave. in St. Catharines. The new location offers programs previously provided by our Adams Street Addiction Services and CMHA's services in St. Catharines. Partnering under one roof improves care and access to mental health and addiction services for Niagara residents.



Canadian Mental Health Association
Niagara
Mental health for all

niagarahealth
Extraordinary Caring. Every Person. Every Time.

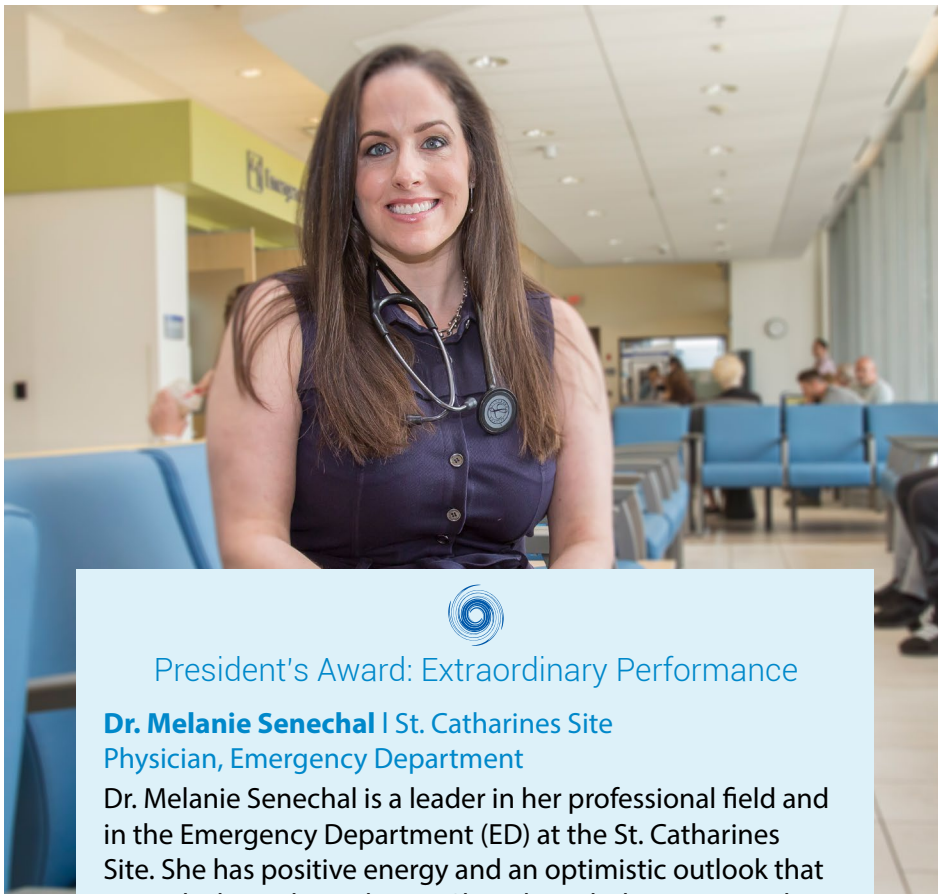
Unique approach to patient, family engagement

We have done a tremendous amount of work to make our Niagara Health Engagement Network meaningful and authentic. Our network provides opportunities for patients, families and community members to share their time, experiences and perspectives and help us make improvements in quality, safety and the care experience. Patient Partners choose the initiatives they work on based on their knowledge and experience.

Over the next three years, we will have a team of 75 Patient Partners. We look forward to welcoming people from various backgrounds and experiences to diversify the network and accurately represent the needs of our community. We are indebted to all of our Patient Partners for their passion and willingness to contribute to a healthier Niagara.

RECOGNIZING EXTRAORDINARY PERFORMANCE

Niagara Health's Awards of Excellence honour individuals across our organization for their commitment to our Purpose, Vision and Values. In addition to the President's Award, which recognizes overall extraordinary performance, six awards were presented to valued members of our team following a formal nomination and selection process by their peers.



President's Award: Extraordinary Performance

Dr. Melanie Senechal | St. Catharines Site
Physician, Emergency Department

Dr. Melanie Senechal is a leader in her professional field and in the Emergency Department (ED) at the St. Catharines Site. She has positive energy and an optimistic outlook that extends throughout the ED. She takes a holistic approach to her delivery of care, which is founded on kindness, compassion, respect and an understanding heart. She consistently exceeds expectations through personalized service to patients and families and is passionate about the professional development of students and colleagues.



Compassion in Action Award



Trillium Unit Team
Greater Niagara General Site
Complex Care Unit

The Complex Care Unit, known as the Trillium Unit at our Greater Niagara General Site in Niagara Falls, discovered that a patient's wife was admitted to our St. Catharines Site for a stroke and was not expected to survive. The team worked together to help the patient's son get his father, who was an admitted patient on the Trillium Unit, to the St. Catharines Site so he could kiss his wife one last time. The patient's family was very grateful and nominated the team for a Giant Act of Kindness through Giant FM Radio. It was an emotional experience for all.



Driven by Optimism Award



Sandy Harte | Welland Site
Wellness Nurse, Occupational
Health and Safety

In her role, Sandy lives and breathes compassion and caring. Sandy assists staff through difficult experiences such as bereavements, personal and family addictions, mental wellness experiences, abuse and abandonment. In every interaction, Sandy listens intently to see where she can have the most impact, preserving dignity when staff are at their lowest point. Sandy's commitment to others often extends her day well past normal hours. Sandy brings positivity, strength and optimism to her role, supporting staff through challenging situations.

AWARDS OF EXCELLENCE



Achieving Ambitious Results Award



Debbie Jacques | Welland Site | Human Resources Analyst, Executive Assistant, Human Resources

Debbie's optimism is contagious. Whether it's her kind, friendly and encouraging words, or her support and "we-can-do-it" attitude, everyone's day will be brighter after talking to Debbie. Her enthusiasm and willingness to go the extra mile helped make events like Pink Shirt Day and Take Your Kids to Work Day a success. She volunteers for all projects and ensures they are a success. Debbie always makes sure the people around her are supported. She's the kind of co-worker everyone wants on their team.



Extraordinary Caring Award

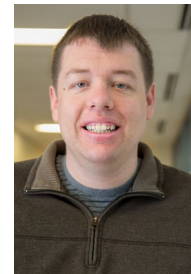


Rachel Robinson | Port Colborne Site | Registered Nurse, Urgent Care Centre

Rachel's skills as a Registered Nurse at our Port Colborne Site go beyond providing physical care for her patients. She cares for her patients as if they were her own family, providing spiritual and emotional support. Rachel sat with a young girl in distress in triage and talked to her like a mother would to her daughter. Patients feel genuine caring and kindness from her when they are in her care.



Extraordinary Future through Innovation Award



Sean Robb | St. Catharines Site | Neuropsychology Intern, Outpatient Mental Health Psychology

Sean is one of the friendliest people who always arrives to work with a smile and willingness to help. He brings forward innovative ideas with other clinicians, such as creating the Brief Individual Psychotherapy Intervention Team program to support Outpatient Mental Health clients who use mental health and emergency services frequently. He works collaboratively across all areas of NH, living our CORE Values of Compassion, Optimism, and Achieving Ambitious Results.



Extraordinary Team Award



Jae Sonke, Carol Eaton, Shauna Speck, Patty Welychka, Jennifer Pratt, Tiffany Coy (absent) | Welland Site | Patient Flow Team, Administration

Our Welland Site Administration team advocated for a patient who was living in an unsafe condition at home. It was their commitment to our CORE Value of Compassion that led them to help this patient. The team immediately took action, making patient safety a priority. As a result of their efforts, the patient is now living comfortably at home in a safe environment.

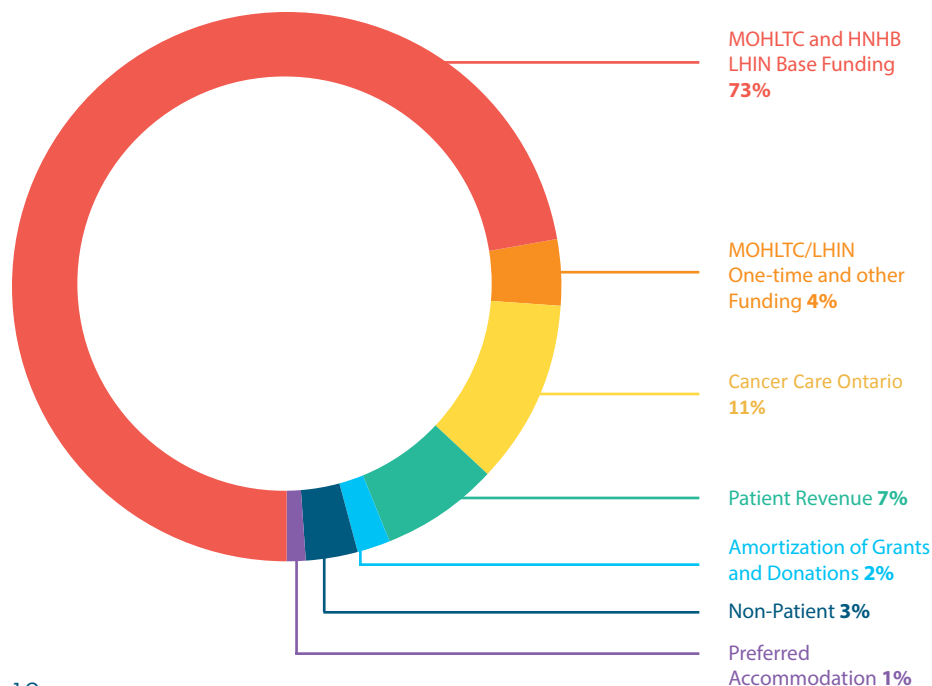
FINANCIAL OVERVIEW

Niagara Health publishes our audited financial statements every year as part of our financial accountability and responsibility to the community. Complete financial statements for 2018/2019 are posted on the Niagara Health website at www.niagarahealth.on.ca.

Our financial health continues to improve thanks to the work of our teams. Our total operating budget for the year was approximately \$550 million and we ended the year with a surplus of \$10,480,300. The surplus will be reinvested to improve our working capital position and for future capital expenditures.

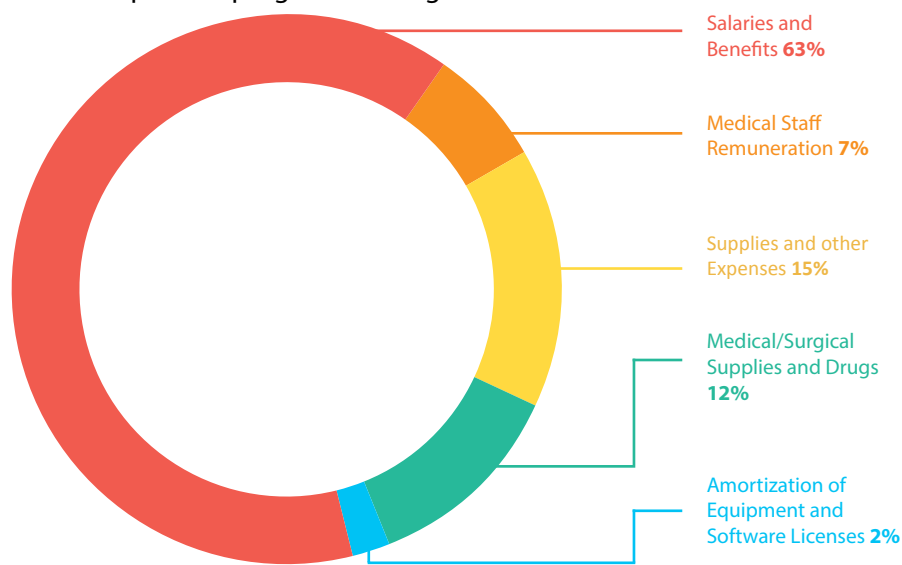
Revenue sources for 2018-19

Approximately 88% in base and one-time funding was received from the Ministry of Health and Long-Term Care, the Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN) and Cancer Care Ontario during the fiscal year.

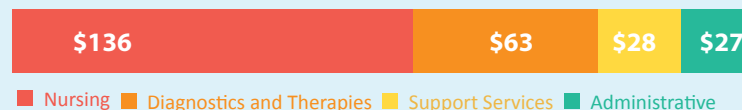


Expense breakdown for 2018-19

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 million and in addition \$4 million of expense increases related to new or expanded program funding.



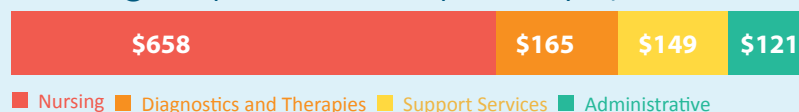
Average Emergency Visit: \$254



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

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

Average Inpatient cost per day: \$1,093



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

An additional 14% is related to support services like housekeeping, food and maintenance. The remaining 11% is for administrative costs.

Thanks to the generosity of Niagara Health Foundation donors, \$975,000 was raised for the replacement of defibrillators across all sites of Niagara Health. Did you know that defibrillators are the single-most important tool used during a cardiac arrest? That means that donors who supported this initiative are literally helping save lives!

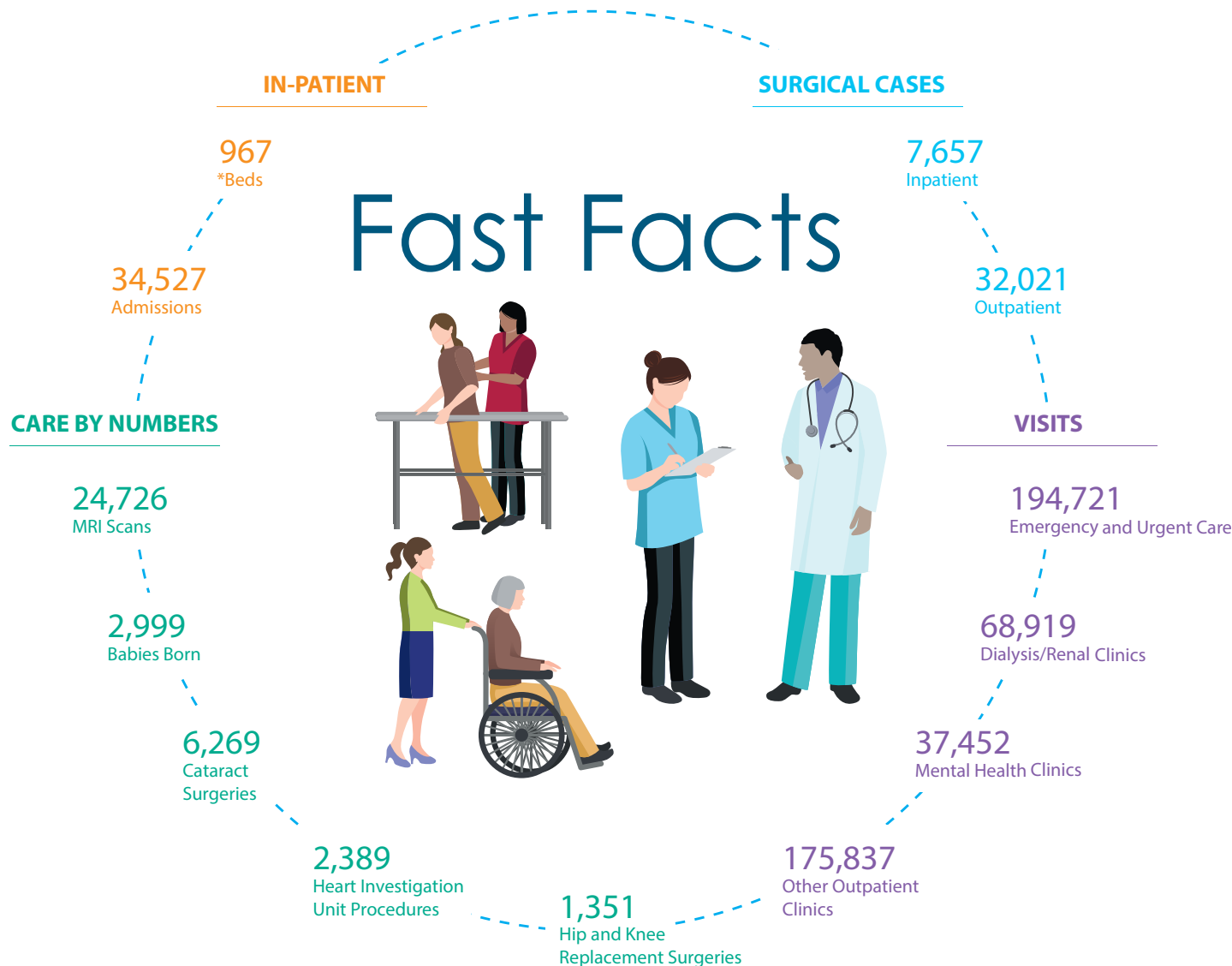
How Can You Help?

You can support Niagara Health programs and services through a donation to Niagara Health Foundation. Niagara Health Foundation fundraises exclusively for Niagara Health, to support Priority Equipment Needs, Redevelopment Projects and Patient Programs not funded by the government. To learn more about how you can support a healthier Niagara, visit www.NiagaraHealthFoundation.com or call 905-323-FUND.



David Murray and Liz Surtees are proud to be among the many donors who generously contributed to the Defibrillator Campaign.

Fast Facts



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

SENIOR & MEDICAL LEADERSHIP



Thank you, Suzanne!

Our remarkable progress is a testament to the strong leadership and vision of our President Suzanne Johnston, who is stepping down from her role at the end of June 2019.

Our annual report speaks volumes to Suzanne's contributions. Our successes are a culmination of her work to build a greater patient voice, engaged teams and a heightened focus on quality.

Over her nearly five years as President, Suzanne has led us with passion and commitment, and her inspired leadership has resulted in a culture shift for Niagara Health, one that recognizes and values relationship building, partnerships and teamwork.

Under her leadership, and with the support of a dedicated team, she has achieved a number of significant advances for Niagara Health and the community. Our teams will build on these accomplishments and continue to evolve and grow to meet the needs of patients, families and the community.

We are grateful for the lasting contributions she has made to create a healthier Niagara.

Senior Executive Team 2018-19

Dr. Tom Stewart
Chief Executive Officer

Dr. Suzanne Johnston
President

Ms. Linda Boich
Executive Vice President, Quality, Community Development and Mental Health and Addictions

Mr. Derek McNally
Executive Vice President, Clinical Services and Chief Nursing Executive

Ms. Flo Paladino

Executive Vice President, People & Organizational Development

Dr. Johan Viljoen

Interim Chief of Staff and Executive Vice President, Medical Affairs

Ms. Angela Zangari

Executive Vice President, Finance & Operations and Chief Financial Officer

Mr. Roger Ali

President and CEO, Niagara Health Foundation

Medical Advisory Committee

Reporting to the Board of Directors, this committee oversees quality patient care. Physician members are:

Chair: Dr. Johan Viljoen

Department Chiefs

Medicine:
Dr. Terence Chan

Surgery:
Dr. Ian Brown

Diagnostic Imaging:
Dr. Julian Dobranowski

Anaesthesia:
Dr. Donald DuVall

Oncology:
Dr. Janice Geisbrecht

Laboratory Medicine:
Dr. Sawtish Chawla

Mental Health and Addictions:
Dr. Maxine Lewis

Pediatrics:

Dr. Madan Roy

Emergency Medicine:

Dr. Rafi Setrak

Obstetrics/Gynecology:

Dr. Jerzy Sternadel (Interim)

Medical Staff Association

President:

Dr. Parminder Brar

Vice President:

Dr. Maynard Luterman

Secretary/Treasurer:

Dr. Alison MacTavish

Additional members (Non-voting members)

Chief of Staff, Hotel Dieu Shaver Health and Rehabilitation Centre:

Dr. Jack Luce

Chair of Credentialing:

Dr. Sven Pallie

BOARD OF DIRECTORS

2018-19



Our Board of Directors are dedicated volunteers from across the Niagara region. This diverse group is committed to ensuring high-quality, safe, sustainable care and is accountable to the community.

From left to right:

Mr. Ken Kawall

Dr. Ronald Mergl

Quality Vice-Chair

Mr. Murray Paton

Mr. John Bragagnolo

Board Chair

Mr. Robert Tiffin

Resources and Audit Vice-Chair

Ms. Marti Jurmain

Quality Chair

Mr. Charles Rate

Resources and Audit Chair

Ms. Bunny Alexander

Board Vice-Chair and Governance Chair

Ms. Cathy Sutherland

Absent:

Dr. Barry Wright

Governance Vice-Chair

Ex officio:

Dr. Suzanne Johnston

Dr. Johan Viljoen

Dr. Parminder Brar

Mr. Derek McNally

niagarahealth

Extraordinary Caring. Every Person. Every Time.



Extraordinary Caring. Every Person. Every Time.

www.niagarahealth.on.ca

