



Niagara  
Health  
System

2013-2014 Annual Report

# RENEWAL

**WAY FORWARD**

**BEST CARE**

**NEW ERA**

# RENEWAL

## WAY FORWARD | BEST CARE | NEW ERA

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We are committed to renewal of our resources and have printed a limited number of copies.



**On Cover:** A demonstration inside one of our state-of-the-art Operating Suites with (from left) Ms. Chris Grenville, an OR Registered Nurse; Dr. Jeff Robichaud, Chief of Surgery, St. Catharines Site, and Dr. Greg Bosey, Anesthesiologist.

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



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# RENEWAL IN 2013/2014



Renewal has happened across the NHS this year, taking many forms. We've demonstrated year-over-year improvement in important markers of patient safety and satisfaction. We've improved our sites and built a state-of-the-art facility in St. Catharines.

We've recruited new leaders to key positions, people who are passionate about renewing our culture to be one of great care and caring. We've also received government approval for a way forward, including another new hospital in South Niagara and two Urgent Care Centres in the Region.

All of this change and work is aimed in one direction – a high-functioning health system bringing the very best care to all in the communities we serve. We hope that you too feel this has been a year of great renewal across our organization.

We are striving to listen and improve when you give us feedback, building more trust with you around what's important. We've heard many stories from you that our front-line teams are helping in this, delivering hundreds of great patient experiences every day.

Your board and senior team, along with every dedicated professional who makes up NHS, will strive to meet the needs of patients and families, and create an exemplary environment in which to work.

We hope that you enjoy reading this great recap of activity of the past year, and will join us in looking forward to continued improvement in the year ahead.

From left: Dr. Kevin Smith, CEO; Ms. Angela Zangari, Interim President; Dr. Barry Wright, Chair, Board of Directors.



Dr. Tom Stewart, Chief of Staff and Executive VP Medical, left, and Mr. Derek McNally, Executive VP, Clinical Services and Chief Nursing Executive.

## Medical and Clinical Excellence

As we embark upon many exciting new milestones and transitions, the Niagara Health System remains unified and committed to one common goal: to create a high-quality, patient-centred healthcare system.

In our minds, quality healthcare requires focus on four key elements: clinical excellence, safety, efficiency and a superb experience. Our remarkable team of qualified, caring and dedicated professionals has an impressive and unwavering commitment to these goals. At present there are a number of quality initiatives underway that support these efforts. We look forward to expanding these projects and continuously refining the system with input from our patients and front-line experts. As such, we welcome and encourage input.



# A GAME CHANGER IN PATIENT CARE

It's far more than just a beautiful new building filled with state-of-the-art medical equipment.

The St. Catharines Site — which marked its first-year anniversary on March 24, 2014 — has been an important catalyst in the transformation of hospital care in Niagara. The past year has been full of milestones and successes thanks to a new way of delivering care to our patients and families.

In addition to replacing two outdated facilities in St. Catharines, this

remarkable hospital introduced much-needed regional programs that allow patients from across the peninsula to receive enhanced services closer to home, including radiation cancer treatment, cardiac care and mental healthcare.

"It has been an exciting time for healthcare in Niagara," says Ms. Angela Zangari, Interim President and Chief Financial Officer. "Our team has made a smooth transition and accomplished much of what we hoped for — providing the best possible patient care as we continue to build

a better healthcare system. I want to thank everyone who made this year a success; those who were our fundraising champions, the hundreds of dedicated staff, physicians and volunteers across our NHS sites, and the community of Niagara for its support."

The St. Catharines Site has also enabled the NHS to realign some medical programs among its sites to enhance patient care and make the best use of facilities, human resources and equipment.



Mrs. Shaunna Higham is a Dietary Helper. She serves approximately 240 meals per day.

## Design features that make the St. Catharines Site so unique include:

- Highest percentage of single-patient rooms in Ontario with 80% private rooms.
- One of the only hospitals in the world with a dedicated HVAC system, enabling the hospital to be split into two distinct air-handling zones for complete isolation of certain areas in the event of a pandemic or other significant event.
- Largest wireless installation in a Canadian hospital, allowing 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.
- First Operating Suites in Canada lined with solid-surface Corian walls for improved infection prevention and control.
- Unprecedented 1,400 hand-washing sinks and nearly as many alcohol hand-rub dispensers.



# CLOSER TO HOME CANCER CARE

**B**ritiney Turasz considers herself one of the fortunate ones, even though she was diagnosed with two aggressive forms of breast cancer 16 months ago when she was just 28.

The St. Catharines woman's luck came when she was able to receive her treatment close to home.

Had her cancer struck earlier, Mrs. Turasz's road to treatment and better health could have been much longer and even more difficult. She would have had to travel outside Niagara for radiation therapy — following the same route to Hamilton or farther afield that so many Niagara cancer patients made before the Walker Family Cancer Centre opened in March 2013 at our St. Catharines Site.

"You're so exhausted and feel so generally terrible during treatment that the last thing you need is a long trip down the highway to the hospital. Being able to get treatment here in Niagara made my recovery just that little bit easier," said Mrs. Turasz, who also underwent surgery and chemotherapy.

Over the past year, the cancer centre saw 5,200 patients and provided a total of 9,277 chemotherapy treatments and 7,606 radiation treatments.

"We continually hear from patients and families how pleased and grateful they are to be able to access comprehensive cancer services in our region," says Dr. Janice Giesbrecht, NHS Chief of Oncology.

Mrs. Britiney Turasz, left, with her mother, Mrs. Darlene Calvert.



Radiation Suite at St. Catharines Site



## Walker Family Cancer Centre services:

- Expanded Chemotherapy
- Radiation Therapy
- Expanded Outpatient Clinics
- Expanded Supportive Care
- Expanded Clinical Trials
- Clinical Staff Offices
- Satellite Pharmacy



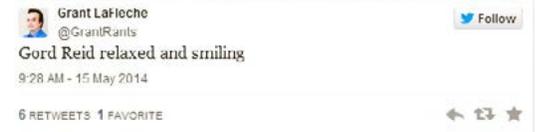
# PATIENT GETS CARDIAC STENT AS THOUSANDS WATCH LIVE

Thousands of people got an up-close, real-time look inside the Heart Investigation Unit via social media as the Niagara Health System medical team performed a new cardiac procedure introduced to the region.

Led by interventional cardiologist Dr. Jaffer Syed, the cardiac team performed angioplasty on a 70-year-old patient, Mr. Gordon Reid, to clear a blocked artery and inserted a stent to keep the artery open and improve blood flow.

The entire procedure — Percutaneous Coronary Intervention (PCI) — was broadcast live on the Internet, via The St. Catharines Standard, which partnered with the NHS to help educate the community about this new cardiac service in Niagara. Prior to April of this year, Niagara cardiac patients had to travel to Hamilton to receive stents.

The HIU, created through a partnership with Hamilton Health Sciences, projects it will perform more than 540 PCI procedures at the St. Catharines hospital this year.



## #NHSliveMed



### Cardiac care in Niagara:

Heart Investigation Unit:  
**1,251** diagnostic procedures

Cardiac Rapid Assessment Clinic:  
**1,400** visits

Heart Function Clinic:  
**1,113** visits

Cardiac Health and Rehabilitation Program:  
**13,199** exercise visits

Inpatient cardiac admissions:  
**3,625**



# OFF THE HEART TRANSPLANT LIST

**A**fter months of exercise and dedication, Niagara Health System cardiac patient Mr. Garwin Cockhead accomplished a remarkable feat — improving his heart health enough to be taken off Ontario’s heart transplant list.

A severe heart attack in August 2012 and related complications left the Niagara Falls man — now 52 — with a failing heart that doctors initially said needed to be replaced.

He was placed on the cardiac transplant list in early 2013. Instead of waiting for his pager to buzz, notifying him if a healthy compatible heart became available, Mr. Cockhead got busy trying to repair the damaged heart he already had. He was referred to NHS’s Cardiovascular Health and Rehabilitation Program and committed himself to exercise and improving his cardiac health.

“The exercise rehab program was a life-saver,” says Mr. Cockhead. “When I began I could barely walk from one side of the room to the next. Now I can do nearly 50 minutes of cardio three times per week, plus weight lifting.”

The 16-week regional program offers a variety of rehabilitation and risk reduction services. The YMCA of Niagara is a partner in the program.

In March of this year, Mr. Cockhead received the good news that he no longer needs a new heart. Only a handful of cardiac patients have been removed from transplant lists in Ontario each of the past five years because of improved health.

“We see benefits with most of our patients, and everybody progresses differently,” says Steve Walker, NHS Exercise Specialist. “Garwin has worked very hard, and we are really pleased with his progress.”

Mr. Garwin Cockhead has accomplished a remarkable feat — improving his heart health enough that he’s been taken off Ontario’s heart transplant list.



# 'A WHOLE NEW LIFE' FOR MENTAL HEALTH PATIENT

**S**usan Rogers is 100 per cent happy with the person she is today.

It has been a long journey for this married mother of two grown children. Diagnosed with major depressive disorder and anxiety, she lived most of her adult life feeling like she was worthless and didn't deserve to be happy. She attempted suicide twice.

Mrs. Rogers credits her family and friends for the love and support they gave throughout her journey. She is sharing her experience with mental health to hopefully encourage others to not only seek the help they need, but to embrace the opportunity to get well.

"The hospital has helped me so much. My friends tell me how I'm not the same person, I'm better."

Mrs. Rogers is a patient at the Day Hospital, a new service provided by the Mental Health and Addictions Program at the St. Catharines Site. Monday to Friday, she participates in programs which focus on life management, cognitive behaviour therapy, education about mental illnesses, positive habits, exercise, cooking, and other skills.

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

Other new services in St. Catharines include longer term (30 days or more) mental healthcare and psychiatric emergency services. Strengthening partnerships with community agencies is a priority, as is recruitment of staff and psychiatrists. The program has hired more than 100 staff and recruited 10 psychiatrists in the last year.

For Mrs. Rogers, all of this work is paying off.

"I'm alive today because of the phenomenal staff in the mental health unit. I am not saying that lightly. I am saying that from the bottom of my heart. It's just been a whole new life for me."

**“I'm alive today because of the phenomenal staff in the mental health unit.”**



**2,000**  
inpatients (approx.)

**100**  
staff recruited

**18,000**  
outpatient visits (approx.)

**10**  
psychiatrists recruited

Mrs. Susan Rogers and Dr. Edgardo Perez, Chief of Mental Health and Addictions, prepare lunch at the Day Hospital.



# FIRST BABY BORN AT NEW HOSPITAL RETURNS FOR A VISIT

“We were so excited knowing the new hospital was opening. I was really hoping to hold on so I could deliver there.”

Registered Practical Nurse Donna McCarthy welcomes back Ms. Ashley McDermott and her two children Alexander and Connor Carriere.

**M**ost women cannot wait to deliver their babies once they get to the final days and weeks of their pregnancy.

It was just the opposite for Ms. Ashley McDermott.

“We were so excited knowing the new hospital was opening. I was really hoping to hold on so I could deliver there.”

Ms. McDermott has the distinction of being the first to deliver in the new Women’s and Babies’ Unit at the St. Catharines hospital.

“It was absolutely amazing. I almost felt like the Queen of England. Everyone was smiling and waving when we got here.”

Ms. McDermott left for the hospital about six hours after going into labour. She packed a lunch for her then five-year-old son Domenick before leaving the house, and she and her husband Stefan stopped for gas on the drive from Fort Erie to St. Catharines.

Alexander Carriere was born March 24, 2013, at 11:47 a.m., less than six hours after the hospital opened.

More than 2,700 babies were born in the unit’s first year of operation.

“We have received a significant amount of positive feedback from our patients and families about their experience,” says Dr. Johan Viljoen, Chief of Obstetrics and Gynecology. “We are extremely pleased to provide the community with quality, safe, patient-centred care in a state-of-the-art facility like this.”

Ms. McDermott, meanwhile, was back at the Women’s and Babies’ Unit delivering her third son, Connor, on April 20, 2014.

“This is like the Ritz Carlton of places to give birth,” she said. “All the equipment is new and up to date, the rooms are so bright and spacious, and everyone is really nice and helpful.”



# WORKING AS ONE FOR A HEALTHIER NIAGARA



A message from Mr. Mike Watt  
Chair, OneFoundation for NHS, and  
Mrs. Ruth-Ann Nieuwesteeg,  
Chair Amalgamation Committee.

Photo provided by  
OneFoundation for NHS

## ONEFOUNDATION for Niagara Health System

January 1, 2014 marked the beginning of a new chapter for the Foundations supporting NHS – the date all were officially amalgamated into OneFoundation for Niagara Health System. OneFoundation represents the evolution of fundraising operations, bringing together six fundraising organizations with a shared mission – supporting excellent hospital care for the people of Niagara.

Joining forces are Douglas Memorial Hospital Foundation, Greater Niagara General Hospital Foundation, Niagara Health System Foundation, Port Colborne Hospital Foundation, St. Catharines General Hospital Foundation and Welland Hospital Foundation. Under the unified OneFoundation banner, the new Board of Directors looks forward to building on the collective legacy of success.

Strong community support has contributed to extraordinary advancements in Niagara healthcare, and continued community engagement is needed to keep us moving in the right direction. This year's signature fundraising events are an indicator that Niagara residents are resolutely on board. Guests showed up in dapper style at A Royal Ascot Affair this spring resulting in \$100,000 raised for regional Kidney Care. Enrolment for repeat

events – The Big Move Cancer Ride and FirstOntario Kids' Ultimate Challenge – is on the upswing. Every day, donors continue to impact hospital services by helping to fund programs or sites meaningful to them. In funding technology and medical equipment needs through OneFoundation, all this positive energy is converted to better patient care.

We rely on our hospitals and our hospitals rely on us. Niagarans have a proven track record of rising to challenges, and OneFoundation for Niagara Health System will provide the means for us all to work toward our goals as a connected Niagara community.



To learn how you can support  
the needs of OneFoundation for NHS:

Call: 905-323-FUND(3863)

Visit: [www.OneFoundationforNHS.com](http://www.OneFoundationforNHS.com)

Email: [onefoundation@niagarahealth.on.ca](mailto:onefoundation@niagarahealth.on.ca)



## ALL EYES ON WELLAND

**T**housands of Niagara eye patients were able to receive life-changing surgeries in the first full year of operation since ophthalmology services were brought together at the Niagara Health System's Welland Site.

Ophthalmology services from the Greater Niagara General, Port Colborne and Fort Erie sites were consolidated in Welland in 2009. In September 2012 the final pieces of equipment and specialists were moved from the Ontario Street Site in St.

Catharines to Welland, in order to finish bringing all eye-care services together under one roof.

The service performed 5,564 cataract procedures in 2013/14 and an additional 108 other eye procedures.

"By providing specialized eye care at the Welland Site we have created a program that provides the best service, with state-of-the-art equipment and professional expertise for all Niagara residents," said Mrs. Patty Welychka, Director of the program.



Dr. Patricia Teal, regional lead of Ophthalmology, examines a patient.

## HELPING KIDNEY PATIENTS CONNECT

**A** pilot project being developed by the Niagara Health System aims to open lines of communication for kidney disease patients, who can sometimes feel disconnected during lengthy hemodialysis sessions.

The six-month pilot will feature an online forum and an in-person community that will meet a couple times per month. Both components are aimed at helping patients support each other, share information and provide feedback to program leadership.

St. Catharines dialysis patient Paul Zuwala, who has kidney cancer and undergoes two four-hour dialysis treatments each week, is helping NHS plan the project.

"Getting dialysis is very much an isolating procedure. It doesn't allow for a lot of social interaction," he said. "Anything we can do to help patients connect and navigate the system will be helpful."

The Kidney Care Program provides dialysis services in Niagara Falls (at a community-based satellite centre) and at the Welland and St. Catharines sites.

Registered Nurse Cathy Walsh helps dialysis patient Mr. Paul Zuwala with his treatment.



## A RENEWED FOCUS ON QUALITY CARE & CARING

**W**e know quality, safe healthcare is important to our patients. It is just as important to us.

“The Niagara Health System is committed to providing everyone who comes through our doors with a great patient experience,” says Ms. Angela Zangari, Interim President and Chief Financial Officer. “Our renewed focus on quality care and caring is guiding our efforts to build a world-class hospital system for our region. A number of leaders and front-line providers have joined our team and are helping to drive this transformation. There is a lot of excitement and confidence in the new culture we are developing.”

Quality healthcare can mean different things to different people. For healthcare organizations, it is defined as care that is safe, effective, patient-centred, timely, efficient and equitable.

“The Niagara Health System is committed to providing everyone who comes through our doors with a great patient experience.”

We measure all aspects of our performance, from patient satisfaction to wait times for surgery to organizational financial health, both internally and externally with other hospitals in Ontario and across Canada.

“Measuring our performance gives us the opportunity to learn from top performers, identify areas where we need to improve and build on areas where we are doing well,” says Ms. Linda Boich, Vice President of Patient Services and Strategy. “We have a number of quality initiatives underway that support our commitment to provide the highest quality and safest care. Quality improvement is a continuous journey, and we are very pleased with the progress we are making.”

Our priorities and action steps for quality improvement are outlined in our Quality Improvement Plan, which is prepared annually for the provincial government and posted publicly on the NHS website. Areas for improvement this year include reducing falls in hospitals

and reducing wait times for inpatient beds for patients admitted through the Emergency Department. Provincially, for the second year, our regional stroke program, located at the Greater Niagara General Site, has the best “door-to-needle time” (time patients wait to receive life-saving t-PA) at an average of 31 minutes. Nationally, the NHS is performing better than the Canadian average in three hospital indicators released by the Canadian Institute for Health Information: hospital mortality rates, readmission rates, cost of stay.

There are other areas we need to improve, such as our ED wait times. Among the things we’ve done to reduce wait times and improve the hospital experience is add more coverage by nurse practitioners, who treat patients with less urgent conditions.

A unique quality improvement partnership between local healthcare providers and medical/health sciences students at local universities has tripled in scope in just one year and yielded successes beyond expectations.

The I-EQUIP (Interprofessional Education for Quality Improvement Program) provides an opportunity for front-line staff and students from Brock University and McMaster University’s Michael G. DeGroot School of Medicine, Niagara Regional Campus to identify leading practices and create new processes that improve patient care. The projects are wide-ranging and include: diabetes and insulin safety, sepsis awareness and education, and reducing mental health Emergency Department visits.

“We are already seeing a lot of benefits for our patients,” says Ms. Boich. “This innovative program is the first of its kind in Canada. It is an important part of the culture change we are fostering at the NHS, and we are really looking forward to this program continuing to grow.”



University student Mr. Rob Smith has done a tremendous amount of work as team lead for the Emergency Department Volunteer Program. With his help, we have added more volunteers to support our patients and families in the ED.



**Our Patient Relations Specialists** work with our healthcare teams to enhance the hospital experience for patients, families and visitors. We encourage patients and family members to contact Patient Relations with comments, concerns or suggestions regarding our services.

Our Patient Relations Specialists also like to receive compliments for our staff, volunteers and physicians who positively impact a patient’s stay. Please don’t hesitate to contact us about your positive experiences so we can recognize the members of our team who made a difference for you.

**To contact Patient Relations:**

By telephone: 905-378-4647 ext. 44423

By email: [patientrelations@niagarahealth.on.ca](mailto:patientrelations@niagarahealth.on.ca)



# FINANCIAL REPORT FISCAL 2013-2014

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

The complete set of financial statements for fiscal 2013-14 (April 1, 2013 to March 31, 2014) is posted on the NHS website at [www.niagarahealth.on.ca/en/financial-performance](http://www.niagarahealth.on.ca/en/financial-performance).

The hospital has made significant progress in improving our financial health, given the economic downturn and an environment of reduced annual funding for hospitals.

The NHS was very close to balancing our budget in 2013-14, ending the fiscal year with a \$470,000 deficit on an operating budget of \$467 million.

We undertook a creative and thoughtful budget process again this year, and our team continues to work hard to achieve a balanced budget for the 2014-15 fiscal year.

Our staff's ongoing commitment is to find efficiencies while maintaining service levels, and we are focused on finding new innovative approaches to delivering quality care.

## CONDENSED STATEMENT OF FINANCIAL POSITION as at March 31

	2014 (000s)	2013 (000s)
<b>ASSETS</b>		
Current assets	\$56,023	\$47,252
Capital assets	900,613	927,381
Contributions receivable	176,698	179,485
Other long term receivable	1,800	-
Investments	24,191	22,434
Endowment and trust funds	3,728	3,846
	\$1,163,053	\$1,180,398
<b>LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS</b>		
Current liabilities	\$207,002	\$226,363
Long-term liabilities	221,900	213,318
Employee future benefits	25,028	23,549
Deferred contributions	838,311	845,082
Net assets	(128,347)	(127,878)
Accumulated remeasure gains/losses	(841)	(36)
	\$1,163,053	\$1,180,398

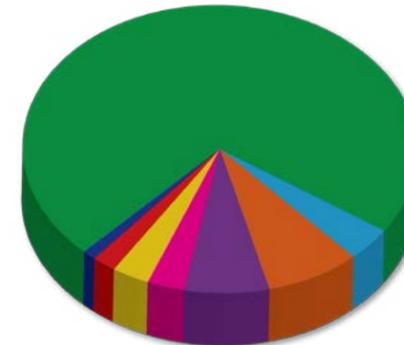
## CONDENSED STATEMENT OF OPERATIONS Year Ended March 31

	2014 (000s)	2013 (000s)
<b>REVENUES</b>		
Ministry of Health and Long-Term Care and Local Health Integration Network - base funding	\$340,706	\$326,264
- One-time and other funding	18,381	18,163
Cancer Care Ontario	35,925	13,072
Patient	34,188	33,211
Preferred accommodation	3,782	3,435
Non-patient	12,281	10,889
One time donation and grant-minor equipment	9,036	-
Amortization of equipment grants/donations	12,670	4,109
	\$466,969	\$409,143
<b>EXPENSES</b>		
Salaries and benefits	\$283,616	\$268,169
Medical staff remuneration	36,167	38,802
Supplies and other expenses	75,767	57,552
Medical/surgical supplies and drugs	52,868	50,429
Amortization of equipment and software licenses	15,027	7,482
	\$463,445	\$422,434
<b>Surplus/(deficit) before one time costs</b>	\$3,524	\$(13,291)
One time costs	\$792	\$5,114
<b>Surplus/(deficit) from operations before other votes and other funds</b>	\$2,732	\$(18,405)
Deficit from other votes and other funds	\$(985)	\$(800)
<b>Surplus/(deficit) before net capital expenditures</b>	\$1,747	\$(19,205)
Net capital expenditures - building and land improvements	\$(2,217)	\$(6,175)
<b>Deficit for the year</b>	\$(470)	\$(25,380)

## Revenue sources for 2013-14

Approximately 85% 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.

Hospitals did not receive a base funding increase in fiscal 2014 to help offset inflationary costs pressures for salaries and benefits, patient care supplies and services and general operating expenses.

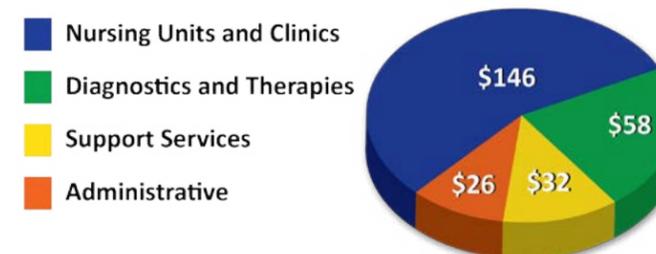


- 73% MOHLTC and HNHB LHIN Base Funding
- 4% MOHLTC/LHIN One time and Other Funding
- 8% Cancer Care Ontario
- 7% Patient Revenue
- 3% Amortization of Grants and Donations
- 3% Non-Patient
- 2% One time donation and grant-minor equipment
- 1% Preferred Accommodation

## Average emergency visit: \$261

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

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

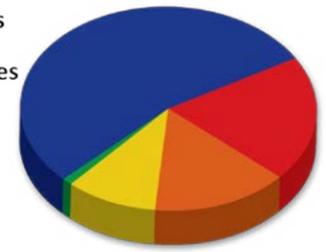


## Expense breakdown for 2013-14

The fiscal 2014 budget incorporated a total of \$12 million of revenue generating and cost savings initiatives.

Approximately 69% of total expenses are related to salaries, benefits and medical staff remuneration. Inflationary cost pressures for the fiscal year amounted to approximately \$10 million, with \$8 million attributed to collective bargaining economic increases.

- 54% Nursing Units and Clinics
- 20% Diagnostics and Therapies
- 15% Support Services
- 10% Administrative
- 1% Community Clinics

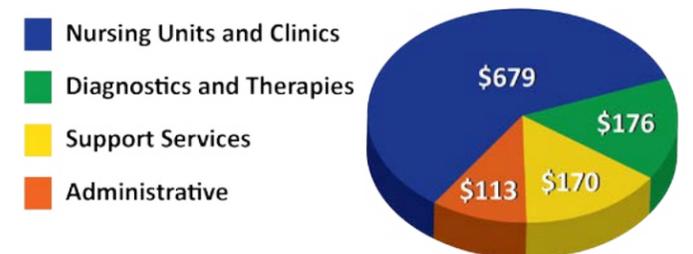


The Graduating Class of 2014 (McMaster University Medical Students) created a new award this year and presented it to Sharon Thiessen, Hospitality Services Aide at the St. Catharines Site.

## Average inpatient cost per day: \$1,138

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

An additional 15% is related to support services like housekeeping, food and maintenance. The remaining 10% is for administrative costs.



# KEY STATISTICS



## SURGICAL CASES

**9,396**

Inpatient Cases

**32,131**

Outpatient Cases



## VISITS

**183,353**

Emergency/Urgent Care

**25,665**

Mental Health Clinics

**131,966**

Other Outpatient Clinics

**68,813**

Dialysis/Renal Clinics



## CARE BY THE NUMBERS

**2,725**

Births

**19,659**

MRI Scans

**1,280**

Hip and Knee  
Replacement Surgeries

**2,298**

Colorectal Screening  
(FOBT and FH Screens)



## IN-PATIENT AND COMPLEX CARE

**705**

Beds

**29,675**

Admissions



## OUR TEAM

**650**

Physicians

**4,256**

Staff

## 2013 President's Award of Excellence

### Mike Dueck, Physiotherapist at Greater Niagara General Site

Six additional awards were presented to members of the NHS team who were nominated by their peers for demonstrating exceptional behaviours related to the NHS's Success Factors or Core Values. Recipients are:

**Focus on those we serve:** Wanda Hope, PACS System Administrator, Diagnostic Imaging, Welland Site

**Bring out the best in each other:** Scott Chambers, Registered Practical Nurse, Greater Niagara General Site

**Bring out the best in each other:** Terry Parker, Registered Practical Nurse, St. Catharines Site

**Build strong and successful relationships:** Marg Todd, Manager, Health Records and Patient Registration, Welland and Port Colborne sites

**Use our resources wisely:** Nancy Aedy, Registered Nurse, St. Catharines Site

### Compassion, Professionalism and Respect:

Susan Kennedy, Accounts Receivable Clerk, St. Catharines Site



From left, stroke specialists Nurse Practitioner Marie Rusnak, Registered Nurse Krystal Robinson, and Registered Nurse Monique Dhand at the Greater Niagara General Site.



# VOLUNTEERS REAP REWARDS

## Ms. Sandy Lundy, 62, of Niagara Falls

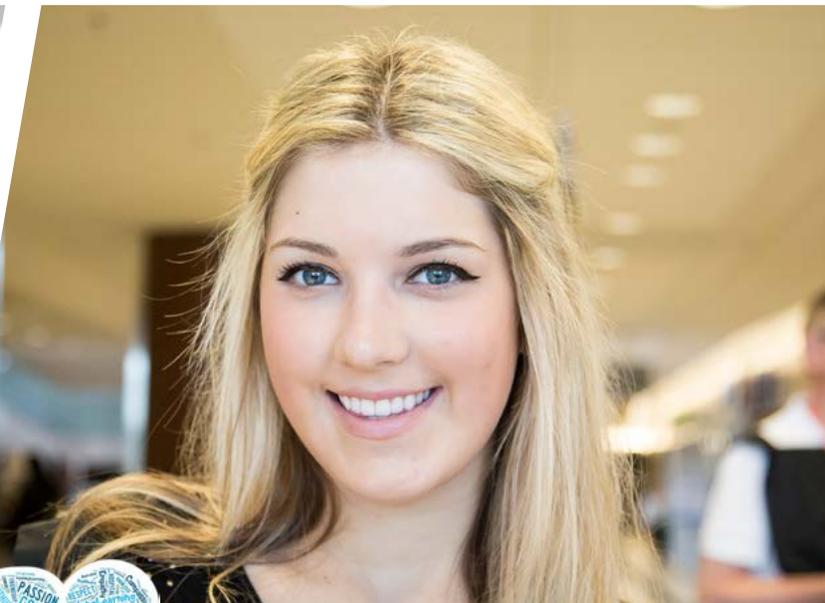
A volunteer with the Greater Niagara General Hospital Auxiliary for 20 years, Ms. Sandy Lundy is currently serving her second term as president. She decided to get involved as a volunteer to continue the legacy of her mother, who worked in the hospital's housekeeping department for 32 years.

“ I like helping people, and the money we make through fundraising goes to equipment, so that's good ... it feels rewarding to be part of it. ”

## Ms. Clare Kozina, 16, of Thorold

Ms. Clare Kozina volunteers at the St. Catharines Site as part of her Grade 11 co-op program at Denis Morris High School. She visits patients who are on long stays at the hospital, keeps them company, lifts their spirits and helps out wherever needed.

“ I got involved because I am thinking of going to school to become a nurse. So I wanted to see if I liked helping people in a hospital, and I definitely do. I like it a lot because you take care of everyone. ”



## Giving Back at the NHS:

- 1,150 volunteers and 411 auxiliary members at six sites
- Volunteers contributed more than 150,000 hours of services last year
- Our six auxiliaries contributed \$447,861 for the purchase of equipment and support of capital development
- The NHS scored higher than the provincial average on five of six categories in our 2013 volunteer satisfaction survey
- 98% of our volunteers surveyed would recommend volunteering at the NHS to their family and friends
- NHS volunteers stay 10% longer than the average in Ontario hospitals

## Interested in joining our Volunteer team?

Visit [www.niagarahealth.on.ca](http://www.niagarahealth.on.ca) or  
Sherri Lemon  
Volunteer Resources Recruiter  
[sherri.lemon@niagarahealth.on.ca](mailto:sherri.lemon@niagarahealth.on.ca)  
905-378-4647 ext 44205



## FOCUS ON LEARNING



Dr. Ryan Fielding, General Surgery Resident, practises CPR technique with Dr. Peter Kagoma, VP Academic Affairs.

“My dream is for the NHS to build a truly world-class education system that would serve all our stakeholders.”

**T**he new head of Niagara Health System’s academic affairs has set his sights on helping move Niagara to the top of the class.

An accomplished hematologist, community leader and champion of academics, Dr. Peter Kagoma was named Vice President Academic of the NHS in March. He has a key role in advancing our academic objectives in education and research. He also acts as liaison with the Niagara Regional Campus of the Michael G. DeGroot School of Medicine at McMaster University and academic leaders within Brock University and Niagara College, which partner with the NHS for education.

“My dream is for the NHS to build a truly world-class education system that would serve all our stakeholders,”

says Dr. Kagoma. “Everyone who works or volunteers at the hospital is a learner in some way. By bringing a greater educational focus to the hospital, our stakeholders would advance their skills and learn the latest information on care practices, all with a goal of improving the quality of care for our patients.”

Dr. Kagoma’s list of stakeholders is long and includes physicians, nurses, physiotherapists, pharmacists, volunteers, high school co-op students, medical students, and many others.

“We all benefit from education, especially our patients. My job is to pull all of the threads together so education is embedded in everything that we do.”



# PLANNING UNDERWAY FOR SOUTH NIAGARA

The transformation of healthcare delivery across Niagara is continuing to build momentum as we prepare to deliver more state-of-the-art facilities to the region.

Just two months before the Niagara Health System marked the first anniversary of its new site in St. Catharines, we received approval from the provincial Ministry of Health and Long-Term Care to move forward with plans to build a new South Niagara hospital and two Urgent Care Centres.

They will replace aging sites in Port Colborne, Fort Erie, Niagara Falls, Welland and Niagara-on-the-Lake, providing better care and service delivery for residents across Niagara.

“These facilities will help us meet the growing future healthcare demands in the region and become hubs for high-quality patient-centred care,” says Dr. Kevin Smith, NHS Chief Executive Officer.

The \$26.2-million planning grant is supporting early planning stages of this project that will help define the programs and clinical services to meet local healthcare needs. It will also allow us to prepare size and siting plans.

While a location has already been finalized through an earlier planning process for the South Niagara hospital in Niagara Falls near the QEW and Lyons Creek Road, locations are still to be determined for the Urgent Care Centres.

“The top consideration that will drive our transformation and every decision about this project is, ‘How will this enhance the patient experience?’” says Ms. Angela Zangari, Interim President and Chief Financial Officer.

Extensive consultation will allow residents across Niagara, stakeholders and community partners to provide input into plans.



## Evaluation criteria used to determine future location of hospital-based services in South Niagara:

### Quality:

- Safe, effective, viable
- Evidence-based
- Retain and recruit the best physicians/staff
- Enhance Academic environment - learners who want to stay in Niagara

### Affordability:

- Operating cost efficiency
- Capital infrastructure return on investment, meeting new standards (e.g. private rooms)
- Minimize duplication of equipment - investment in new technology

### Access:

- Responds to population need
- Access based on higher density populations



# WHEN MINUTES COUNT: KNOW THE OPTIONS

**W**ith more than 180,000 visits each year, Emergency Departments and Urgent Cares are the busiest places in our hospitals.

This is why the Niagara Health System has focused significant effort on educating the public about when to go to the ED or Urgent Care, what to bring with them, wait times, and other key points.

It is part of our commitment to provide a positive patient experience and ensure patients and loved ones receive quality, safe care.

“A visit to an Emergency Department can be stressful, especially during medical emergencies,” says Dr. David James, Interim Chief of Emergency Medicine. “Providing a quality patient experience is a top priority for our Emergency Department physicians, staff and volunteers.”

Over the past year, we’ve launched a multi-pronged public awareness and educational campaign to help residents across Niagara better understand their medical options in order to get the care they need as quickly as possible.

The NHS developed an awareness campaign called When Minutes Count in partnership with Niagara Emergency Medical Services to help the public make appropriate choices about going to an Emergency Department, Urgent Care, walk-in clinic or their family physician.

The campaign included billboards in high-traffic areas across the region and newspaper, radio and online ads. It also continues to feature a dedicated website ([www.minutescount.ca](http://www.minutescount.ca)) outlining emergency and urgent care services available in Niagara.

In addition, the NHS updated its corporate website ([www.niagarahealth.on.ca](http://www.niagarahealth.on.ca)) to help patients better anticipate what to expect during their stay at an Emergency Department, including how every arriving

patient is assessed through the triage process to determine who needs to be seen immediately and who can safely wait.

Personal information is critical in a health emergency, especially when people cannot speak for themselves. The NHS has also created a Personal Emergency Information Card that anyone can fill out so they are prepared in the event of a health emergency. This card can be printed and folded to fit in a wallet and is available in the Emergency and Urgent Care section of our website. Filling out a Personal Emergency Information Card will help emergency responders and hospital personnel to ensure a patient’s treatment is appropriate and respects their wishes.

“Communication about medications is another critical component of providing safe care,” says Ms. Susan Cubelic, Regional Director, Pharmacy. “Our educational effort is expanding to include a greater focus on raising awareness about the importance of bringing a complete list of medications to the ED or Urgent Care.”

“Providing a quality patient experience is a top priority for our Emergency Department physicians, staff and volunteers.”



Total number of Emergency Department visits at NHS sites in St. Catharines, Welland and Niagara Falls last year:

**142,646**

Total number of Urgent Care visits to NHS sites in St. Catharines, Port Colborne and Fort Erie last year:

**40,707**

Dr. Shira Brown, Interim Deputy Chief Department of Emergency Medicine (Southern Tier), and winner of a 40 Under Forty Business Achievement Award.



**When Minutes Count. Right Choice. Right Care.**

**Know your options for emergency and urgent care services in Niagara.**

**MinutesCount.ca**

Niagara Health System  
Système De Santé De Niagara



## PALLIATIVE CARE: A TOUCH OF HOME



A major renovation project completed last fall at Fort Erie's Douglas Memorial Site is getting positive reviews from palliative and complex care patients who are appreciating the more home-like setting. "I have had nothing but positive feedback from patients and families. They love it," says Dr. Kim Scher, lead physician for the Douglas Memorial palliative care program. "The rooms are big and bright, and there is plenty of space for family to be with patients."

The \$500,000 project created a shared space for six palliative care beds and 12 complex care beds on the first floor, where patients are able to feel comfortable in a less-institutional setting than standard hospital rooms. "A project like this just isn't possible without community support and leadership, and we are grateful to all of our supporters and donors, and to the provincial government, for helping to make this project a reality," says Ms. Kim Stephens-Woods, Vice President Patient Services.

Dr. Kim Scher, standing in the newly renovated Palliative Care area, works with a caring team of healthcare providers.

## LEADERSHIP IN INFECTION PREVENTION & CONTROL

Several things have been improved to fight superbugs in our hospitals.

The most important factors are hand hygiene by staff and visitors, vigorous cleaning of all areas of our sites, more private rooms to isolate those with communicable diseases, and antibiotic stewardship.

Antibiotic stewardship has been an area of high focus in the last year. When antibiotics are prescribed, in some cases they kill off the "good" bugs in the body, and allow antibiotic resistant bugs to take over. This is a major cause of hospital-acquired infections.

Dr. Jeff Powis is leading a multi-disciplinary approach to raising awareness and educating physicians on prescribing antibiotics in ways that can minimize infections. To date, this initiative has already had an impact, and has the potential to save lives.



From left, Dr. Jennifer Tsang, Dr. Jeff Powis and Pharmacist Ms. Gina Fleming in the ICU at the St. Catharines Site.



# SENIOR & MEDICAL LEADERSHIP

## NHS Senior Executive Team

**Dr. Kevin Smith**

Chief Executive Officer

**Ms. Angela Zangari**

President (Interim) and Chief Financial Officer

**Dr. Tom Stewart**

Chief of Staff and Executive Vice President Medical

**Ms. Linda Boich**

Vice President Patient Services and Strategy

**Dr. Peter Kagoma**

Vice President Academic

**Mr. Derek McNally**

Executive Vice President, Clinical Services and Chief Nursing Executive, Executive Lead at Greater Niagara General Site and St. Catharines Site

**Ms. Flo Paladino**

Interim Vice President and Chief Human Resources Officer

**Ms. Kim Stephens-Woods**

Vice President Patient Services, Chief Nursing Officer, and Executive Lead at Welland, Douglas Memorial, Port Colborne and Niagara-on-the-Lake sites

**Mr. Brady Wood**

Chief Communications and External Relations Officer

## Medical Advisory Committee

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

### Chair

Dr. Tom Stewart, Chief of Staff and Executive Vice President Medical

### Department Chiefs

**Anesthesia:** Dr. Charles McCormick, Dr. Mona Austrup, and Dr. Hala Hamed (all Interim)

**Diagnostic Imaging:** Dr. Amit Mehta

**Emergency Medicine:** Dr. David James (Interim)

**Medicine:** Dr. Terry Chan

**Laboratory Medicine:** Dr. Suhas Joshi

**Obstetrics/Gynecology:** Dr. Johan Viljoen

**Oncology:** Dr. Janice Giesbrecht

## NHS Board of Directors

**Dr. Barry Wright**, Chair

**Ms. Marti Jurmain**, Vice-Chair

**Ms. Cathy Sutherland**, Treasurer

**Ms. Bernice (Bunny) Alexander**

**Mr. Richard C. Baker**

**Mr. Larry Boggio**

**Mr. John Bragagnolo**

**Mr. Ken Kawall**

**Mr. John MacDonald**

**Ms. Catherine Mindorff-Facca**

**Mr. Murray Paton**

**Mr. Frank Vassallo**

**Ms. Angela Zangari** (ex officio, non-voting member)

**Dr. Tom Stewart** (ex officio, non-voting member)

**Dr. Satish Kumar Chawla** (ex officio, non-voting member)

**Mr. Derek McNally** (ex officio, non-voting member)

**Pediatrics:** Dr. Madan Roy (Interim)

**Surgery:** Dr. Jeff Cranford

**Mental Health and Addictions:** Dr. Edgardo Perez

**Medical Staff Association President:** Dr. Satish Kumar Chawla

**Vice President:** Dr. Parminder Brar

**Secretary/Treasurer:** Dr. Alison MacTavish

### Additional members (Non-voting members)

**Chief of Staff, Hotel Dieu Shaver Health and Rehabilitation Centre:** Dr. Jack Luce

**Vice-President Academic:** Dr. Peter Kagoma

**Chair of Credentialing:** Dr. Drew Girard (Interim)



# New President 'ready to work with a great team'

As we look to the future, our new President, Suzanne Johnston, will be a key leader in the continued transformation of healthcare delivery across Niagara.

Dr. Johnston is currently Vice President, Clinical Programs, and Chief Nursing Officer at Northern Health Authority in British Columbia, an organization serving northern B.C. with more than 24 hospitals, 14 long-term care facilities, and community services providing specialized services to diverse populations including aboriginal Canadians. She has more than 25 years of leadership experience in healthcare and government.

"To me, one of the first important aspects of my new role will be building relationships and trust. Niagara is an amazing region of communities, and the NHS is poised to be one of the great Canadian hospital systems. Our success is dependent on how we engage our staff, physicians and communities in our vision. This includes how we interact



**Dr. Suzanne Johnston**

with people both inside and outside the organization, and how we respond to their feedback. I plan to be present and available, and am ready to work with a great team to deliver excellent care and caring to all."

Dr. Johnston obtained both her undergraduate and graduate degrees in nursing from the University of New Brunswick and completed her doctoral studies at the University of Arizona.

She participated in executive education at the Wharton Business School of the University of Pennsylvania.

She will join NHS on a permanent basis in September 2014.

## Niagara Health System Sites and Services

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

### Port Colborne Site

**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

### Niagara-on-the-Lake Site

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

Complex Care  
Diagnostic Imaging  
Laboratory

### 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.



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