



Niagara Health System
Système De Santé De Niagara

FORWARD

Continuing our Quality and Safety Journey | Engaging as We Move Ahead | Vision for the Future



ANNUAL
REPORT
2014/15

FORWARD

➤ Continuing our Quality and Safety Journey

➤ Engaging as We Move Ahead


➤ Vision for the Future




On Cover: A demonstration of training for Niagara Health System's new Critical Care Response Team (CCRT) with, from left, Registered Nurse Arlene Tight, Registered Nurse Jim Hyman and Respiratory Therapist Mike Dube. In the background is Dorothy Ball, Environmental Services. In February 2015, the provincial government and Hamilton Niagara Haldimand Brant Local Health Integration Network announced it will provide NHS \$1 million annually to support a CCRT that will improve patient safety. A Critical Care Response Team is a group consisting of a dedicated critical care nurse, respiratory therapist and ICU physician available 24 hours a day, seven days a week to bring their critical care expertise to the patient's bedside, or wherever it is needed, with the aim of caring for patients who are seriously ill outside of the Intensive Care Unit.


Stay Connected

www.niagarahealth.on.ca

 [facebook.com/
NiagaraHealthSystem](https://facebook.com/NiagaraHealthSystem)

 [twitter.com/
NiagaraHealth](https://twitter.com/NiagaraHealth)

 [youtube.com/
NiagaraHealthSystem](https://youtube.com/NiagaraHealthSystem)

 [linkedin.com/company/
niagara-health-system](https://linkedin.com/company/niagara-health-system)

PUBLISHED JUNE 2015

Produced by
NHS Corporate
Communications Team

**Photography and
Graphic Design**
Anna Cobian, NHS Web and
New Media Coordinator

- 3** Niagara Health
Moving Forward 2014/2015
- 4** Planning
for the Future
- 5** Prostate Cancer Care:
Patients are part of the team
- 6** Auxiliaries vital to
providing quality patient care
- 7** Spirit of
generosity
- 8** A focus on
Quality and Safety
- 10** Celebrating
Excellence
- 11** We are NHS
Caring, Compassionate Team
- 12** Financial
Overview
- 14** Key
Statistics
- 15** Senior and Medical
Leadership
- 16** Patients drawn
to online community/Sites and Services



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

The Annual Report is available at www.niagarahealth.on.ca

NIAGARA HEALTH

MOVING FORWARD IN 2014/15



From left: Drs. Kevin Smith (CEO), Suzanne Johnston (President), and Barry Wright (Chair) at the NHS Board Retreat in Niagara-on-the-Lake Fire Hall located at 2 Anderson Lane.

“ **Part of this new way forward is a deep acknowledgment that to move ahead, we need to be working proactively with those we serve ...** ”

In choosing the theme ‘Forward’ for this year’s annual report, we are conveying the message that our organization is actively moving ahead on a new and exciting path. Part of this new way forward is a deep acknowledgment that to move ahead, we need to be working proactively with those we serve and partnering arm-in-arm with our 12 communities, and with other health service providers and agencies across the region and beyond.

In addition to these partnerships, our progress is also about discovering more opportunities through our relationship with St Joseph’s Health System to deliver on our promise of a great patient experience in a well-coordinated system.

This report speaks to amazing developments from across our organization. We’ve attracted new leaders, staff and physicians and we are proud of our emerging culture.

We continue to develop this culture of safety and quality, working with academic partners like Brock University, McMaster University and Niagara College. We also continue with the development for our ambitious future including a new South Niagara Hospital, and working with all communities to strengthen local healthcare. Most of all the report speaks to the amazing commitment, caring and ingenuity of the many skilled people who make up our high-performing teams.

In the months ahead we will continue our conversations with you, eventually leading to a new strategic plan to better position us well into the future. Thank you for being a part of moving us Forward in 2015.



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.

To contact Patient Relations:

By telephone: 905-378-4647 ext. 44423

By email: patientrelations@niagarahealth.on.ca

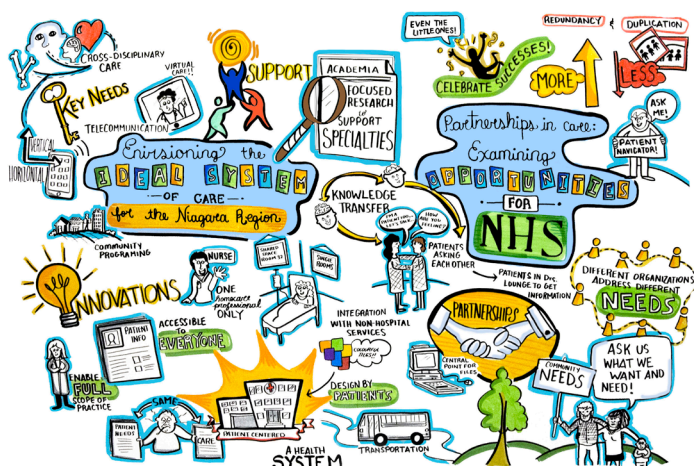
APRIL 2014

NHS recruits Dr. Tom Stewart

Dr. Tom Stewart was recruited to fill the newly formed role of Niagara Health System’s Chief of Staff and Executive Vice President Medical. In his role, Dr. Stewart oversees medical quality of care through the Medical Advisory Committee, and provides leadership to the Regional Chiefs of Programs and Services. Dr. Stewart began his position in May 2014.



PLANNING FOR THE FUTURE



This graphic from a December Stakeholder Forum captured the insights of our community health partners in examining new ways for truly integrated patient care.

The transformation of healthcare delivery across Niagara continues to build momentum. In the fall of 2014, Niagara Health System began the first phase of planning for a new South Niagara Hospital. Key to this process was the development of innovative thinking for Clinical Services, which will guide us through the capital process for a new hospital.

Ensuring that Niagara residents will have the right care at the right time in the right place requires more than just the building of new facilities. It requires that NHS fully comprehends present community needs and anticipates those that will develop in the future.

So far, the process has involved extensive community engagement and public consultation that allows residents across Niagara, stakeholders and community partners to provide insights into planning.

"We would like to express our sincere gratitude to each of the numerous NHS staff members, patients, volunteers

and physicians who made a personal effort to participate throughout the process so far," says Angela Zangari, NHS Executive Vice President, Finance and Operations. "The collaborative Stakeholder Forums, Steering Committee, Working Groups, Staff, Volunteers, Physician Focus Groups, and Future State Summit all contributed to the development of a new and positive direction for healthcare in the region."

This early stage of planning has established a basis for ongoing discussion as we continue to identify improvements and set priorities across the region.

The Clinical Services Plan is now available to the public at www.niagarahealth.on.ca/future. As well, NHS has created a website and timeline to provide updates at each stage of the process and the expected time frames for completion. A public survey has been made available to encourage further feedback.

Most importantly, the efforts to date have established the groundwork for developing an integrated system of care for residents NHS serves.

The next phase in planning will have more of an opportunity for community engagement in the summer/fall of 2015.



Key themes highlighted within the Clinical Services Plan

- ✓ Health for Seniors and Elder-Friendly System
- ✓ True Acute Hospital of the Future
- ✓ Patient Experience
- ✓ Health, Wellness, and a Definition of Community Care
- ✓ Complex Care and Rehabilitation



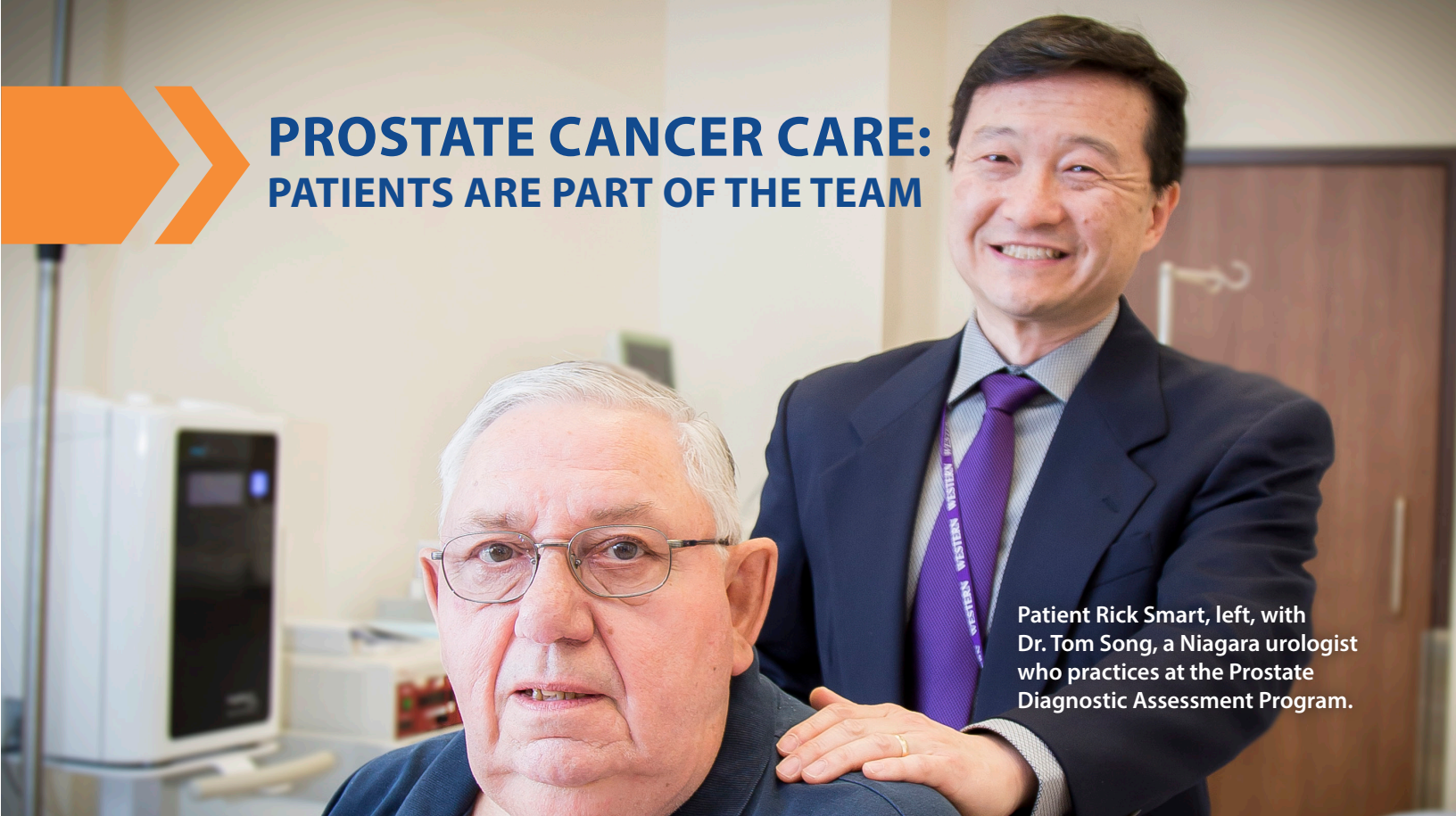
Photo: From left, stroke specialists Nurse Practitioner Marie Rusnak and Registered Nurse Krystal Robinson.

JUNE 2014

NHS Stroke Program excels

Niagara's stroke program excelled in a number of key provincial performance indicators for stroke care, according to a stroke report card. The report card showed the Niagara District Stroke Centre, based at the GNG Site in Niagara Falls, was performing well in indicators such as the time to receive a brain CT or MRI and the time to receive the clot-busting drug tPA.

PROSTATE CANCER CARE: PATIENTS ARE PART OF THE TEAM



Patient Rick Smart, left, with Dr. Tom Song, a Niagara urologist who practices at the Prostate Diagnostic Assessment Program.

When Rick Smart was diagnosed with prostate cancer in December 2014, he knew uncertain times lay ahead.

But for Mr. Smart there was comfort in knowing he was being cared for by a team of multi-disciplinary healthcare professionals at Niagara Health System's Prostate Diagnostic Assessment Program. The clinic, which opened last September at the Walker Family Cancer Centre in St. Catharines, is designed to improve quality of care and reduce wait times for men with suspected prostate cancer.

"The staff was fantastic," says Mr. Smart, a Welland resident. "They make you feel at ease."

The clinic, which is modelled on Cancer Care Ontario's Diagnostic Assessment organizational standards, improves quality by following standardized, evidence-based diagnostic protocols, enhancing coordination of care, improving communication among patients, families and their healthcare providers and by reducing wait times for test results and consultation.

"This whole process is built around enhancing the patient journey, making them part of the team," says Dr. Ian Brown, the program's lead urologist. "All men, and their families if they wish, when diagnosed with prostate cancer have access to a large collection of education and resources. Everybody has a multidisciplinary visit with experts who treat prostate cancer, including a urologist and radiation oncologist, for discussion and recommendations on the most up to date treatment options."

Dr. Tom Stewart, NHS Chief of Staff and Executive Vice-President Medical, has high praise for the team who started the clinic.

"The creation of this clinic is a great example of the benefits of working together to provide high-quality, patient-centred healthcare," says Dr. Stewart. "We want to thank everyone involved for spearheading this initiative, from members of our Oncology department to Niagara urologists and all other members of our multidisciplinary team."

Photo: From left, Rehab Assistant Victoria White, Occupational Therapist Andrea Lindsay and Registered Practical Nurse Linda Baila inside a room in the Transition to Independent Living Unit.

JULY 2014

New unit in Mental Health

The Transition to Independent Living Unit opened in the Mental Health Unit at the St. Catharines Site. The unit is part of the Specialized Mental Health Program and is an integral part of the therapy program for patients who would benefit from an opportunity to engage in practising the life skills and activities of independent living prior to discharge.



AUXILIARIES VITAL TO PROVIDING QUALITY PATIENT CARE

Our dedicated auxiliaries at each of our sites play a vital role in providing quality patient-centred care across Niagara Health System.

Auxiliary members across Niagara give thousands of hours each year to our patients and their families, physicians and staff. They raise millions of dollars to buy much-needed equipment. They contribute funding for areas such as new emergency rooms and intensive care units. And they provide people with a deep sense of humanity through their kindness and caring.



NHS has more than 1,200 volunteers

To learn more about volunteering opportunities at NHS, visit www.niagarahealth.on.ca 905-378-4647 Ext. 44205

“We couldn’t provide high-quality care without the vitally important contributions that our volunteer auxiliaries across Niagara make as valued members of our health-care team,” says NHS President Dr. Suzanne Johnston. Here are some Auxiliary highlights from the past year:

- In 2015, the St. Catharines Hospital Auxiliary donated \$200,000 towards its \$1-million pledge to the It’s Our Time Campaign. The auxiliary is also celebrating its 150th anniversary, making it the oldest hospital auxiliary in Canada. “This milestone is a wonderful testament to the strength of the auxiliary and to the incredible people who have made so many contributions through the years,” says Dr. Johnston.
- In March 2015, the Welland Hospital Auxiliary made a \$100,000 donation to mark the completion of its \$1-million commitment to the Kidney Care Unit at the Welland Site.

- In December 2014, the Greater Niagara General Hospital Auxiliary marked the wrap-up of its \$500,000 pledge to the It’s Our Time Campaign, which supported the purchase of equipment for GNG. As an added bonus, the Auxiliary delivered a surprise extra \$20,000 for the purchase of a Hypothermic Blanket.
- In December 2014, the Port Colborne Auxiliary purchased a modern electric bed and a shower chair to aid in the care of patients. In addition, the Auxiliary funded a new vital signs monitor that will help patients being seen in Urgent Care.
- In 2014 the Fort Erie Douglas Memorial Auxiliary purchased 42 bedside tables and two televisions along with setting up a refillable coffee program for palliative care. This is also an exciting time as the auxiliary will mark its 80th anniversary in October 2015.
- In January 2015, the Niagara-on-the-Lake Auxiliary celebrated its 95th anniversary. They are redefining their mission to continue serving Niagara-on-the-Lake residents.



The St. Catharines Hospital Auxiliary is marking its 150th anniversary in 2015.



SEPTEMBER 2014

Dr. Suzanne Johnston joins NHS

Dr. Suzanne Johnston has been in her role as President of Niagara Health System since September 2014. In her role, she provides leadership across the organization. This year NHS is focusing on three directions: Continuing our Quality and Safety Journey; Engaging as We Move Ahead and Visioning for the Future.

SPIRIT OF GENEROSITY

Philanthropy in support of Niagara Health System is an opportunity to participate in the well-being of virtually every person who calls Niagara home.

Because NHS provides hospital care for more than 430,000 Niagara residents from Lincoln to Fort Erie . . . Port Colborne to Port Dalhousie, you can be assured that when you make a gift to OneFoundation, your generosity has broad-ranging, meaningful impact.

OneFoundation for NHS proudly carries forward the missions of our legacy Foundations at our sites. Governed by a volunteer board assembled from all corners of the peninsula, we are committed to responsibly representing your charitable intentions with full accountability and transparency. Unified and strengthened, OneFoundation will empower our health system to build on the transformation we've seen in recent years and continue reaching for excellence.

The current appeal for funds to enhance and replace much-needed endoscopic equipment is a tangible example of how donor dollars translate to improved patient care. These tools are used system-wide to screen, diagnose and treat a variety of ailments and are essential to keeping Niagarans in good health. Through many generous gifts, our donors are doing their part to ensure first-rate endoscopy services are there for all of us.


As of June 1, 2014, OneFoundation transferred \$4.29 million to the Niagara Health System for priority equipment needs with the end-goal of making our health system the very best it can be.

Without a doubt, donations to OneFoundation make an important difference to patient care at NHS.

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

Call: 905-323-FUND(3863)

Visit: www.OneFoundationforNHS.com

 twitter.com/1FoundationNHS

 facebook.com/OneFoundationForNiagaraHealthSystem



(From left): Charge Nurse Ellen Brochu, Registered Nurse Margaret Gregg, Peter McKinley, OneFoundation for NHS Interim Director, Fundraising, and Mike Watt, Chair of the OneFoundation Board of Directors, in the Endoscopy Unit at the St. Catharines Site.

OCTOBER 2014

Residents have say in healthcare

Niagara-on-the-Lake residents were invited to participate in six community dialogue sessions hosted by the Niagara-on-the-Lake Health Services Steering Committee, along with representatives of the NHS Leadership. The impetus for these sessions was impending changes to healthcare services in Niagara-on-the-Lake. Results of the sessions are posted at www.niagarahealth.on.ca/future.



A FOCUS ON QUALITY AND SAFETY

Quality, safe patient care is a top priority for Niagara Health System. We're constantly working to enhance our ongoing quality and safety focus. Here are some of those initiatives that are helping us to achieve that goal:

Accreditation: Route NHS

All members of our team are currently participating in the readiness planning for our healthcare accreditation program as part of our ongoing commitment to quality improvement. "The accreditation process measures our programs and services against national quality and safety standards," says Linda Boich, Vice President, Quality and Strategy, Mental Health and Addictions. "Route NHS is a made-in-Niagara initiative designed to guide our healthcare team through this quality improvement journey." Maps like the one shown in the photo at right are posted throughout departments and units of our sites. Each month, our teams will focus on a different theme as they move through the journey towards a successful accreditation: Infection Control, Communication, Medication Use, Risk Assessment, Worklife/Workforce and Safety Culture. We're pleased to participate in the Accreditation Canada program and encourage patients, family members and visitors to partner with us on this journey.



Pat Mitchell, a Dietary Helper at the Port Colborne Site, looks over a Route NHS poster.

Safety Council

NHS recently launched the Safety Council, which will bring together all safety-sensitive portfolios within the health system. The council's main goal is to improve the culture of safety across the organization. The council's mandate includes: developing a comprehensive safety strategy; proposing an annual prioritized list of safety and quality initiatives, and tracking, analyzing and reporting quality and safety metrics from each member's area and all NHS programs areas. The council is co-chaired by Dr. Mike Christian, our new Chief Safety Officer, and Marilyn Kalmats, Regional Director, Quality, Patient Safety and Risk.



Zeau Ismail, Manager, Quality and Patient Safety, and Marilyn Kalmats, Regional Director, Quality, Patient Safety and Risk.

Pediatric Clinical Teaching Unit

The Pediatric Clinical Teaching Unit (CTU) located at the St. Catharines Site is a first of its kind in a NHS inpatient unit that, in affiliation with McMaster University's Department of Pediatrics, provides a platform for dedicated Pediatric training. The CTU was formally opened in January 2015, providing learning opportunities to a variety of trainees including medical students, physician assistant trainees, family medicine residents, pediatric residents and general pediatric fellows. Academic activities include dedicated teaching sessions, bedside rounds and direct clinical supervision. Trainees get exposure to general pediatrics inpatient wards, newborns in special care nursery, attendance at high-risk deliveries and emergency department consultations as well as outpatient consultations in the Pediatric Rapid Assessment Clinic. Ten faculty clinical staff pediatricians provide high-quality education in the CTU, coordinated by Dr. Rocio Monroy and Dr. Madan Roy. Feedback to date has been overwhelmingly positive.



Pediatrician Dr. Omer Shaikh, front, is part of the Pediatric Clinical Teaching Unit. In the background are: (from left) family medicine resident Anna Elliott, medical student Sean Robinson and Dr. Khaldon Rozi, a Pediatric Fellow.

Unique Approach to Safety Videos

Each month, Niagara Health System's Occupational Health and Safety team produces educational and entertaining videos for staff as part of its Safety Talk Program. The goal of the videos is to help develop a positive safety culture at NHS. When the Occupational Health and Safety team started producing the videos in February 2013, it was clear they weren't your standard safety demonstrations. Instead, the production team -- led by NHS Occupational Health and Safety Consultants Robert McAlpine and Allison Wyatt, and the team Occupational Therapist Krystle Etherington -- took a more entertaining and fun approach to the videos in a bid to engage staff, while still delivering an important safety message. The videos are posted on the health system's intranet site for staff to view each month. After viewing the videos, staff sign off on an Online E-Form. The videos have proven to be popular with staff and successful in providing key safety messages. The videos have also been showcased at the Ontario Hospital Association as part of the Safety Groups program.



NHS Occupational Health and Safety Consultants Robert McAlpine and Allison Wyatt.

CELEBRATING EXCELLENCE

The 2014 NHS Awards of Excellence garnered 78 nominations — individuals and groups — representing a total of 126 people.

Here are the 2014 Awards of Excellence recipients:

President's Award of Excellence



Richard Sit, Charge Technologist with the Kidney Care Program, St. Catharines Site.

Richard Sit plays an important role in achieving one of the Kidney Care Program's goals: Increasing the number of patients performing their dialysis at home independently. He meets patients in their homes to assist with important decisions necessary to meet the patients' needs.

Create a better way



Alice Hrcak, ED Charge Nurse, St. Catharines Site.

Alice Hrcak goes above and beyond for patients and their families. In an example that showcases her nature, she contacted CCAC to arrange for transportation to assist a patient in attending his appointments while also arranging a ride home from the hospital.

Use our resources wisely



Karen Forrest, Resource Centre Representative, Welland Site.

Karen Forrest's attention to detail and extraordinary actions have positively affected patient satisfaction by reducing wait times and unnecessary costs to patients, their families and the hospital.

Bring out the best in each other



Stefanie Segayer, Personal Support Worker, St. Catharines Site.

Stefanie Segayer is an integral member of the care team and is amazing with patients and their families. She greets everyone with a smile and encouragement while tirelessly ensuring high quality care for her patients.

Compassion, Professionalism and Respect



Laurie Vorstenbosch, Environmental Services Supervisor, Greater Niagara General Site, Douglas Memorial.

Laurie Vorstenbosch exhibits compassion, professionalism and respect in every facet of her role. An example of her compassion was when she helped make arrangements for a funeral service at Douglas Memorial so a palliative patient could attend his wife's funeral.

Build strong and successful relationships



Megan Ransom, Recreation Therapist, St. Catharines Site.

Megan Ransom started a running group for clients in the outpatient mental health unit to improve their health. She has proven to be an enthusiastic and motivating coach as the group is now able to run five kilometres and has participated in a community run fundraiser.

Focus on those we serve



Dr. Tony Broski, Nephrologist, St. Catharines Site.

Dr. Tony Broski's endless compassion for his patients is always evident. Last Remembrance Day, he took a 92-year-old patient who was a Second World War veteran to his last Remembrance Day ceremony.



OCTOBER 2014

Your Medications Matter campaign launches

The NHS launched a campaign to remind patients about the importance of bringing a list of their medications when visiting one of our sites. As part of the Your Medications Matter initiative, the NHS has a print-friendly medication brochure on its website that allows patients to write out their medication list, along with other vital information. (Photo: Kelsey Willick, Pharmacy Technician)

WE ARE NHS

CARING, COMPASSIONATE TEAM

At Niagara Health System our successes are a direct result of our caring and compassionate team. Our staff, physicians and volunteers make an incredible difference in the lives of their colleagues, our patients and their families each day. We're proud of the people in our organization and the teamwork that occurs throughout our health system. We're thrilled to highlight examples of our team's contributions, which display our standards of high-quality care and devotion to patients.



Cami D'Uva,
Nurse Practitioner, Complex Care,
Welland Site.

Cami D'Uva is described by her colleagues as a true professional who "goes above and beyond" to provide a high level of care and caring to her patients and their families. Ms. D'Uva is one of the top recipients of stars at the Welland Site as part of the NHS Star Award Program. When a patient issues a verbal or written compliment to our Patient Relations department and identifies a specific employee, volunteer or physician by name, that person is presented with a certificate and a gold star.



**Registered Practical Nurse
Holly Fodil (left) and
Ward Clerk Sarah Andres,**
Kidney Care Program, St. Catharines Site.

Sarah Andres and Holly Fodil spearheaded efforts so a dialysis patient, who was unable to travel, could virtually attend her daughter's wedding in New Brunswick via Skype while receiving dialysis treatment at the St. Catharines Site. The patient, who had her hair and makeup done by Ms. Fodil for the ceremony, watched the wedding in a room that staff had decorated.



Melanie Stansfield,
Nurse Practitioner, New Port Centre,
Port Colborne Site.

In 2014, Melanie Stansfield received the AstraZeneca Award for Innovation in Chronic Disease Management from the Nurse Practitioners' Association of Ontario. She was recognized for developing a new model of care for patients with hepatitis C. The innovative project is an interprofessional team approach to hepatitis C screening, teaching and treatment that is offered to high-risk clients with addiction.

NOVEMBER 2014

Exciting partnership between NHS, St. Joseph's

Niagara Health System and St. Joseph's Healthcare Hamilton announced the creation of a single renal program (regional chronic kidney disease program) in both organizations, serving patients from across the Hamilton-Niagara-Haldimand-Brant Local Health Integration Network (HNHB LHIN). (Photo: Registered Practical Nurse Victoria Chuop and Renal Technologist James Ogunro.)



FINANCIAL OVERVIEW

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 2014-15 (April 1, 2014 to March 31, 2015) is posted on the NHS website at www.niagarahealth.on.ca/en/financialperformance.

We are pleased to report we have ended the fiscal year with a surplus of \$8.535 million. The surplus will be used to continue to pay down our long-term and short-term debt and improve our working capital position.

Our healthy financial result also reflects our staff's and physicians' ongoing commitment to finding efficiencies while continuing to enhance our ongoing quality and safety focus.



Wendy Menear, a Dietary Aid at the St. Catharines Site.



CONDENSED STATEMENT OF FINANCIAL POSITION as at March 31

	2015 (000s)	2014 (000s)
ASSETS		
Current assets	\$45,762	\$56,023
Capital assets	881,308	900,613
Contributions receivable	166,828	176,698
Other long term receivable	1,250	1,800
Investments	44,268	24,191
Endowment and trust funds	3,627	3,728
	\$1,143,043	\$1,163,053
LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS		
Current liabilities	\$187,386	\$207,002
Long-term liabilities	219,009	221,900
Employee future benefits	28,345	25,028
Deferred contributions	829,140	838,311
Net assets	(119,813)	(128,347)
Accumulated remeasure gains/losses	(1,024)	(841)
	\$1,143,043	\$1,163,053

CONDENSED STATEMENT OF OPERATIONS Year Ended March 31

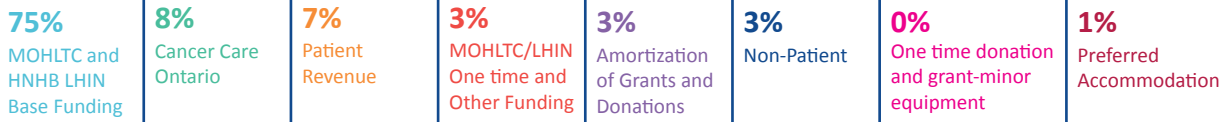
	2015 (000s)	2014 (000s)
REVENUES		
Ministry of Health and Long-Term Care and Local Health Integration Network - base funding	\$369,896	\$340,706
- One-time and other funding	16,919	18,381
Cancer Care Ontario	41,017	35,925
Patient	36,151	34,188
Preferred accommodation	4,201	3,782
Non-patient	13,648	12,281
One time donation and grant-minor equipment	-	9,036
Amortization of equipment grants/donations	13,446	12,670
	\$495,278	\$466,969
EXPENSES		
Salaries and benefits	\$306,026	\$283,616
Medical staff remuneration	36,443	36,167
Supplies and other expenses	68,878	75,767
Medical/surgical supplies and drugs	52,780	52,868
Amortization of equipment and software licenses	16,939	15,027
	\$481,066	\$463,445
Surplus (deficit) before one time costs	14,212	\$3,524
One time costs	\$2,044	\$792
Deficit from operations before other votes and other funds	\$12,168	\$2,732
Deficit from other votes and other funds	\$(1,151)	\$(985)
Deficit before net capital expenditures	\$11,017	\$1,747
Net capital expenditures - building and land improvements	\$(2,482)	\$(2,217)
Surplus/(Deficit) for the year after One-Timing Funding	\$8,535	\$(470)

DECEMBER 2014

Antibiotic Stewardship Program improving patient care

The NHS Antibiotic Stewardship Program reported seeing positive results since its inception in 2013. The goal of the program is to promote the responsible use of antibiotics. The program has resulted in a significant decrease in overall broad-spectrum antibiotic use making it an integral part of our hospital-acquired C. difficile prevention strategy. (Photo: Dr. Karim Ali, Director, Division of Infectious Disease)

REVENUE SOURCES FOR 2014/15



Approximately 86% 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 an economic base funding increase in fiscal 2015 to help offset inflationary costs pressures for salaries and benefits, patient care supplies and services and general operating expenses.

EXPENSE BREAKDOWN FOR 2014/15



Approximately 76% of the NHS expenses are related to the provision of direct patient care for Inpatient Nursing Units, Clinics, Diagnostic Imaging and Therapies. About 15% of costs are related to Support Services like Housekeeping, Food and Nutrition, Maintenance, Biomedical, Registration, Health Records, and Education Services. Approximately 10% of costs relate to Administrative services such as Administration, Human Resources, Finance, Material Management and Information & Communication Services.

Average emergency visit: \$273

\$151
Nursing ER Unit

\$64
Diagnostics and Therapies

\$31
Support Services

\$27
Administrative

79% 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 10% is for administrative costs.

Average inpatient cost per day: \$1,122

\$678
Nursing Inpatient and Clinics

\$174
Diagnostics and Therapies

\$160
Support Services

\$111
Administrative

Approximately 76% 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 10% is for administrative costs.

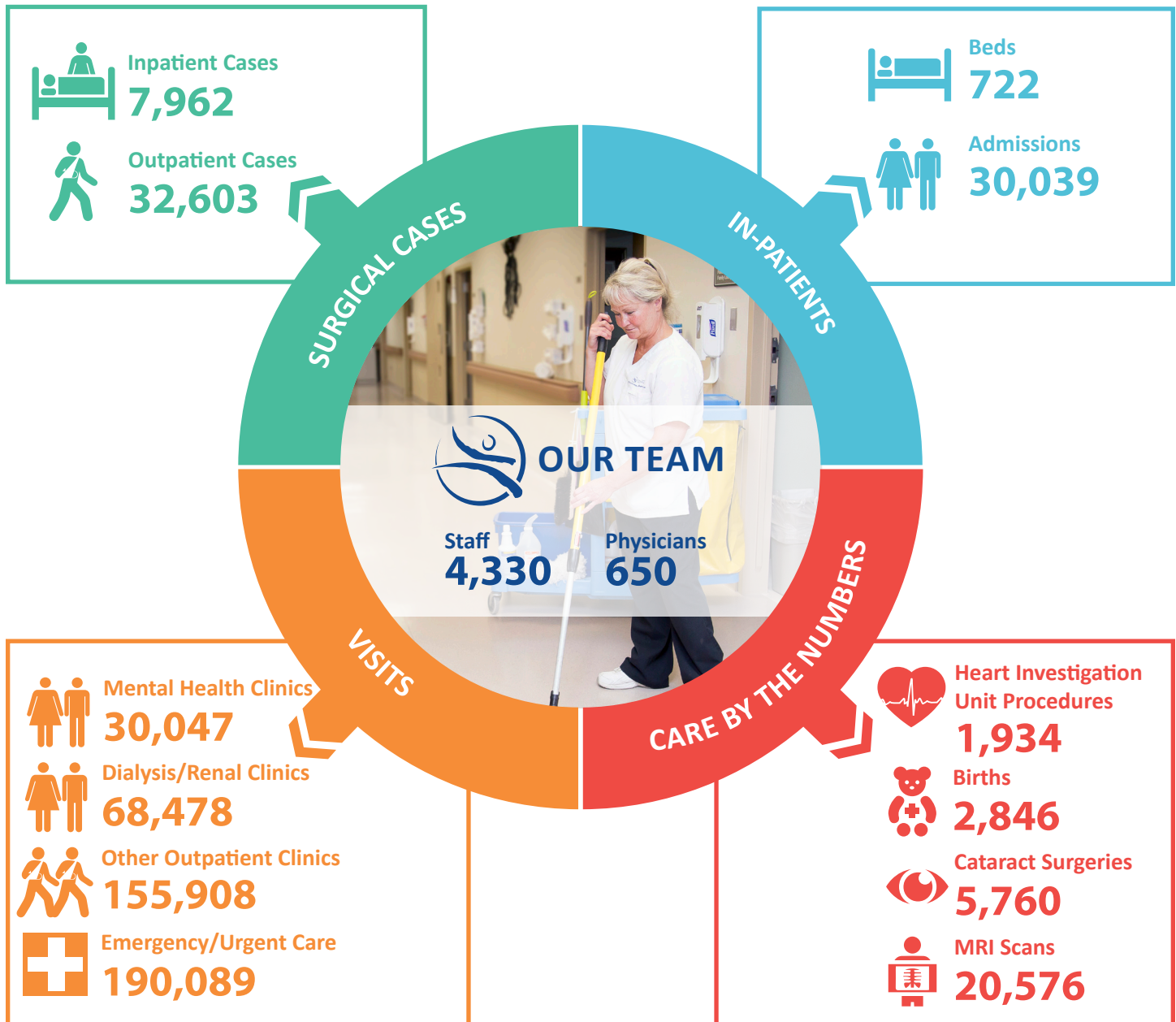
FEBRUARY 2015

St. Catharines Site earns LEED Silver status

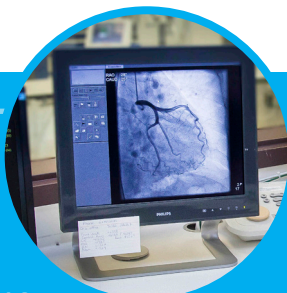
NHS announced that its state-of-the-art St. Catharines Site achieved LEED (Leadership in Energy and Environmental Design) Silver Certified status with the Canada Green Building Council. The 980,805-square-foot complex, which opened in March 2013, was awarded the LEED Silver standard after earning more than 30 credits in the green building rating system.



KEY STATISTICS



Above photo: Becky Johnston, an Environmental Services Aide at the Douglas Memorial Site.



MARCH 2015

Heart Investigation Unit extends service

The NHS Heart Investigation Unit at the St. Catharines Site began operating five days a week, up from four days. The HIU has positively impacted the lives of thousands of individuals in Niagara. As the unit enters its third year of operation, the growth and evolution of the program will continue to provide vital services to Niagara residents.

SENIOR & MEDICAL LEADERSHIP

NHS Board of Directors

Dr. Barry Wright, Chair

Ms. Marti Jurmain, Vice-Chair

Ms. Cathy Sutherland, Treasurer

Ms. Bernice (Bunny) Alexander

Mr. Larry Boggio

Mr. John Bragagnolo

Mr. Ken Kwall

Mr. John MacDonald

Ms. Catherine Mindorff-Facca

Mr. Murray Paton

Mr. Robert Tiffin

Mr. Frank Vassallo

Dr. Suzanne Johnston (ex officio)

Dr. Tom Stewart (ex officio)

Dr. Satish Kumar Chawla (ex officio)

Mr. Derek McNally (ex officio)

Non Board Committee Members 2014/15

Resource and Audit Committee of the Board

Mr. Sean Keays

Ms. Ashleigh Miatello-Skrubbeltrang

Quality Committee of the Board

Mr. Michael Lethby

Mr. Dominic Ventresca (Resigned May 2015)

NHS Senior Executive Team

Dr. Kevin Smith

Chief Executive Officer

Dr. Suzanne Johnston

President

Ms. Linda Boich

Vice President, Quality and Strategy/Mental Health and Addictions

Dr. Mike Christian

Chief Safety Officer

Dr. Peter Kagoma

Vice President, Academic

Mr. Derek McNally

Executive Vice President, Clinical Services/
Chief Nursing Executive

Ms. Flo Paladino

Executive Vice President, People and Organizational
Development

Dr. Tom Stewart

Chief of Staff and Executive Vice President Medical Affairs

Mr. Brady Wood

Chief Communications and External Relations Officer

Ms. Angela Zangari

Executive Vice President, Finance and Operations

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

Diagnostic Imaging: Dr. Amit Mehta

Emergency Medicine: Dr. David James (Interim)

Laboratory Medicine: Dr. Suhas Joshi

Medicine: Dr. Terry Chan

Mental Health and Addictions: Dr. Edgardo Perez

Obstetrics/Gynecology: Dr. Johan Viljoen

Oncology: Dr. Janice Giesbrecht

Pediatrics: Dr. Madan Roy (Interim)

Surgery: Dr. Jeff Cranford

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. Sven Pallie

APRIL 2015

NHS co-hosts third Health Quality Symposium

The Health Quality Symposium brought together healthcare leaders to showcase how a partnership has improved health quality in Niagara. At the event, 19 I-EQUIP (Interprofessional Education for Quality Improvement Program) projects that pair students from Brock University and McMaster's School of Medicine - Niagara campus, with leaders and front-line staff from NHS were presented.



Patients drawn to online Community



For dialysis patient Kirsten Ernesaks, shown above, Niagara Health System's Kidney Care Online Community has been an important source of support in her treatment and care.

Ms. Ernesaks, a patient moderator with the Online Community, is one of about 50 patients participating in the project that was launched last year by the NHS to open lines of communication for kidney disease patients.

"My other social networks before this Google Plus group came into my life were places where I did not feel comfortable sharing my dialysis life freely. It was much too complicated to explain my struggles as a dialysis patient with my non-dialysis friends," says Ms. Ernesaks. "Having peers to share things with, for example, 'I had a rough long day stuck in that chair today,' other dialysis peers understand without an explanation."

As part of the project, patients can connect with one another at any time through an online forum on Google Plus. They also participate in monthly online chats to connect with health experts.

"The goal is to help patients support each other, share information and provide feedback to program leadership," says Derek McNally, Executive Vice President, Clinical Services and Chief Nursing Executive. "The constant interaction with the system creates a significant opportunity to partner with patients and their families to make improvements for their quality of life and care."

Last year, NHS received a \$49,500 grant from the Canadian Foundation for Healthcare Improvement toward the Kidney Care Online Community. The grant is helping to raise the profile of the innovative project.

Niagara Health System Sites and Services

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

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

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

Niagara-on-the-Lake Site

176 Wellington Street,
Niagara-on-the-Lake
Diagnostic Imaging
Outpatient Physiotherapy
Nurse Practitioner Walk-in Clinic

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

Addictions Recovery Services

Adams Street, St. Catharines

Niagara Falls Kidney Care Centre

4342 Queen Street, Niagara Falls