nillantehoony Food Bartisou 2024-25

niagarahealth *Diversity*

LAND ACKNOWLEDGMENT

Niagara Health is honoured to provide care on lands where Indigenous Peoples have lived for thousands of years with their own unique cultures, identities, traditions and languages. These lands are steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, the Anishinaabe and the Mississaugas of the Credit First Nation. There are many First Nations, Métis and Inuit peoples from across Turtle Island who live and work in Niagara today.

We are committed to listening and learning more about the history and current experiences of Indigenous Peoples and acknowledge our responsibility to take meaningful action towards reconciliation in the healthcare system.





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

We believe that every person in our region deserves to live every day of their life in the best health possible. As a community-based academic centre, our focus on teaching and learning, research, innovation and partnership propels us to continually improve care and make a difference in people's lives.

Our team includes over 7,300 staff, physicians and volunteers who we rely on to deliver compassionate, high-quality care. Our Accreditation with Exemplary Standing is a clear demonstration of the team's commitment to the highest safety and quality standards.

We provide a full range of acute care hospital services to the 450,000 residents across the Niagara region, and we are one of the few hospitals in Ontario that own and operate a longterm care facility.

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@NiagaraHealth NiagaraHealth.on.ca

PRESIDENT AND CEO AND BOARD CHAIR

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The past year has been one of momentum, milestones and meaningful engagement — a transformative time for our hospital system as we continue to shape a healthier future for Niagara.

Together with our staff, physicians, volunteers, partners and community members, we've made important strides toward realizing our long-term vision: a modern, coordinated three-site hospital system designed to meet the evolving needs of our region. This included ongoing meaningful conversations with the community about our future plans.

We also saw real, visible progress at the South Niagara Hospital construction site. Two years after breaking ground, the structure is rising floor by floor — bringing our vision for the future of care in Niagara closer to reality. At the same time, we've been working to improve the Emergency Department experience at our hospitals in St. Catharines, Niagara Falls and Welland. We know that long wait times are stressful, and while systemwide challenges persist, we're committed to making the experience more comfortable, compassionate and informative for patients and families during their time in the ED.

Delivering truly connected care takes more than a hospital. *It takes a region working together.*

Our work doesn't stop at the hospital doors. Inside our walls, we're focused on improving how we plan and coordinate discharges — making sure patients leave with the right supports in place, whether they're heading home or to another care setting. At the same time, we're working closely with community healthcare partners to help people stay safely at home wherever possible, with better access to home care, primary care and ongoing support. And for those who need hospital care, we're doing everything we can to ensure they receive it when and where they need it most. Because delivering truly connected care takes more than a hospital. It takes a region working together.

We're also continuing to support access and expansion to primary care across Niagara — knowing that family doctors and primary care teams play a vital role in helping people stay well and avoid hospital visits in the first place. Guided by our strategic plan — and its focus on Putting People First, Delivering Safe and Quality Care and Transforming How We Work — we're driving meaningful change across our system. We launched a new Health Equity Plan to help reduce barriers to care, and a Patient Experience Plan that will shape how we listen to and act on the voices of those we serve.

These accomplishments are especially meaningful when viewed against the backdrop of the challenges facing hospitals across the province. In a postpandemic world, infectious diseases like measles are resurging — demanding quick responses and constant readiness. At the same time, we are seeing growing demand for hospital services as our population ages and the complexity of care increases. These pressures are intensified by ongoing shortages in health human resources, including physicians. Despite these realities, our teams continue to show up, adapt and deliver care with skill and compassion.

Our team members are at the heart of everything we do. Their dedication, compassion and professionalism are what drive our progress. Healthcare is more than a job — it's a calling. We are deeply grateful for the care they provide each day and the trust they build with patients and families across Niagara.

As we look to 2025-26, our focus turns to the next chapter in our transformation: the redevelopment of the Welland Hospital site. This project will modernize infrastructure, expand services and help address the chronic and complex care needs of our population.

We're also entering the next phase of our Health Information System transformation — giving our teams access to better tools and real-time data that will help personalize care and improve outcomes.

Thank you for your continued support, trust and partnership. We are proud to move forward with you — building a healthier, more connected Niagara for generations to come.



Lynn Guerriero President and CEO



Marylee O'Neill Board Chair



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People are the basis of everything we do at Niagara Health — both patients and our team members.

Nothing can happen without our team.

To put people first, we have:

- Launched our new
 Patient Experience strategy.
- Built a workplace with a focus on diversity, equity and inclusion.
- Invested in our team members through training, development and improved engagement.
- Continued building relationships with community partners and academic institutions.

PEOPLE FIRST

niligarahog Food Barris



Niagara Health is proud to be named one of Canada's Top Diversity Employers for 2025 — a national honour recognizing organizations with outstanding workplace diversity and inclusion efforts. This reflects our deep commitment to building an equitable culture Indigenous cultural safety training, mentorship programs and support for internationally educated nurses. We continue to offer system-wide education on topics such as bias, allyship, ableism and gender identity.

Niagara Health was also recognized as one of the Top Employers in the Hamilton-Niagara region for the seventh straight year, a reflection of our continued focus on supporting our 7,300+ team members.



② 2024-25 RECRUITMENT DATA

With over **600 physicians** across our system, Niagara Health continues to deliver exceptional, collaborative care thanks to their expertise, compassion and commitment to quality. Since May 2024, we've **welcomed 27 new physicians** — including specialists in anesthesiology, emergency medicine and internal medicine — despite ongoing recruitment challenges faced across the healthcare sector.

To learn more about the talented and caring physicians who are Transforming Care at Niagara Health, read the Take Five series of stories.

We're also proud of Team Niagara Health and our staff, volunteers, and learners. The following highlights some of our successes:



3,489 Vacancies Filled

1,233 External

892 Student



47 Job Fairs Attended



© WELLNESS INITIATIVES

Consults

Hires

We do our best work when we feel resourced and supported. Our BeWell initiative is about elevating workplace health and wellness.



P HIGHLIGHTS

- Employee and Family Assistance Program (EFAP).
- One-on-One Mental Health Support.
- On-Site Massage Therapy: Free 10-minute massages provided through partnerships with Trillium College and Niagara College.
- Peer Support Program: Trained peer supporters available across all sites for emotional support and guidance.
- Wellness Rooms: Dedicated spaces at each hospital with fitness equipment, quiet areas and massage chairs.

Wellness Events and Campaigns:

- Women's Health Month
- Mental Health Week
- NH Unplugged
- Wellness fairs
- Art therapy sessions
- Animal therapy visits

Investments in wellbeing:



192 team members attended the Working Mind workshop



137 large-scale/sitewide wellness events held by the BeWell team

REIMAGINING THE PATIENT EXPERIENCE

This year, we deepened our commitment to person-centered care by co-designing the new Reimagining Patient Experience 2025–2028 plan alongside patients, caregivers, staff, physicians, volunteers and community partners. The plan focuses on delivering high-quality, safe care in ways that help patients feel respected, involved, supported and truly heard.

HIGHLIGHTS



Niagara Health Engagement Network (NHEN) grew from 50 to 75 Patient Partners

Patient Partners contributed to major initiatives, including:

- Homeless Populations Working Group
- Addictions Program Advisory Committee
- Executive leadership hiring panels
- NHKI Research Day
- Patient Partner Orientation
- Development of the 2025 Quality Improvement Plan

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•••• **30%** of new Patient Partners identify as part of an equity-deserving group

Improvement Priorities

- Expanded real-time feedback mechanisms
- Improved wayfinding across hospital sites

OUR ACTIONS

• Strengthened collaboration with Patient Partners at all levels

IVE YEARS OF NHEN

This year marked the **fifth anniversary** of the Niagara Health Engagement Network — our dedicated community of Patient Partners who bring lived experience into every level of decision-making.

Their impact was celebrated at a special appreciation event and through stories that highlight the power of partnership in shaping care.



25 new Patient Partners onboarded

|--|

34 new initiatives involving Patient Partner input

Watch our team as they thank our Patient Partners for their dedication and celebrate five years of partnership.



📕 Read the Hospital Spotlight: 'I never thought my experiences could make such a difference': Moving from patient to partner at Niagara Health



© CELEBRATING EXCELLENCE

Recognizing and celebrating the dedication of our teams is an essential part of our People First approach. In 2024, Niagara Health honoured outstanding team members through the Interprofessional Practice Awards, Awards of Excellence and Nursing Week Awards. These recognitions spotlight individuals and teams who go above and beyond to provide compassionate, innovative and high-quality care.

EIMAGIN

PATIENT EXPERIENCE

② CLINICAL COACHING

The Clinical Scholar Coaching Program pairs experienced clinicians with emerging healthcare professionals to provide one-onone coaching, enhance clinical and research skills, and build leadership capacity. This innovative program supports career growth while advancing the quality of care across Niagara Health.

② EXTRAORDINARY US

Now in its third cohort, the Extraordinary Us Mentorship Program has supported nearly **100 emerging leaders** — many from equity-deserving groups by pairing them with experienced mentors to foster growth, skill development and connection across Niagara Health. This initiative reflects our commitment to continuous learning, professional advancement and team well-being.

③ STRENGTHENING PRIMARY CARE PARTNERSHIPS

New Leadership Role:

Appointed Dr. Jennifer Robert as Niagara Health's inaugural Chief of Primary Care in April 2024.

Improved Collaboration:

Enhances communication and integration between hospital services and community-based care.

Stakeholder Engagement:

Connected with 20+ internal and external partners, including healthcare providers and community leaders.

BURSARY PROGRAM

© GOAL

Advocate for stronger primary care to improve health outcomes and system coordination.

The Niagara Health Bursary Program continues to offer annual grants for NH team members of up to \$1,000 to access learning opportunities to upgrade skills and professional designations, including registered practical nurse to registered nurse bridging. Other areas of study pursued by bursary recipients include Health Informatics, Counselling Psychology, Geriatric Care and Project Management. Niagara Health has allotted another \$30,000 for grants up to \$1,000 for 2025.

Thirty-one staff and physicians received bursary support in 2024.

© TRAINING

100% COMPLETION

Cultural Humility training for all new hires

San'yas Indigenous Cultural Safety training by leadership

1,000+

team members trained in person on Cultural Humility and Mutually Respectful Workplace

② INTERNATIONAL WOMEN'S DAY

To celebrate International Women's Day, Niagara Health launched the Women of Niagara Health photo series and calendar. Thirty-three women were nominated by leaders across departments, with each black-and-white portrait capturing the strength, personality and dedication of women shaping healthcare at Niagara Health.

At Niagara Health:

Women make up **84%** of the workforce

Women hold **75%** of leadership roles

Women are represented in **93%** of departments, playing essential roles across care, research, and administration.





SAFE &

QUALITY CARE

Our purpose is clear that every person who comes to Niagara Health should *receive the best care, every time.*

To deliver safe and quality care, we have:

- Improved how patients move across Niagara Health
- 迄 Integrated data and research
- Embedded continuous quality improvement

DEPARTMENT EXPERIENCE

Emergency Departments across Ontario are under pressure — and Niagara Health is taking real, practical steps to improve care and the patient experience during challenging times.



Launched ED waiting room ambassador program at the Marotta Family Hospital to support patients, de-escalate situations, provide updates and enhance safety.



Improving ED environments with plans for softer lighting, family-friendly spaces, artwork and amenities like charging stations.



Addressing hospital flow challenges, including an average of 143 Alternate Level of Care (ALC) patients unable to be discharged during peak respiratory illness season.



Partnering with community services like Ontario Health atHome and housing supports to safely transition patients and keep ED beds available.



Expanding access to primary care, including a new pediatric pathway and efforts to connect residents to local family doctors with open rosters.



🙈 RONALD MCDONALD ROOM

In partnership with Ronald McDonald House Charities, Niagara Health opened a Ronald McDonald Family Room at the Marotta Family Hospital, offering free food, laundry and family programming to support parents with hospitalized children. Located outside the Children's Health Unit, the space provides comfort and connection during difficult times.

QUALITY, PATIENT SAFETY AND RISK ROUNDS

Niagara Health launched Quality, Patient Safety and Risk (QPSR) Rounds to strengthen interdisciplinary learning and drive continuous improvement in care. The first sessions focused on acute stroke response and injurious inpatient falls, providing a forum for staff to reflect, learn and share strategies to enhance patient safety.

ENHANCING PRIMARY CARE SUPPORT THROUGH SCOPE NIAGARA

SCOPE Niagara connects primary care providers to specialists from Niagara Health and Ontario Health atHome, offering real-time support for complex and urgent cases. A partnership under Niagara Ontario Health Team - Équipe Santé Ontario Niagara, SCOPE Niagara connects family physicians and nurse practitioners to a dedicated team.

In January 2024, the Mental Health and Addictions pathway launched, featuring a mental health nurse navigator and on-call psychiatrist. In addition, the Palliative Care pathway, launched in March 2024, supports providers in managing palliative patients.





228 primary care providers registered



1,160+ calls received by the SCOPE Niagara team



91% of calls prevented Emergency Department visits



100+ calls to our Mental Health and Addictions pathway

INDIGENOUS HEALTH SERVICES AND RECONCILIATION

Niagara Health's vision is to provide an Indigenous-led, culturally safe environment for all Indigenous patients, ensuring that their unique cultural and spiritual needs are supported throughout their healthcare experience.

We recognize the best health outcomes for Indigenous communities are achieved when care is led by Indigenous Peoples, grounded in Indigenous knowledge and guided by community priorities. A new relationship agreement between Niagara Health and the Indigenous Primary Health Care Council formalized a partnership that will focus on Indigenous-led health programs, integrated care models and shared knowledge to better connect hospital, primary and community-based healthcare services for Indigenous Peoples.

Areas of support include:



Advocate for and provide Indigenous Patient Care



Coordinate wrap around supports



Create wholistic care plans



Support and educate staff



Community participation



Information and awareness campaigns

Alternative Indigenous

patient relations process

Organizational education

Introduced three art pieces created by Indigenous artists, chosen with input from the community for our Outpatient Mental Health units.



art submissions





Watch Indigenous Art Unveiling at Niagara Health

HIGHLIGHTS

- Indigenous resource list posted internally and with external partners
- Opened Gathering of Good Minds community room at the Marotta Family Hospital
- Education sessions with Brock University nursing students
- Delivered education session to medical residents
- Participating in the Lower Limb Preservation project with Indigenous Diabetes Health Circle
- Indigenous Clerkship Program and partnership with McMaster
- Presented Research poster at NHKI Research Day
- Coordinated apprentice partnership for South Niagara with two NPAAMB youth placements
- Presented Indigenous Health priorities at Health **Equity Conference**



Supported over **350** patients

1,600 patient visits

13 end of life

250+ smudge ceremonies /access to traditional medicines



S MCMASTER UNIVERSITY -NIAGARA REGIONAL CAMPUS

Niagara Health is part of a network of community teaching hospitals affiliated with McMaster University's Michael G. DeGroote School of Medicine, Niagara Regional Campus.



448 Medical learners graduated



training and practice in Niagara **36** Undergraduate learners completed

72 Post-Graduate Residents have stayed or returned to Niagara to practice

🚨 NIAGARA HEALTH FIRST IN CANADA TO ACHIEVE CT ACCREDITATION

Niagara Health earned CT Accreditation from the Canadian Association of Radiologists, a national recognition that confirms our CT imaging services meet or exceed rigorous standards for quality, safety and expertise. This accreditation reflects a comprehensive review of our equipment, protocols and staff qualifications — reinforcing our commitment to delivering accurate, timely diagnoses through advanced technology and highly trained professionals. It's a significant milestone that ensures patients and families

EDUCATIONAL PARTNERSHIPS

Educational partnerships are key to building a sustainable healthcare workforce. Niagara Health has established two new collaborations to help train the next generation of healthcare providers and researchers.

A joint initiative with Mohawk College and Niagara College will begin training students in diagnostic imaging this fall, with Niagara Health offering hands-on placements that may lead to future employment. We also launched a new health research scholarship with the University of Niagara Falls Canada, giving a student researcher the opportunity to work with the Niagara Health Knowledge Institute and explore a career in health innovation.

These partnerships strengthen the pipeline of skilled professionals while expanding our capacity in both care and research.

Niagara Health's Educational Partners:

- Brock University
- McMaster University's Michael G. DeGroote School of Medicine – Niagara Regional Campus
- Mohawk College
- Niagara College
- University of Niagara Falls Canada



DIVERSITY, EQUITY AND INCLUSION

In 2024, Niagara Health hosted its inaugural DEI and Health Equity Conference, drawing more than 190 healthcare and community leaders from across Ontario to collaborate on building more inclusive systems.

We also launched our first Health Equity Plan, a roadmap to improve care for all but prioritizing older adults, individuals experiencing homelessness and Black communities in Niagara.

In addition, Niagara Health created a regional forum to help organizations share best practices and offered educational sessions to support the development of DEI strategies across the sector — reinforcing our commitment to equity at every level of care.



니 Read

Health Equity is everyone's responsibility: Ontario Health director



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As the needs of Niagara Health's patients, community and team members change, we must transform how we work.

To transform how we work, we have:

- € Refined our regional model
- Implemented interprofessional team best practices
- C Enhanced and leveraged technology

HOW WE WORK

ℑ SHAPING THE FUTURE OF **HEALTHCARE TOGETHER**

Our vision for a connected three-site hospital system in Niagara continues to take shape — guided by meaningful community engagement and a shared commitment to better care.

Through these sessions, residents voiced ideas and concerns about Emergency Department wait times, healthcare worker shortages and how to improve coordination across hospital sites. While views varied, one message was clear: people across Niagara want a stronger, more accessible healthcare system.

\mathcal{C} STRENGTHENING **PRIMARY AND COMMUNITY CARE**

- Niagara Health is working with local and provincial partners to advocate for expanded access to primary care
- Supporting team-based models that improve health outcomes and reduce reliance on hospital EDs
- Building a more connected system that supports patients before, during and after hospital care

11 public sessions hosted across Niagara



200

687 attendees engaged in person



- 🖂 1-LIVE

154 emails submitted with feedback





stream views

niagarahealth Transforming Care South Niagara Hospital Welland Hospital

C PLANNING FOR **THE FUTURE -INCLUDING WELLAND**

The new South Niagara Hospital is under construction, but it's only one part of our larger system transformation. The future redevelopment of the Welland Hospital will modernize this vital site and ensure patients continue to receive care in a high-quality, stateof-the-art environment. Together with the Marotta Family and South Niagara hospitals, we are building a fully integrated hospital system that improves access, efficiency and outcomes across the region.

\bigcirc VOICES FROM OUR PATIENT PARTNERS



"This isn't just about planning it's about real people. I'm proud to help bring a patient voice to Niagara Health's transformation."

– Mary Maida, Patient Partner and Board Member





"This role has given me a platform to hold Niagara Health accountable and contribute to decisions that shape care for our community."

– Jim Borysko, Patient Partner

C SOUTH NIAGARA HOSPITAL

Construction of the South Niagara Hospital is progressing steadily, with major milestones reached in the first full year since breaking ground in July 2023.

As of March 2025:



Construction has reached **six of 12 storeys**



Nearly 50% of concrete poured



Interior roughins underway (levels 0-2)



The hospital remains on track to open in 2028

H



Exterior framing, masonry and interior wall layouts in progress



WELI

On track to become Canada's first WELL

Certified hospital. having achieved WELL Precertification in September 2024.

WELL features are designed to improve health, wellness and environmental quality for patients and staff, including:

- Natural daylight and views of nature
- Outdoor gardens and terraces
- Improved air and water quality
- Walkable layouts and access to stairs
- Nutritional food options
- Safer building materials and cleaning products

C HOSPITAL INFORMATION SYSTEM

In November 2024, Niagara Health launched a new Hospital Information System (HIS), replacing outdated paper and hybrid systems with a fully connected, standardized electronic health record. This transformation improves access to patient information, enhances care coordination and supports safer, more efficient care for patients, families and care teams — marking a major step toward a smarter, more connected hospital system.

Enhanced patient safety & care quality with:

- Standardized processes across all sites
- Real-time information sharing
- Patients more engaged in their own care through digital access

Improved staff & physician experience:

- Modern tools support physician and staff retention
- Digital access enables remote work flexibility
- Real-time documentation enhances internal communication and coordination

Seamless, data-driven decision making:

- Reduced documentation redundancy minimizes errors
- Better analytics enhance research and patient outcomes



€ COLLABORATIVE DESIGN DEVELOPMENT

Since February 2023, Niagara Health has led a highly collaborative design process for the South Niagara Hospital.

This extensive engagement ensures the new hospital reflects the needs and insights of those who will use it every day.

Take a tour



• Launch of a graduate research

course at McMaster University

Student Research Scholarship

Program, hosting seven student

Introduction of the Summer

Recruitment of seven new team members, including

a post-doctoral fellow with

and knowledge translation

Together, these achievements

reflect NHKI's growing impact on

healthcare research, knowledge

sharing and the development of

future health leaders.

expertise in patient experience

volunteers

400+ Super Users

300 At-the-Elbow Supports

> **7,000+** End-Users

150+ HIS Project Members

249 Accountable Leaders

4 Executive Sponsors

392 Change Agents

880 training classes held

\$125-million

investment

340 new Work Station on Wheels (WOW) carts

> 820 new barcode scanners

In its second year, the Niagara Health Knowledge Institute (NHKI) continued to strengthen Niagara Health's position as a national leader in community hospital research, advancing clinical trials, health innovation and capacity-building.

HIGHLIGHTS

- Participation in **50 clinical trials** with **253 patient enrollments**
- **Over \$11.8 million** in grant funding and \$747,000 in external research support
- **36 peer-reviewed** publications, with seven led by NHKI
- Presentations at **nine research conferences** and representation on 15 research committees
- **Record attendance** at NHKI's annual Research Day with 165+ participants
- Celebration of the five-year anniversary of the Canadian Community ICU Research Network, co-founded by NHKI's Executive Director

\mathcal{C} RESEARCH MEETING

More than 50 of Canada's top health research experts gathered in Niagara for a national session hosted by the Niagara Health Knowledge Institute, marking a key milestone in Niagara Health's leadership in community hospital research. The group began shaping a framework to track research activity across Canada's community hospitals — an early step toward getting innovations from trials and quality improvement projects to patients faster.



519+ design meetings over 22 months

50+ full-scale mock-up room reviews

836+ hours of design work

Input from **450+** staff, physicians, patients, Indigenous and community partners



"This isn't just a research meeting. It's a powerful step toward better care for everyone." Dr. Jennifer Tsang, NHKI Executive Director and Chief Scientist



POSITIONING OURSELVES FOR SUCCESS

As we look to the year ahead, Niagara Health is focused on advancing hospital care across our region through improved access, collaboration and long-term sustainability. We are committed to strengthening strategic partnerships — with local providers, regional organizations, academic institutions and technology leaders — to enhance care delivery and patient outcomes.

A key initiative is the redevelopment of the Welland Hospital site, forming part of our three-site hospital system. This redevelopment will deliver a state-of-theart facility designed to better serve the chronic care needs of Niagara residents. Community engagement remains central to our growth, with continued efforts in public outreach, education and feedback collection.

We are also entering the next phase of our Health Information System (HIS) transformation — designed to empower our teams with real-time data, improve decision-making, and elevate the patient experience.

Through innovation, partnerships and a strong connection to the community, we are transforming hospital care for Niagara.

PRIORITIES FOR 2025-26



Putting People First



Delivering Safe and Quality Care

- Invest in recruitment, retention and professional development.
- Promote two-way communication and inclusive, culturally safe care.
- Enhance partnerships to broaden care access and patient experience.
- Prioritize work/life balance and staff wellness initiatives.
- Improve patient experience with better communication and co-designed care.
- Leverage data and technology to drive evidence-based clinical decisions.
- Meet and maintain accreditation standards across programs.
- Expand clinical research and interdisciplinary care models.
- Support staff through training in safety, risk and quality improvement.



Transforming How we Work

- Advance the South Niagara and Welland Hospital projects.
- Improve efficiency with the new HIS and digital tools.
- Expand real-time patient feedback and improve access for underserved groups.
- Optimize resources and implement cost-effective, sustainable practices.
- Enhance clinical programs through expanded trials and specialized care pathways.
- Increase waste diversion and promote environmental sustainability.

NIAGARA HEALTH FOUNDATION

In 2024-25, Niagara Health Foundation proudly committed over \$20 million to Niagara Health to purchase urgently needed equipment for our local hospitals. Over 10,000 people decided to donate to Niagara Health Foundation this year. They are past patients, family members and people who want to ensure our hospitals can be there for them when they need them.

"I am humbled by the generosity of Niagara Health Foundation donors. They care deeply about our local hospitals, and they want to help. They want to do their part to ensure that patients in Niagara have access to life-saving care close to home. I am so grateful for each and every one of you who chose to support Niagara Health Foundation this past year." - Andrea Scott, President and CEO

Thanks to Niagara Health Foundation donors, a radiation bunker at the Walker Family Cancer Centre has been renovated, and an aging linear accelerator was replaced with a new, state-of-the-art device, to give only two examples of the kinds of projects that are made possible by the generosity of Niagara Health Foundation donors. Other equipment purchases include **10 cardiorespiratory monitors** for the Children's Health Unit, **15 new patient beds** and **two new C-Arms** for Diagnostic Imaging.

Niagara Health Foundation donors are the reason healthcare workers can save lives, patients can come home to their loved ones, and a new hospital is being built in our region.

To learn more about how donations can shape care at Niagara Health, visit BeTheReason.ca

BE THE REASON SOMEONE RINGS THE BELL



SUPPORT HEALTHCARE AT BETHEREASON.CA

SENIOR EXECUTIVE

Senior Leadership



Lynn Guerriero President and Chief Executive Officer



Simon Akinsulie Executive Vice-President, Practice, Clinical Support, Chief Nursing Executive

Executive Vice-President,

Patient Experience and

Linda Boich

Integrated Care



Harpreet Bassi

Executive Vice-President, Strategy and Communications; Executive Lead, Research and Niagara Health Knowledge Institute; Interim Executive Vice-President, Capital Planning and Redevelopment

Dr. Kevin Chan Executive Vice-President, Medical Affairs, Chief of Staff



Anthony DiCaita Executive Vice-President, Corporate Services; Chief Financial Officer



Sonali Kohli Executive Vice-President, Digital Transformation, Chief Information Officer



Heather Paterson Executive Vice-President, **Clinical Operations**



Fiona Peacefull Executive Vice-President, Human Resources

MEDICAL ADVISORY COMMITTEE

Department Chiefs



Dr. Kevin Chan Chair, Chief of Staff



Dr. Donald DuVall Chief, Anesthesia



Dr. Madan Mohan Roy Chief, Pediatrics



Dr. Helen Caetano Chief, Surgery



Dr. Lorraine Jensen Chief, Medicine



Dr. Jennifer Robert Chief, Primary Care

Dr. Satish Chawla Chief, Laboratory Medicine



Dr. Michael Levesque Chief, Oncology



Dr. Rafi Setrak Chief, Emergency Medicine



Dr. Julian Dobranowski Chief, Diagnostic Imaging



Dr. Karen Macmillan Chief, Obstetrics and Gynecology



Dr. Victor Uwaifo Chief, Mental Health and Addictions

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Dr. Terry Chan Secretary/Treasurer



Catherine Novick

Carmen Rossiter

Janice Thomson

Anthony Reitboeck

- Dr. Alison MacTavish





INPATIENT



40,029 Admissions





33,147 Urgent Care



Z

57,915 Dialysis/Renal



20,364 Mental Health



82,824



SURGICAL CASES هر





OVERVIEW

32,198 Outpatient

II CARE BY NUMBERS



1,402 Hip and Knee replacement surgeries



3,484 Babies Born

6	Ì
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6,839 Cataract Surgeries



19,198 MRI Scans



77,892 Ultrasound Exams



1,883 Heart Investigation Unit Procedures

814 Stroke Inpatients



740 Cardiac Inpatients

A BC

1,620 Children's Admissions

S FINANCIAL SUMMARY

Niagara Health publishes audited financial statements every year as part of our financial accountability and responsibility to the community. Complete 2024-25 financial results are available at NiagaraHealth.on.ca/FinancialStatements.

Our total operating revenue for the year was approximately \$801 million. Niagara Health ended the year with a deficit of \$26,287,600.

REVENUE SOURCES FOR 2024-25

Approximately 90 per cent in base and one-time funding was received from the Ministry of Health (MOH) and Ontario Health - Cancer Care Ontario division during the fiscal year.

Niagara Health received \$12.8 million base investment increase in fiscal 2024-25 to help offset inflationary costs and increases to salaries and benefits, patient care supplies and services and general operating expenses.



EXPENSES BREAKDOWN FOR 2024-25

Approximately 68 per cent of total expenses are related to salaries, benefits and medical staff leadership remuneration. Inflationary cost pressures for the fiscal year amounted to approximately \$19 million (\$15 million attributed to collective bargaining and non-union increases).



AVERAGE INPATIENT COST PER DAY: \$1,275

Approximately 75 per cent of

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

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



AVERAGE EMERGENCY VISIT: \$432

Approximately 78 per cent of

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

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



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

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

3%

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Niagara Health is grateful for the support and partnership of Niagara Ontario Health Team - Équipe Santé Ontario Niagara.







CANADA'S BEST