



Annual Report



Our New Strategic Plan Builds on our Success – Promises a Future of Service Excellence, Effective Partnerships and Innovative Hospital Services

A Message from Campbellford Memorial Hospital Board Chairman Derek Nice and President and CEO Kelly Isfan

The high level of patient care already being delivered at Campbellford Memorial Hospital is reason to be proud. The highlights of our past 12 months continue to build our story -- a story about Campbellford Memorial Hospital as a model of what a rural hospital can be.

Among the highlights we're pleased to share here:

- We met 96 % of Accreditation Canada's 1,050 quality "best practices" measuring hospital performance, and CMH received top marks in key areas of patient care
- Our employees showed their strong commitment to quality patient care and safety, scoring high marks on the hospital's employee engagement survey
- We celebrated our receipt of the Small, Rural and Northern Award of Excellence from the Ontario Hospital Association – a prestigious award recognizing innovation and excellence in the delivery of patient care within a small, rural and/or northern hospital
- The Ontario Hospital Association's (OHA) 2010 Patient Safety Leading Practices Guidebook featured our Antibiotics Stewardship Program as a best **practice** in patient safety and care.
- We took time to recognize the one-year anniversary of our CT Scan – a health care community success story having a positive impact on patient treatment.

The community can also celebrate our new strategic plan building on what we already have. The plan sets the hospital's direction for the next three years, and recognizes the opportunities created with the addition of a new CT scanner. Four strategic objectives now define our strategic plan and guide the development of supporting action plans, including:

1. Providing quality care and diagnostic services to our patients – both now and in the future

2. Sharing the CMH story with our community and others in health care
3. Recruiting and retaining the best people
4. Enhancing our physical plant, diagnostic, and patient care equipment and technological infrastructure.

Our strategic plan is about looking forward from a place of strength – planted firmly in the Trent Hills community. It is about recognizing the commitment, energy and pride of our Board, volunteers, staff, community leaders and fundraising team. Part of the reason we have the world-class, modern technology that we do is because of the commitment of the people across our entire region who believe in our hospital. This belief is demonstrated by your support through the work of the Campbellford Memorial Hospital Foundation, the Auxiliary to CMH and our many volunteers. Because of our unique culture and commitment to innovation, people choose CMH. They choose to work with us. And they look to us during some of the most challenging times of their lives to take good care of them or their loved ones.

Thank you for choosing CMH. You can expect we will continue to strive for excellence in all that we do, while never losing sight of the patients we care for. You can expect to be treated with compassion, dignity and respect. You can expect that our strategic plan will entrench what makes us unique, preparing us to provide even higher levels of care as we go forward.

Sincerely,

Derek Nice
Chair, Board of Directors

Kelly Isfan
President and CEO

Making Your Hospital Better Everyday

CMH is focused on key priorities ensuring its long-term success. We are excited to share highlights of our achievements this past year.

Providing Quality Care and Diagnostic Service to You – Both Now and In the Future

CMH Gets Top Marks in Key Areas of Care from Accreditation Canada

We strive for excellence – continuously improving, and staying on top of the latest best practices and clinical protocols. Like many hospitals, CMH participates in an external peer review by Accreditation Canada every three years to improve patient services based on recognized national standards of excellence. Our 2010 accreditation survey results are reason to celebrate.

This year, the hospital met 96% of 1,050 quality “best practices” used by Accreditation Canada to measure the hospital’s performance. *“We’re extremely pleased with these results and what they say about our team and our achievements. The health care professionals and staff here have a genuine interest in the well-being of the people we help, and we are always pursuing improvements in the way we deliver care. As part of their hospital visit, surveyors met with focus groups representing patients, staff, and community partners. These were valuable conversations that helped to shape the conclusions shared in our final report,”* says Kelly Isfan, President and CEO, CMH.

Accreditation Report Highlights:

- **Stellar infection control leadership is resulting in excellent infection control outcomes.**
- **Community donors and volunteers are fundamental to the hospital’s success.** Our CT scanner capital campaign is an example of strong community support through the CMH Foundation. Our volunteers are recognized as making a positive difference to patients and staff.
- **Medical staff is recognized as being committed to providing quality patient care.**
- **Community health care providers recognize the hospital as a good community partner,** working together with others to share program delivery and training opportunities.
- **CMH is a good place to work.** CEO and senior management accessibility and support is viewed by staff and physicians as a strength. Staff feel heard and supported and medical staff work in partnership with management.
- **The hospital is maximizing energy efficiency.** Recent equipment upgrades have reduced the hospital’s energy and water use.

Keith Heron, a Norwood resident who recently had an extended stay at the hospital following a back injury supports these sentiments. Of his care, he had the following to share:

“CMH staff personally care about patients. They are willing to lend a helping hand with a smile. Many go above and beyond the call of duty, often coming to say hello in the morning and stopping in to say goodbye at the end of their shift. I would recommend this hospital to anyone.”

Hospital Focus on Safety and Infection Control Earns Profile in Ontario Hospital Association 2010 Patient Safety Leading Practices Guidebook

Another example of excellence in health care is the hospital’s Antibiotics Stewardship Program. CMH’s Antibiotics Stewardship program is part of a larger hospital patient safety focus proactively addressing three key factors: proper hand washing, environmental cleanliness and the use of certain antibiotics. This focus has significantly reduced the presence of C. diff at CMH. Since the introduction of the Antibiotic Stewardship Program and the hospital’s full public reporting on patient safety indicators including C. diff in August, 2008, CMH



Our new strategic plan is building on our strengths.

has almost eliminated the presence of this disease in the hospital. Our rate of C. diff per thousand inpatient days for the 12 months ending December 31, 2010 was 0.33. Where there were cases of C. diff in January and October, 2010, we had zero cases in the other ten months of the year. The provincial rate was 0.34.

Our submission called “Control of Clostridium Difficile Associated Diarrhea by Antibiotic Stewardship in a Small Community Hospital” was accepted for publication in the Ontario Hospital Association’s (OHA) 2010 Patient Safety Leading Practices Guidebook.

Tammy Philp, who works at CMH as the Charge Nurse/Unit Coordinator, says she is proud of the care given to patients here. With 30 years of providing care



Tammy Philp



Andrea Thomas

as a registered nurse at the hospital, she’s had an active role introducing many changes to improve its patient care and knows that ensuring patients receive quality care is a fundamental part of her role. “At Campbellford Memorial Hospital, our people go above and beyond to provide the best level of care possible. Our nursing staff is very experienced. We take pride in what we do. We live in this

community and this is our second home. When you come to this hospital, I want you to be treated the same way I want my Mom, Dad, Brother or Sister to be treated. We have expectations of care and we all deliver it,” she says.

“Having worked at several hospitals – both large and small, urban and rural – and since coming to CMH, I have not encountered a hospital that does so much to enhance patient safety as we do here,” says Andrea Thomas, Certified Pharmacy Technician at CMH. The cycle of medicine or the “path of a pill”, from its arrival at the hospital until it is ultimately administered to a patient, is a cycle reinforced every step of the way with safety measures and best practices.

We are Enhancing Our Physical Building, Diagnostic, Patient Care Equipment and Technology



We celebrated the first year anniversary of our CT scan, a community success story. Our patients are benefitting from having this essential diagnostic tool close to home and we are making full use of our CT scan.



Thanks to a donation from the Campbellford Lions & Lionesses, we recently renovated our Emergency Department Waiting Room, making a more comfortable space for our patients and their families.



We are Recruiting and Retaining the Best People

Our Team is Committed to Providing Great Care, Striving for Excellence

We have an award-winning team at CMH. We also have a special culture, proven by the results of our latest employee experience survey. The hospital's 2008 survey results identified us as one of the leading Ontario hospitals, and the 2010 survey results produced even more outstanding news. Most significantly, our employee commitment score went up an incredible 18.5%, from 61.9% in 2008 to 80.4% in 2010. According to NRC Picker Canada, who administers the confidential survey, an improvement of 3% is considered significant and an increase of over 18% is unprecedented.

"I think our employee survey results show we have a unique culture here, combining a level of warmth that you don't find in most hospitals with a spirit of innovation that allows us to deliver excellent care. We believe in on-going education for our staff, and in constantly building our technological capacity



Kelly Isfan

through things like our CT Scanner. Because of our unique culture and commitment to innovation, people choose CMH. They choose to work with us and they look to us during some of the most challenging times of their lives to take good care of them or their loved ones," says Isfan.

Once again, the hospital's commitment to safety and quality care shone throughout the survey results:

- 100% of respondents said that CMH promotes hand washing.
- Over 94% of respondents said they would want family or friends to receive care at CMH. Employees believe they have the ability to make a difference in a patient's life.

- 87% of respondents said they were proud to tell others they were part of the hospital and 84% rated CMH as a great place to work.

"Every year, all employees, physicians and volunteers at the hospital including mental health employees and those working at the multi-care lodge, receive training on how and when to wash their hands. We're also very fortunate to have senior management support and commitment to our "Just Clean Your Hands" program," says Lori Ellis, Registered Practical Nurse and Lead, Just Clean Your Hands Program at the hospital.



Lori Ellis

CMH is a Recognized Leader in Rural Health Care

We have much to celebrate. In December, the Ontario Hospital Association presented its Small, Rural, and Northern Award of Excellence to our President and CEO, Kelly Isfan, at its annual *HealthAchieve* Conference. This prestigious award recognizes innovation and excellence in the delivery of patient care within a small, rural and/or northern hospital. Says Isfan of the event:

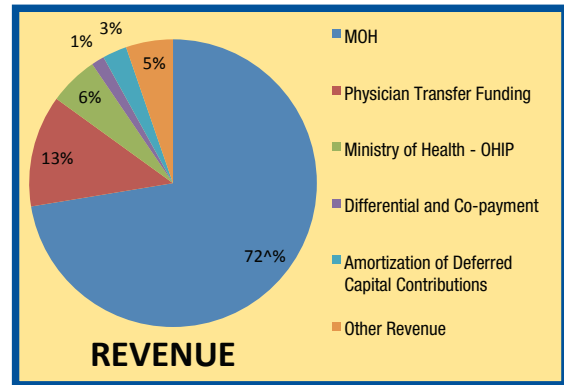
"It was with great pride that I accepted this award on behalf of my colleagues at CMH and the communities we serve. We have a great team and this was an opportunity to celebrate our success together.



We have made tremendous progress in patient care, have the courage to try things differently, and are constantly seeking new ways to deliver better patient care. We are also continuously improving, and staying on top of the latest best practices and clinical protocols in areas like infection control. Part of the reason we have the world-class, modern technology that we do is because of the commitment of people across our entire region who believe in our hospital. I am grateful for the continued support of the CMH team. This award is testament that we are doing the right things for patients to achieve our goal to make our hospital a model of what a rural hospital can be: innovative, warm and striving for excellence.”

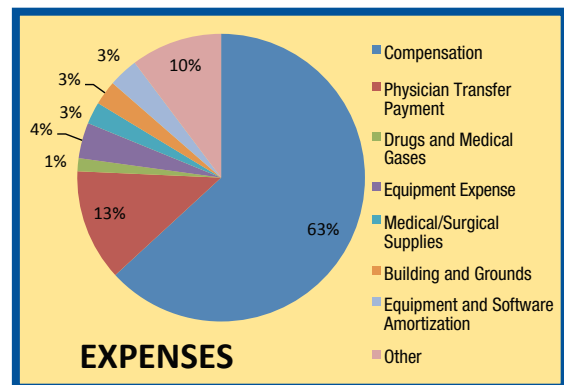
Noted Hector Macmillan, Mayor of the Municipality of Trent Hills at the time: “CMH has never been in a stronger position. The Trent Hills Family Health team has 16,500 patients and four new physicians and all the doctors also practice at CMH. The hospital finances are in a balanced budget situation and the community gave financial support to the CT Scan campaign. In return, the community has benefited from in-house CT scanning.”

We celebrated other achievements too. The Rural Ontario Medical Program (ROMP) honoured CMH’s Laurie Smith as its Education Coordinator of the Year in 2010, recognizing outstanding contributions to health professional education in the community. More recently, ROMP presented Dr. Bob Henderson with its Larkin Health Professional Education Award. The award is presented for outstanding commitment and dedication for community-based health professional education and the promotion of health professions within Ontario’s rural communities as a career.



REVENUE

MOH	12,652,927
Physician Transfer Funding	2,195,294
Ministry of Health - OHIP	967,587
Differential and Co-payment.	255,818
Amortization of Deferred Capital Contributions.	478,037
Other Revenue.	925,098
TOTAL	17,474,761



EXPENSES

Compensation	11,048,863
Physician Transfer Payments	2,195,387
Drugs and Medical Gases	256,100
Equipment Expense	701,970
Medical/Surgical Supplies.	434,103
Building and Grounds.	479,399
Equipment and Software Amortization	582,979
Other	1,795,265
Total	17,494,066

ACTIVITY STATISTICS	Emergency	Inpatients	General Surgery	CT Outpatients	Clinic Patients
2010 – 2011	20,582	1,092	1,746	1,031	4,699
2009 – 2010	20,447	1,062	1,837	316	4,344



Donors 2010 Who Moved Up a Level

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Helen E. Meyers

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Norwood Lions Club

JJ Stewart Motors
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R.C.L. Br.389
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Havelock Masonic Lodge
No. 435

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Andrew & Janice Bastedo

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Leslie Rogers

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Virginia Campbell

Gerald & Joyce Cramp

Jim & Anna Cosgrove

Murray & Joan Maudsley

Kathrine & Harold Tibbits

Michael Tumpane &
Rosemarie Peikes

Elizabeth Coupland

Michael Wilson

Norwood No. 7 Cruiser's

Norwood Lioness Club

Norwood Asphodel Youth
Committee

Mary Ann Hay

Asphodel-Norwood Fire
Department

Joan & John Terry

John & Kathryn Cousins

Dr. & Mrs. Sue-Chue-Lam

W. Weston Wilson

Leonard & Dianne
Couldrey

Joe & Shirley Debetin

Alan & Mavis Quaile

John A. Howes

St. George's Anglican
Church

Sara Jane & Alex Shakura

Alec & Shirley McCulloch

Bill Pratt

Craig & Cathy Bennett

Ray & Mollie Clarke

Florence & Bob

Drummond

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Eastern Star

G.P. Reid

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Nelson Butcher

Estate of Aileen Grace
Linton

Thank You