



Brad Hilker, CEO & Tim Chennette, Board Chair

### Message from the President & Chief Executive Officer and Board Chair

Campbellford Memorial Hospital continues to strive for excellence in all that we do. Our focus is about providing the best possible patient experience by ensuring our patients can access programs tailored to their needs closer to home while providing for the best use of the public funding we receive. It's a story defined by major milestones and what we've achieved together as we focus on the delivery of our strategic plan.

We're pleased to share with you our achievements accomplished over the past 12 months supporting our strategic goals. Here are some highlights:

We are continuing to pursue organizational efficiency, ensuring we are fiscally sustainable, and making key investments in areas that lead to greater returns. In 2014/15 we:

- Granted surgical privileges to two orthopaedic surgeons, who are now performing orthopaedic procedures such as arthroscopy. The addition of this service supports the hospital's intent to do more procedures locally for a broader community with the same or similar resources.
- Developed a partnership between CMH and Community Care Northumberland. CMH is now providing support to Community Care Northumberland in the areas of finance, payroll and human resources. The hospital has a history of working collaboratively with Community Care Northumberland and this new shared services agreement provides both organizations with an opportunity to maximize its resources while continuing to focus on program and service delivery.
- Initiated a master planning process based on the short, medium and long-term needs of our community and the hospital's current ability to meet those needs. This plan contemplates redevelopment of the existing hospital physical plant.
- Sustained the financial health of the hospital, concluding our fiscal year in a surplus position of \$14,343.

We are ensuring safe quality care and service excellence for our patients – both now and in the future. We are serving the needs of a growing population of older adults with Senior Friendly Hospital initiatives. This includes:

- The introduction of a Trent Hills GAIN clinic. GAIN teams provide specialized care to support frail older adults living at home, including retirement residences with multiple complex medical problems including cognitive impairment, decreased function, falls or risk of falls, impaired mobility, incontinence and /or multiple medications. Frail older adults experiencing changes in support needs, safety concerns, psychological and mental health concerns or frequent health service usage will benefit from the services offered by their local GAIN team.
- The adoption of the Palliative and Therapeutic Harmonization (PATH) approach to care for assessing frail, older adults who visit the ER or are admitted to the hospital for treatment. The PATH approach to patient treatment is ultimately about giving patients and their family's time and space to make complex health care decisions that protect their best interests and quality of life.

We are continuing to recruit and retain the best people, while investing in their professional development with a focus on excellence every day. We are building the capacity and expertise of our team by:

- Offering a variety of courses focused on best practices in patient care for our nursing staff and supporting our managers in becoming better coaches.
- Continuing to reinforce best practices in safety for both patients and staff and offer workshops to team members to support innovation, diversity and wellness.

*Ensure CMH is sustainable as a hospital*

## Patient Safety is at the Heart of Hospital's Responsibility

Derek Nice's expertise in quality and safety has likely benefitted many touched by the aerospace industry. Campbellford Memorial Hospital's team members and patients are also benefitting from his expertise given his commitment as a volunteer on the hospital's Board of Directors since 2007 – where his leadership and experience in the areas of quality and safety are making a difference in patient care.



Derek Nice, Board Vice-Chair

Calling Campbellford home, Nice is the CEO of Consilium Technica, a Canadian company that provides consulting, technical planning and marketing services to aerospace Maintenance, Repair and Overhaul's, aircraft lessors, airlines and wQuality Committees for CMH. He is also the former CMH Board Chair and the former Chair of the Finance/Audit Committee.

While serving as the hospital's Board Chair from 2011 – 2013, Nice was instrumental in the establishment of CMH's Quality Committee. "I was heavily involved in establishing the Quality Committee's mandate and terms of reference, responding to changes in legislation that was impacting safety and quality in the health care sector. My history in quality and safety with the aerospace industry was helpful at that time," he explains.

As part of the Ministry of Health and Long-term Care's Excellent Care for All Act, 2010, all Ontario hospitals are required to have Quality Improvement Plans. The Excellent Care for All Act is intended to foster a culture of continuous improvement in health care, where the needs of patients come first. The Excellent Care for All Act requires that every year, health care organizations like CMH develop a Quality Improvement Plan for the following fiscal year and make that plan available to the public.

"Patient safety goes to the heart of CMH's responsibility and commitment to look after the welfare of a patient. Our commitment is about providing a healing environment free of risk of further harm resulting from a hospital stay. The foundation of our hospital is providing the kind of care that people really need when they need it most," Nice explains.

Nice is proud of the team at Campbellford Memorial Hospital (CMH), noting their achievements and commitment in the area of patient safety, however he says: "Quality and safety is about continuous improvement. Our job is never done."

Nice believes that CMH is an instrumental part of the Campbellford community, providing a network of services acting as a hub of health care in the community.

"We are unique in how we bring together and integrate all of the health services that our community needs so people don't have to trek into the city to access those same services. We are working with other health care providers to provide a seamless continuum of care and the kind of services required by our community close to home," he says.

CMH's Board of Directors approves a Quality Improvement Plan for the hospital each fiscal year and measures its progress against specific measures and targets each quarter.



1<sup>st</sup> Floor Registered Nurse Ashley Burton



Dietitian Sarah Turner



Diabetic Clinic Teaching



Lab Technician Tanya Jones



ER Registered Nurses Scott Benoit, Betty Dawn O'Halloran & Darlene Milne

## Annual Report 2014/15

*Ensure safe quality care and service excellence for our patients, both now and in the future*

### A Message from the Chiefs of Staff



Dr. Celeste Collins & Dr. Bob Henderson

This past year, Dr. Bob Henderson and Dr. Celeste Collins shared the position of Chief of Staff and are very satisfied with the outcome of that decision. This past year there have been a number of changes as we ensure safe quality care for our patients. The physicians are pleased that we now have our own GAIN team in Trent Hills. As noted last year, our physicians completed training in Palliative and Therapeutic Harmonization. This has proved to be a great advantage to our hospitalist program, as we can now do our own assessment summaries on hospitalized patients, with support from Dr. Donald Doell, a geriatrician in Peterborough.



Chief of Emerg Dr. Bruce Bain  
& med student Peter Friesen



Dr. Nana Hou Liu,  
TH FHT Family Physician

Our integrated palliative care program functions well with Dr. Kelly Parks as our palliative care lead physician. She sees patients in the Bridge Hospice, at home and here at Campbellford Memorial Hospital. Some of the physicians manage their own palliative patients, but will also refer to Dr. Parks.

Our surgical program runs well with Dr. Sue Chue Lam as the Chief of Surgery. With Jan Raine's help we now have two orthopedic surgeons doing arthroscopies here at CMH.

Peterborough Regional Health Centre is our referral hospital. We strengthened our ties with them in the past year for the purpose of improving quality of care provided here.

The physician group agreed on a huge change in how we practice in the hospital. Instead of each physician seeing their own patients in the hospital every day, we now have one physician seeing all the patients in hospital for one week at a time. Handover of hospital patients occur on Fridays. That means that we could all increase our clinic hours in the weeks that we do not have to be in the hospital. So far all the doctors agree that this was a positive change. The nursing staff also find this to be an improved system.

Dr. Mahim and Abid Raza are now providing echocardiography services here at CMH.

Dr. Nana Hou was welcomed back to Campbellford in 2014, this time as a fully-fledged physician. Nana was one of our residents and we could not be more happy to have had her join our team.

Dr. Jamie Reid joined us in April 2015. He worked in Toronto for many years, but has some roots in Warkworth and resides there, although he is working at Hillside Clinic. He is a wonderful addition to the team as well. Jamie replaced Dr. Lansing who wanted to expand her practice more into the Emergency Department.

Dr. Jeff Parker (GP anaesthetist) and Dr. Anne Parker (ER) will join us for one year, starting in July.

A lot of hard work went into our goal of providing quality of care at Campbellford Memorial Hospital. Thank you for your support.

*After a recent serious eye/head injury on a Sunday evening, I was amazed at the medical attention I received from all of the staff in the Emergency department at Campbellford Memorial Hospital.*

*Just when people are questioning our health care system, the doctors and all the staff at CMH demonstrated their dedication and commitment to their chosen profession. I was treated like a person and not just another number, and for that I am very grateful. Special thanks to Dr. Parson, Dr. Macklem, Dr. Pallen and all the staff.*

*"EYE THANK YOU SINCERELY"*

*Lynn Reid*

## Annual Report 2014/15

*Recruit and retain the best people*

### CMH OR Team



The working environment this past year in the OR has been one of great team work and comradery. This high morale is particularly because of our excellent nurses who are the backbone of our department.

Dr. Bothma and Dr. Parker have worked tirelessly with some support from Quinte to provide anaesthesia to our patients. Dr. Parker has completed his GP anaesthesia training in Kingston and has since provided coverage in our OR.

Dr. Syed Najfi from Newfoundland has accepted the position of General Surgeon commencing January 16, 2016.

*I am retiring at the end of 2015, but will remain to complete any care to any patients and to provide a smooth transition with no lapse in continuity. I am confident the OR at CMH will continue to be the best there is for our size under our capable senior nursing management. I am grateful that I was allowed the opportunity and privilege of working here, and will have many fond memories of the people I worked with in the "best little OR in Ontario".*

*Sincerely, Dr. Jerry Sue-Chue-Lam*

### CMH Pays It Forward

CMH continues to provide preceptorship to a variety of students. Many of these students continue on, to become part of staff. We see this not only an obligation to our profession but as a way of "paying it forward". Jennifer was once a student and upon being hired on staff she then became a preceptor and a resource to many of our placement students. This "thank you" letter from Jennifer to her peers demonstrates the success that this program offers. Currently Jennifer is a valued member of our staff and is leaving to pursue educational opportunities. She is staying on as casual and we are happy to have her stay on with us in any capacity. We also provide placement opportunities to pharmacy, lab, radiology, health records and many other departments and honoured to do so.



Students & Preceptors from Fleming  
& Loyalist Colleges and Staff

### TO MY 1<sup>ST</sup> FLOOR CMH FAMILY

*I can't put into words how much I love and appreciate each and every one of you for different reasons. You are a fabulous bunch of nurses and allied staff who care so much about one another and the job you do. I have been blessed to start my career with such a supportive and knowledgeable staff and I have been honoured to be one of the "first floor staff".*

*May you continue to support and grow together as you create your vision for CMH and become leaders in geriatric care.*

*I look forward to working with you all again and don't hesitate to call if you are in Toronto.*

*All the best, Jenn Stillman, RN.*

## **Campbellford Memorial Hospital's Palliative Program Providing Compassionate End of Life Care and Support for Patients and Families**

Providing end of life care in a compassionate and warm setting is important to the team at Campbellford Memorial Hospital. Our team is committed to providing patients and their families experiencing this difficult time with understanding in a competent and supportive environment.

For example, we now have a Quiet Room for family and friends of loved ones receiving palliative or end of life care at the hospital. The Quiet Room is a place of rest and respite for individuals providing support to loved ones who are dying. It is a private, comfortable space where people can have a "time-out" from respite care to experience their grief and be vulnerable – away from the hustle and noises expected in a busy hospital environment.

Establishing the Quiet Room at Campbellford Memorial Hospital is another example of the best practices the hospital is adopting to ensure local patients and their families received the right care in the right place at the right time. The hospital is partnering with Community Care Access Centre, Trent Hills Family Health Team, Community Care Northumberland, and Bridge Hospice to provide a "wrap around" service to provide the best support for patients who are approaching end of life and their families. For example patients with a palliative diagnosis are assessed daily to make sure they get the right level of care close to home and in the right place.

In 2014, CMH adopted the Palliative and Therapeutic Harmonization (PATH) approach to care for assessing frail, older adults who visit the ER or are admitted to the hospital for treatment. The PATH approach to patient treatment is ultimately about giving patients and their families' time and space to make complex health care decisions that protect their best interests and quality of life.

"The goal of PATH is to help patients and families choose a blend of therapeutic and palliative measures that will best preserve an individual's quality of life in their remaining time," says Kerry Shudall, CMH Clinical Services Manager: "The majority of frail older adults suffer from complex, interacting medical illness. By understanding the full scope of their conditions, care plans are developed providing patients and their families with an understanding of their condition and the opportunity to end their life with dignity."

Thanks to community support and the gifts shared through the **Flourish Campaign**, Campbellford Memorial Hospital's Palliative Care Program and the team's commitment to compassionate care is just another example of how we are making a difference to patients and their families during difficult life experiences. Consider these words shared in a letter to the team at Campbellford Memorial Hospital from the Freeman Family, who lost their father to cancer in the summer of 2014:

Photo by MW Freeman



**Prior to his death Doug Freeman and members of the Freeman Family aka "Team Freeman" took part in the Ride to Conquer Cancer.**

"With all the sincerity a human can offer another, we say that we couldn't have been in a better environment and in more gentle hands than we were at Campbellford Memorial Hospital. The extremely capable nurses and doctors were meticulous in their work to keep our loved one comfortable in these final weeks. What was more impressive was how every member of the staff that our family interacted with somehow knew about our story, offered beautiful words of encouragement, and took great care to make us feel more comfortable during our stay.

What we needed was serenity, compassion and competent care, which is what we found at Campbellford Memorial Hospital. For achieving the perfect balance of professionalism and positivity, timeliness and tenderness, smarts and sensitivity, experience and empathy, we hold your staff in the highest regard. We are so grateful to have experienced nursing of this quality and with this degree of attention, and we hope your nurses are proud of the good work they do, because it is truly world class. Our loved one died a beautiful, peaceful death, and we are well on our way to accepting this outcome, largely as a result of the outstanding people we met at Campbellford Memorial Hospital." **With sincerity and gratitude Dawn, Britney and Michael Freeman**

## Annual Report 2014/15

*Enhance our physical plant, clinical equipment and technological infrastructure*

### Auxiliary Report

Norah McGowan, President



The sole purpose of our Auxiliary is to fundraise in order to purchase equipment needed at the hospital. This meets the strategic objective of the hospital to enhance the equipment and to provide a safe environment with quality care for our patients. This year we raised enough money to purchase two electric beds and two pain pumps.



Auxiliary Valentine's Special

We held multiple fundraisers throughout the year, from selling Raffle Tickets, holding a Tag Day, hosting a Christmas Café and Bazaar and a Fashion Show to having a Polar Plunge in the Trent. We also had a number of smaller projects.

This year, at our Annual General Meeting in April, we presented a cheque for \$26,500 to Brad Hilker, CEO of the Hospital, to pay for these two electric beds and two pain pumps. Our next project for the coming year is to raise approximately \$25,000 to purchase another electric bed and a portable ventilator for the hospital.

In conclusion, we the Auxiliary would like to thank you for your support in all of our endeavours to raise funds and we look forward to meeting our goal once again.



Auxiliary Bottle Drive



Emergency Volunteer Andrew

CMH Volunteers provide compassionate and appropriate support to patients and their family members while in the Emergency Department waiting health care attention. It's an opportunity to positively impact the patient and visitor experience.



CMH's GAIN Team



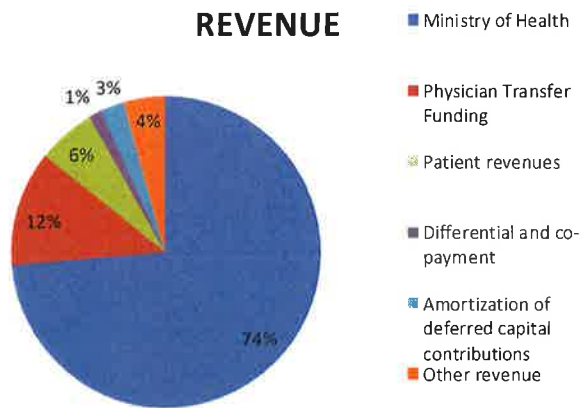
Trent Hills GAIN Open House

*We passionately pursue excellence, and create a better experience by putting our best selves forward every day*

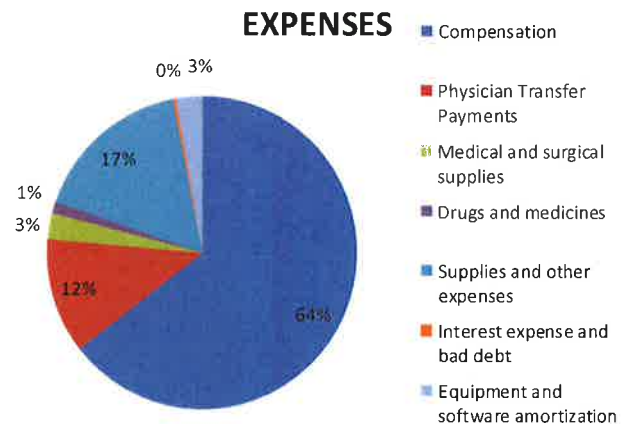
# Annual Report 2014/15

## Financial Report 2014/15

### REVENUE



### EXPENSES



#### Revenue 2014/15

Ministry of Health	\$ 14,107,337
Physician Transfer Funding	\$ 2,276,649
Patient revenues	\$ 1,167,747
Differential and co-payment	\$ 251,586
Amortization of deferred capital contributions	\$ 490,124
Other revenue	\$ 849,342
<b>Total</b>	<b>\$ 19,142,785</b>

#### Expenses 2014/15

Compensation	\$ 12,334,331
Physician Transfer Payments	\$ 2,276,649
Medical and surgical supplies	\$ 514,917
Drugs and medicines	\$ 231,581
Supplies and other expenses	\$ 3,182,215
Interest expense and bad debt	\$ 56,620
Equipment and software amortization	\$ 532,129
<b>Total</b>	<b>\$ 19,128,442</b>

Activity Statistics	Emergency	Inpatients	General Surgery	CT Outpatients	Clinic Patients
<b>2014/15</b>	21,427	1,003	1,999	1,459	5,476
<b>2013/14</b>	19,883	1,044	1,808	1,514	4,074
<b>2012/13</b>	20,400	1,049	1,634	1,450	3,700

## CMH Board of Directors 2014/15

Tim Chennette – Chair  
 Derek Nice – Vice Chair  
 Pat Sheridan – Treasurer  
 Brad Hilker – Secretary & CEO  
 Jill Stewart – Past Chair  
 Gordon Park  
 Alex Davidson  
 David Carlaw  
 David Pollack

Valerie Przybilla  
 Karen MacGinnis  
 Ann Anderson  
 Rosemarie Peikes  
 Norah McGowan – Auxiliary to CMH President  
 Bruce Thompson – CMH Foundation Board  
 Dr. Celeste Collins & Dr. Bob Henderson – Chiefs of Staff  
 Dr. Joe Barbero - President of Medical Staff  
 Jan Raine – Chief Nursing Officer