

Annual Report

2015/16

We Focus on Service Excellence and Safety for Patients – Ensuring Best Patient Care for All



ER Nurse Practitioner



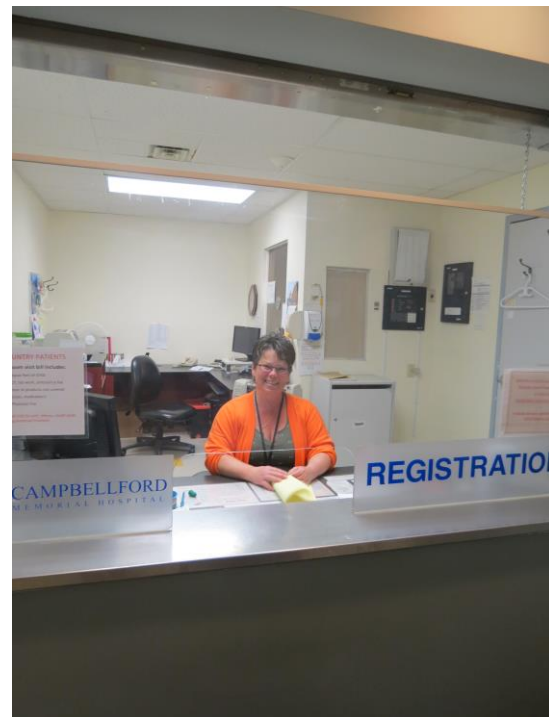
Mentoring New ER Staff



OR Day Surgery



CMH Volunteers



Admitting



Med/Surg Staff



Dietary Staff Preparing Patient Meals

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Visit us at www.cmh.ca

Message from the Chief Executive Officer & Board Chair

Campbellford Memorial Hospital continues to work towards our vision of being a recognized leader in rural health care creating a healthy community through service excellence, effective partnerships and the development of innovative hospital services. Our focus is about making our hospital a great place to receive care, to work and practice medicine. Together, we have achieved major milestones as we focused on the delivery of our strategic plan.



*Brad Hilker, CEO
Tim Chennette, Board Chair*

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 2015/16 we:
 - Created a partnership between Community Living and the hospital so that individuals that are aging could continue to remain in their homes;
 - Expanded Ultrasound services as well as Echocardiography services so more patient tests and diagnoses can be done locally with the support of our partners at NHH and PRHC;
 - Developed virtual consulting relationship with Ontario Shores;
 - Sustained the financial health of the hospital, concluding our fiscal year in a surplus position of \$3,030.
- 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:
 - Opening of the CE LHIN Regional Cardiovascular Rehabilitative and Secondary Prevention program in partnership with Rouge Valley Health System and the Municipality of Trent Hills operating out of the Field House in Hastings;
 - Introducing Orthopaedic services;
 - Introducing volunteers in the Emergency department to improve communications with patients waiting;
 - Approval of a VON run Adult Day Program currently operating at the Multicare Lodge;
 - Improving patient wound care by having Wound Care Champions;
 - Implementing real time patient satisfaction surveys;
 - Providing education on nursing documentation and processes with an external clinical educator;
 - Implementing patient chart review by Physiotherapy and Pharmacology for all patient falls.
- 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:
 - Recruiting a cardiovascular surgeon providing outpatient services locally;
 - Hiring 20 new staff, including a nurse practitioner, physiotherapist, masters-prepared social worker, experienced nurses and many other skilled workers;
 - Recognizing 35 staff who have contributed the equivalent of 535 years of service;
 - Recruiting a new general surgeon;
 - Creating student placements.
- We are enhancing our physical plant, clinical equipment and technological infrastructure. With the support of the community and our Foundation we have introduced:
 - The development of a long-range infrastructure plan;
 - Improvements in infection control with the introduction of new technology such as the Nocospray system;
 - The replacement of many high priority equipment needs.
- We are continuing to share our story with our community and the broader health care community. Highlights of the year included:
 - Presentations to municipal councils and service clubs;
 - New website launched that is now accessible in accordance with legislation - www.cmh.ca

We'd like to take this opportunity to recognize our team, our community, our patients and their families for their ongoing support of our hospital. Without your ongoing support, we cannot do what we do in creating a healthier community.

Message from the Chiefs of Staff

Dr. Celeste Collins & Dr. Bob Henderson



Dr. Celeste Collins & Dr. Bob Henderson

*D*uring the past year the position of Chief of Staff has been shared by Dr. Celeste Collins and Dr. Bob Henderson. This has worked well.

In 2015 several goals were presented to and approved by the Hospital Board for the Chief of Staff position. I am happy to report that all of those goals were achieved.

1. Goal: To establish Mortality and Morbidity Rounds with PRHC.
Dr. Greg Bishop from the PRHC ICU came regularly through the year and this continues into 2016. We are grateful for Dr. Bishop's willingness to participate in this important educational endeavor.
2. Goal: To establish a process by which our sickest patients are transferred promptly to PRHC. With the help and support of Dr. Hartlieb at PRHC an agreement was put in place and approved by both medical staffs. An audit of our CMH to PRHC transfers has shown that a great majority of those needing transfer are in fact transferred out within an acceptable wait period.
3. Goal: Streamline the repatriation process for hip fractures back to CMH, ensuring that patients returning to our hospital are medically stable. This has been accomplished.
4. Implementation of a 360 degree performance review of all medical staff. This has been accomplished and any identified areas of improvement brought to the attention of the physician.

New Goals have been established for the coming year and we look forward to reporting back at this time next year.

The 2015/16 year has seen the departure of Dr. Sue-Chue-Lam after many years of providing expert surgical services to our community. We are fortunate to have recruited Dr. Syed Najfi to replace Dr. Sue-Chue-Lam and he has settled in well, continuing the tradition of providing surgical services at CMH. Dr. Joe Barbero has moved on to pursue other goals in his life after 5 years on staff at CMH and we wish him the best. Dr. Kent Tisher, who has a special interest in caring for hospital inpatients, has ably replaced Dr. Barbero and has been a welcome addition to our staff.

Each year sees changes in the medical staff and the coming year will be no exception. We are facing physician human resource challenges in the areas of inpatient care, emergency room staffing and GP anesthesia. We are fortunate to have an administration that is rising to this challenge as we find viable alternatives to our current models of care.

It has been a privilege to serve.



*Dr. Jerry Sue-Chue-Lam
retires from the
General Surgeon role*



*CMH Welcomes New Surgeon
Dr. Syed Najfi*

Patient Experience Advisors Bring a New Perspective to Patient Safety at Campbellford Memorial Hospital



Liana Palmer & El Petherick

Sometimes you just need a fresh set of eyes to bring a new perspective to work. In November, 2015, Campbellford Memorial Hospital introduced a new volunteer role intended to do just that. Today, the hospital has two new volunteer Patient Experience Advisors – Liana Palmer and El Petherick – who are focused on seeing the hospital experience from the eyes of the patients it serves. They are also helping to make sure the hospital remains true to its commitment to provide senior friendly care.

Liana Palmer is a retired Parole Officer and an active community volunteer who enjoys working with seniors.

This Brighton area resident has given her time to organizations like VON, Community Care, the Codrington Community Centre and the Codrington Women's Institute.

In her volunteer role at Campbellford Memorial Hospital, she is focused on helping to make sure the hospital experience is a safe one for seniors.

El is a retired Principal with a history of volunteer leadership in the agricultural community. He experienced the care offered by Campbellford Memorial Hospital when family members were patients at the hospital. When the offer to support the hospital's focus on senior friendly care by serving as a Patient Experience Advisor was presented to him, he took it.

Both Liana and El see this role as fundamental in supporting the hospital's focus on patient safety. "It's an opportunity to provide an outside point of view when talking about patient care. It's also an opportunity to support the growing number of seniors who are calling Trent Hills home," explains El, adding: "This is a growing community with more health and mobility issues and dementia patients who are particularly vulnerable and who need our attention."

"Nowadays family is not always able to care for elderly patients. They are putting the responsibility on other people to look after older family members," he says.

The Patient Experience Advocates participate on hospital "walkabouts" in shared areas like the Emergency Department, the Cafeteria and other patient care areas to identify possible fall risks for older patients and to anticipate how different types of patients might best navigate the hospital and to identify how procedures can be improved. They also participate in the hospital's Patient Safety and Quality of Care Committee. As well, they are consulted on matters of patient care when a family member or patient is not satisfied with the level of care they received at the hospital.

"I'm very impressed with the level of concern the staff has for ensuring that patients have a safe, quality experience at the hospital and are able to return home safe and sound. Every discussion is about how they can make things better for the patient and they are very receptive to our thoughts and ideas," says Liana. "There is a shared recognition that it is essential to make things as safe as possible so patients can go home sooner at optimal health with the right support in place."

Both El and Liana note that what makes Campbellford Memorial Hospital special is the "tremendous" staff and team of care providers. "We have so many people that know everyone. They know what circumstances bring people to the hospital and they know what kind of environment people might be going home to. It's a greater depth of knowledge than what you might experience in an urban hospital and it is an additional layer of information that is reflected in the level of care this team provides to its patients," El says, adding: "We're very fortunate to have a hospital that is 15 – 20 minutes from home. I am very impressed with the level of care this team provides and the personal rapport the staff has with patients."

These sentiments are echoed by Liana who shares that Campbellford Memorial Hospital is a welcoming place for patients and their families. "Everyone you deal with here brings a positive attitude to their role – whether it's the volunteers who greet you at the front entrance, the team that keeps the ER flowing, or the in-patient care delivery team. All are wonderful. It's a place where everyone is treated with the utmost friendliness in a professional and caring environment."

CMH Recognizes High Achievers and Staff Loyalty



*Katelyn Stevenson from Restorative Care
Winner of the 2015 CEO
Education Bursary*



*Lori Ellis, Sandra Harren, Linda Mercer, Wayne Bauer
35 Year Service Recipients in 2015*



*Marianne McIlmoyle & Tori MacAulay
Winners of the 2015 Cathy Archer Award*

Connecting Mental Health Care to our Community Through Innovation and Excellence

A variety of community outpatient mental health programs operate out of the hospital.

Last year there were 449 Psychiatric Consultations (Face to Face & Televideo Assessments) to 108 patients.

Crisis intervention was provided 163 times throughout the fiscal year to clients presenting to the Centre also to the CMH ER.

Early Psychosis Intervention is an intensive case management program where 1,003 interactions were provided both in person and by telephone to 43 clients.

Court Support & Diversion served 63 unique individuals and 88 supportive consultations were provided at court to link those with mental health needs to community resources. 2,630 case management/individual counselling sessions were provided to 354 Centre clients either by phone or in person.

The Centre continues to offer groups based on various client needs and last fiscal year, 113 groups were offered to a total of 383 group participants.

Highlights from the last fiscal year:

- The Centre was able to partner with the Food 4 All Warehouse in Cobourg and a Food Cupboard is now available at the Centre for our clients. This food cupboard is stocked with non-perishable food items and toiletries.
- The Centre provided a four month internship for an MSW student from the University of Windsor.
- Social/recreational/life skills groups continued with volunteers leading various programs that include knitting, cooking, yoga, and social activities.



Mental Health Team



Susan Armstrong

Message from the Auxiliary to CMH

The main 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.

We held multiple fundraisers throughout the year, from selling Raffle Tickets, holding Tag Days, hosting a Christmas Café and Bazaar and a Spring Fashion Show to having a Polar Plunge in the Trent. We also had a number of smaller projects. For the first time we joined forces with the Foundation Board to have an annual “Incredible Doctors’ Cook Off”! One of the most successful fundraisers was the Bartlett Bear project, thanks to Dr. Bartlett’s support and the continuous efforts of our members.

This year, at our Annual General Meeting in April, we presented a cheque for \$40,000.00 to Brad Hilker, CEO of the Hospital, to help pay for a ‘ventilator’ and a ‘bed’ and a ‘Convection Steamer’.

Our next project for the coming year is to raise funds to cover the cost of a ‘Cystoscope’ and a ‘PAC Workstation’.

We, the Auxiliary, would like to thank you for your support you have given us throughout the past year to raise funds. We look forward to meeting our goal once again in the year ahead.

Susan Armstrong, Co President



Tag Days

Facts & Figures

Activity Statistics	Emergency	Inpatients	General Surgery	CT Outpatients	Clinic Patients
2015/16	21,372	1,073	1,859	1,588	5,174
2014/15	21,427	1,003	1,999	1,459	5,476
2013/14	19,883	1,044	1,808	1,514	4,074

Did you know?

CMH has 105 Full Time; 68 Part Time & 40 Casuals on staff.

The Auxiliary to CMH has 143 Members of which 95 are Active.

CMH has 25 Volunteers.

Creating a Fun Workplace

Children’s Christmas Party



Halloween Costume Contest

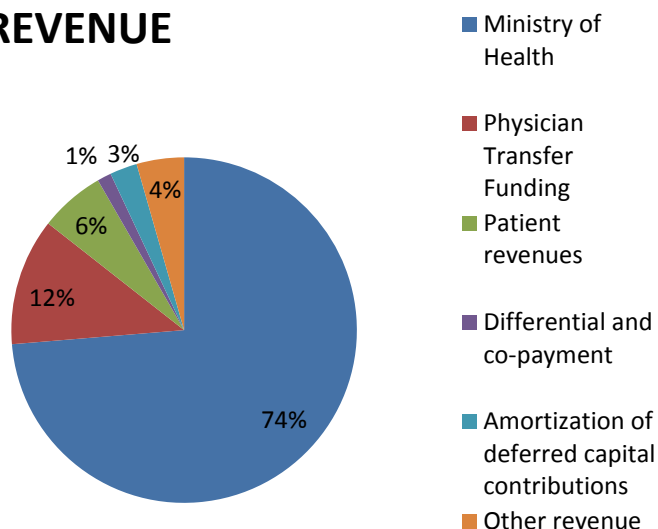
Chef Managers preparing a Staff Festive Breakfast





FINANCIAL HIGHLIGHTS

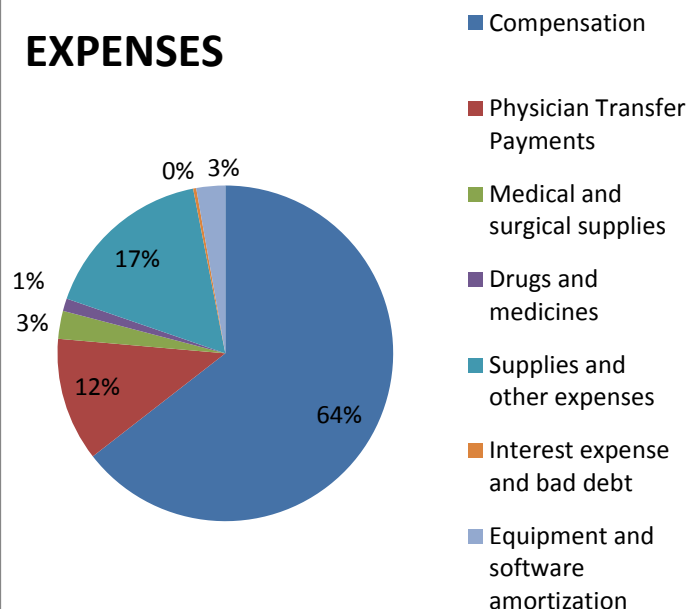
REVENUE



Revenue 2015/16

Ministry of Health	\$	14,082,169
Physician Transfer Funding	\$	2,130,913
Patient revenues	\$	1,395,489
Differential and co-payment	\$	360,259
Amortization of deferred capital contributions	\$	577,179
Other revenue	\$	851,015
Total	\$	19,397,024

EXPENSES



Expenses 2015/16

Compensation	\$	12,452,758
Physician Transfer Payments	\$	2,130,913
Medical and surgical supplies	\$	533,586
Drugs and medicines	\$	269,549
Supplies and other expenses	\$	3,358,624
Interest expense and bad debt	\$	56,152
Equipment and software amortization	\$	592,412
Total	\$	19,393,994

2015/16 Board of Directors

Tim Chennette, Chair

Valerie Przybilla, Vice Chair

David Pollack, Treasurer

Brad Hilker, Secretary & CEO

Derek Nice

Gordon Park

Craig Hitchman

Rosemarie Peikes

Karen MacGinnis

Ann Anderson

Bruce Thompson

Susan Armstrong

Alex Davidson

Nancy French

Kevin Huestis

Drs. Bob Henderson/Celeste Collins

Dr. Joe Barbero

Jan Raine

Our Fiduciary Duties....

To act in good faith, making decisions in the best interests of the hospital.

To “exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances”.

To avoid conflicts of interest.

“The Little Engine That Could”

Brenda & Ken Partridge

Recently my husband Ken spent 84 continual days in hospital – first in Campbellford, then Peterborough for a short while and then back to Campbellford for another 10 weeks. When he was discharged from CMH in early March, 2016 I wondered what I could do to show my appreciation for the wonderful care that he received and I decided that writing a letter to you, and outlining the perspective of a person who uses the services, might be appreciated more than a box of chocolates! CMH reminds me of the child’s story called The Little Engine that Could! It may be small but it is mighty and the innovative services it continues to offer are on par with any hospital in our province.

While Ken was on his journey with a compromised immune system caused from chemo side effects and then battling fungal pneumonia, I was facing breast cancer, diagnosed at the end of the summer and having to go through chemo and radiation treatments, out of town. This caused major challenges for both of us as our family is not nearby and Ken and I could not support each other in a fashion we have done all of our lives. It is at this point that I feel it is important to outline the role that CMH played in allowing us to face what we had to do to get on the road to recovery.

Ken arrived at CMH by ambulance on December 10, 2015. Because I was undergoing chemo, my immune system was also in danger and the treatment we received in your emergency department was second to none! Any emergency ward can give medical treatment but what sets CMH apart from the others is the compassion, the caring and the familiarity of being with someone you know and trust. Ken is a retired farmer and I am a retired teacher and we have been in this area all of our lives. When possible, your ER staff makes a connection. In a very professional fashion, they put you at ease and lessen the anxiety. They introduce an often unknown emergency room doctor, who then takes us each step of the way through what is happening and why. When you are on an emotional high and you fear the unknown, that approach is almost more important than the testing and medication.

For the next several weeks, I found that same compassion and professionalism with every level of service that we faced. Once Ken was admitted, it became the role of CMH to get him stable and then to find out what was wrong and get it fixed. First floor staffing members and all of those who back them up out did themselves. They took every precaution possible to keep both of us safe while they tried to identify his infection. When it was time to bring in a specialist from Peterborough and to send Ken to that hospital, it was obvious that this would put major pressure on me and what I was going through. Your infection control lead person was amazing as she took all kinds of time to work with me and to explain what they had ruled out and what they had to discover before Ken could get better. I am normally a very strong take charge, positive person but the effects of one chemo treatment onto another left me vulnerable and confused. Your entire team recognized this as well. The treatment at CMH goes far beyond diagnosis, medication and discharge. Having to send Ken to a hospital, where I could not risk going, was devastating for me. My comfort zone was breaking down as Ken was discharged from CMH and it did not return until he came back on Xmas eve – the greatest gift of all.

“The Little Engine That Could” ... story continues

Brenda & Ken Partridge

Ken was diagnosed with fungal pneumonia, a very serious condition and had to be on strong medication for 3 months. But the major problem, his compromised immune system, had not been solved. I will never forget Dr. Pritchard saying to Ken – “You are not going from here (CMH) until we get your blood levels where they have to be for it to be safe for you to carry on your life, or you are going to be right back here with another serious infection.” Little did we foresee the length of time and the amount of care that Ken’s recovery would require.

Although there were some days from December until March when my chemo prevented me from going to CMH, I had much opportunity at any time of day to sit in Ken’s room with him. Being in a ‘protected’ room, on his own, was safer for me and certainly what was required for him. The one overall factor that continued to impress me was the teamwork that I saw day after day. I witnessed holiday weekends, snowstorms when some staff could not come or go, community flu and cold bugs that never affected either of us. I heard much laughter and I witnessed staff helping each other day in and day out. There was no way to tell what the role was of each person – unless they told me or I got close enough to read a name badge. Who was an RN, an RPN, a PSW, cleaning staff, meal creators, physiotherapist, lab technologist and volunteer? And when you went to the 1st floor main desk for assistance – who is the receptionist, the nurse, the doctor? Everyone has a smile and is ready to help, regardless of how busy they are. And I am sure there were days when all of my questions were asked at a time that was not the best – but one would never know.

Your medical teamwork became more and more prevalent. Because of his length of stay, Ken mainly worked with Dr. Pritchard. However, during each day of his long stay at least one doctor came to see him – even if it was just a very quick visit. Each member of the team knew Ken’s case and Ken knew he was in good hands with so many professionals sharing symptoms and sharing solutions. Ken’s off-site specialists were continually consulted – especially to get to the solution to build his immune system.

I had major concerns over Ken’s recovery. Over a period of months before and during the time he was hospitalized, he lost 40 pounds, which a man of his stature did not have to lose. He was in bed for weeks on end and had not stood or walked. He was ‘skin and bones’ and I could not imagine his recovery. However the ‘care’ partners at CMH look after more than I realized. Ken continually commented on the wonderful meals – very different from those he received in a larger hospital, which outsources everything. He went from a patient who could hardly eat anything because he was so short of breath to one who ate everything put in front of him and more if he wanted. He went from being in bed all of the time to getting assistance to get to a chair to eat his meals, to being able to get to the chair on his own and then to go with a walker. He was taken to exercise classes on the 2nd floor and his progress over the weeks was amazing. His balance improved and he graduated to a cane from the walker and was up and down the halls as much as his danger of infection would allow.

I cannot believe the high level of infection control that is practiced at CMH. I knew that I was taking a risk to go to a hospital or emergency room while undergoing chemo. With the cleanliness that I witnessed and the number of precautions available from hand sanitizers and masks, gowns etc. I was willing to take that risk. I did not develop even a sniffle and Ken’s infection was kept under control.

“The Little Engine That Could” ... story continues

Brenda & Ken Partridge

One of the downsides for CMH staff must be that they never get to hear how their long-stay patients are doing once they are discharged. Ken is doing fine and so am I - on our road to recovery! CMH accomplished what it set out to do – you identified Ken’s problems, sought assistance as needed and then fixed them. You kept him with you and constantly monitored him until it was safe for him to come home. Your daily assessing of his blood counts assisted you to find the solution. His blood levels have held in the normal range for over 30 days now without any injections – something that has not happened for almost a year. He is able to walk to the end of our street and back again, with no cane and no shortness of breath. He is driving short distances and taking on some of his former tasks with our home, pacing himself as his strength builds. Our lives are gradually coming back to some degree of normalcy.

It is our community that gave me the assistance and support to continue my journey while Ken was in good hands at CMH. Although sometimes it can be questioned by those in charge at the LHIN or province, there is such a major role for our smaller innovative hospitals to play in our health care system. Should you ever need any kind of ‘testimonial’ to support any of your future ventures, do not hesitate to contact us.

I am sending a copy of this note to 1st floor, as well. Ken and I want the team to know how much we appreciated what they did for both of us. Too often we take our local health care system for granted and way too often we do not show our appreciation for having such an excellent facility in our midst.

Keep up the excellent work and thank you!