



CAMPBELLFORD MEMORIAL HOSPITAL

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2023-24 ANNUAL REPORT



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2023-24 Report to Our Community



CAMPBELLFORD
MEMORIAL HOSPITAL

Message From our Board Chair and President & CEO

Campbellford Memorial Hospital marked its 70th anniversary in August 2023. The milestone was an opportunity to celebrate the Hospital's remarkable evolution and our Team's unwavering commitment through the decades to meet our community's health needs.

This year has been marked with significant project completions designed to ensure a safe, effective, and efficient hospital experience for our patients and their families. Our HVAC project, a critical upgrade to ensure the comfort and safety of our patients and staff, is now complete. Our new, completely donor-funded CT scanner is fully operational. In addition to these infrastructure projects, we've forged new clinic partnerships designed to enhance patient care by reducing hospital stays and diverting admissions whenever possible. It's all part of our broader strategy to provide holistic, patient-centred care that meets the needs of our community.

We've also made significant progress on our redevelopment goals this year, conducting a number of land-use assessments, including a preliminary environmental assessment, a preliminary geotechnical and hydrological assessment, and an ecological constraints assessment. These studies are designed to ensure that the land is suitable for development and that we can move forward in an environmentally conscious way.

Looking to 2030 and beyond, we have launched CMH's strategic planning process with a focus on gathering input from key stakeholders, including our community members, to inform how we plan for our Hospital's future. We will chart a bold path for CMH over the next 5 to 10 years, aligning with dynamic shifts in health care, including technology advancements, collaborative care delivery solutions, and planning for our redevelopment project to design and build a CMH for the future of health care to support our community today and for generations to come.

As we grow and enhance local health care, we are pleased to share the 2023-24 Report to Our Community, highlighting a few of our numerous achievements over the past 12 months.



Carrie Hayward
Board Chair



Jeff Hohenkerk
President & CEO

2023-24 Highlights

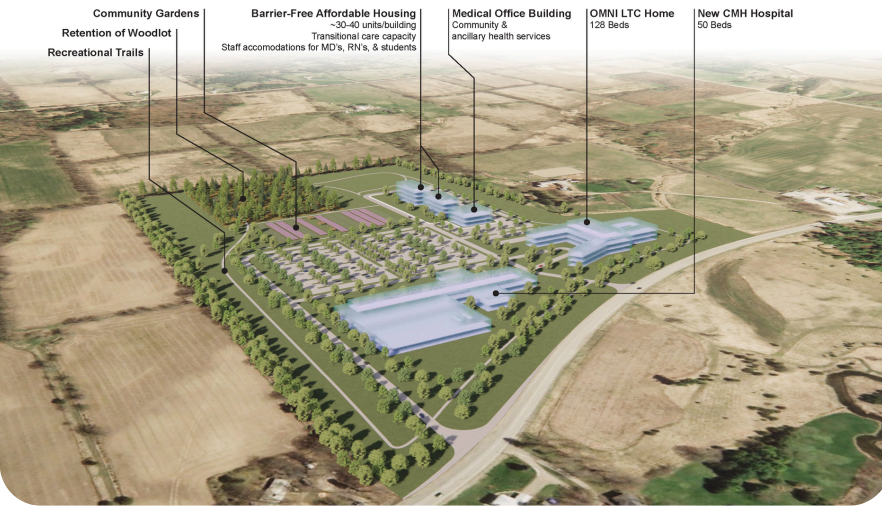
- On August 23, 2023, **CMH turned 70!** CMH celebrated this milestone with the community at its 70th Anniversary BBQ.
- CMH welcomed **five clinical externs** this past year to provide our care teams with much-needed support. Clinical externs are students pursuing a career in medicine or nursing. The role allows them to gain hands-on experience under the supervision of healthcare professionals. While improving their skills in a hospital setting, the clinical externs have strengthened our patient care.



Campus of Care Redevelopment Plan Makes Significant Progress

The rigorous work to redevelop CMH as part of the future Campus of Care made significant strides in 2023-24.

The progress included the CMH leadership holding numerous meetings with David Piccini, the local MPP, and other area MPPs to consult on the redevelopment plans. More recently, CMH hosted The Honourable Sylvia Jones, Ontario's Minister of Health, to tour the current hospital facility and discuss the community's future needs.



The first rendering of the proposed future Campus of Care released in fall of 2023.

Carrie Hayward, Board Chair, CMH, said: "The redevelopment of CMH is one of our Board's highest priorities. Over the last year, this critical project has been the focus of numerous meetings with the provincial government to provide insight into the importance of building a new Campus of Care for our community."

Additionally, the future site of the Campus of Care underwent multiple assessments this past year to ensure it is suitable land from an environmental and developmental perspective for the new CMH.

"These valuable studies are foundational assessments needed by planners, engineers, and architects to design the buildings, infrastructure, and overall site amenities for our future Campus of Care," shared Hayward.

In December 2023, CMH partnered with a third-party vendor to conduct several environmental assessments at the proposed Campus of Care site. The extensive geotechnical and hydrogeological testing explored the site's ecological characteristics, including bedrock depth and water table levels, and identified key features such as wetlands, significant woodlands, and wildlife habitat. The initial results indicated no major issues that would impede the development of the new hospital facility.

The CMH Team will continue progressing the redevelopment project by completing the necessary planning steps and working closely with the provincial government to get shovels in the ground.

2023-24 Highlights

- CMH enhanced its **retention initiatives** to cut the organization's turnover rate in half.
- An expanded **partnership with Toronto Grace Health Centre** provides eligible CMH patients with remote care monitoring and PSW support for a safe discharge home while they wait for long-term care. **The fully-funded RCM+ program** helps address Ontario's alternate level of care (ALC) pressures. CMH applied to the program and received approval in the summer of 2023. Through RCM+, the patient gets a pendant that detects wandering or falls through geolocating technologies, comprehensive PSW support, and access to nursing care through Home and Community Care. For patients who meet the tight eligibility criteria, it has offered an innovative, safe, and effective care option that has improved CMH's ALC situation.

Increased Patient Volumes Highlight the need for Redevelopment

In the 2023/24 period, Campbellford Memorial Hospital (CMH) experienced a substantial rise in both patient volumes and the acuity of cases treated, underscoring the urgent need for a new, redeveloped hospital. As part of an integrated Campus of Care, the proposed redevelopment aims to provide comprehensive, state-of-the-art medical services, as well as significantly increased capacity, ensuring that CMH can effectively accommodate the escalating patient load and complexity of care required.

Statistical Information April 1, 2023 to March 31, 2024	
Total ER Visits	18,929 (13.4%) ↑
Average Daily ER Visits	51.7 (13.1%) ↑
Total Admissions	1272 (6.9%) ↑
Total Patient Days (Inpatient Unit)	14,261 (7.4%) ↑
Average Daily Occupancy Rate	102% (7%)* ↑
Total Day Surgery Patients	956 (24.6%) ↑
Total Diagnostic Imaging Patients	25027 (11%) ↑
Total Number of Staff	265

* Adjusted percentage as CMH has risen from 34-38 funded beds.

↑ Indicates percentage increase over previous year



A Health System Partnership Brings New Community Nursing Clinic to CMH

An ideal partnership came together in November 2023 to launch the Community Nursing Clinic at CMH to support patients' safe discharge to the community and reduce their likelihood of returning to the Emergency Department.

The new clinic is led and funded by Home and Community Care Support Services, located at CMH's Multicare Lodge and staffed by St. Elizabeth Health and VON nurses.

"We had the space and knew it was important to have this Clinic in our catchment area," said Heather Campbell, Vice President, Patient Care, and Chief Nursing Executive, CMH. "It's a really creative and innovative approach by bringing together community support from Home and Community Care, contracted nursing services, and our ideal location to ensure we have care for our communities. It's the way of the future."

The Clinic is for Home and Community Care Support Services clients who live in the community and meet the eligibility criteria for receiving nursing care (e.g., IV antibiotics, wound care). The number of patient visits has increased since the Clinic launched, with the greatest volume in March 2024, when more than 250 patient visits were received.

“It's a really creative and innovative approach by bringing together community support from Home and Community Care, contracted nursing services, and our ideal location to ensure we have care for our communities. It's the way of the future.

- **Heather Campbell, VP, Patient Care, and CNE**”

Heather added: "Since the Clinic opened, they have seen quite a few patients who would otherwise use the Emergency Department for that visit. Additionally, it provides a care option that may allow our Inpatient Unit Team to safely discharge a patient sooner because they can access nursing care in the community, which frees up beds for sicker patients. It's pretty impressive."

2023-24 Highlights

- The Hospital has partnered with **The Baycrest Virtual Behavioural Medicine Program**, which offers a short-term, behavioural medicine consultation service to CMH's inpatients who have or are suspected of having dementia and are exhibiting responsive behaviours. The Baycrest Team works with the patient, family, and care team to understand medications, medical and family histories, co-morbidities, and symptoms so they can determine the appropriate medication and behaviour support strategies. The Inpatient Unit began referring eligible patients to the Program in February 2024 to help manage responsive behaviours so patients and families have the support they need for a successful transition home or to long-term care.
- Expansion of the **Stroke Patient Transfer partnership with Northumberland Hills Hospital (NHH)** ensures that CMH patients who require acute stroke care and/or rehabilitation have coordinated and timely access to the Integrated Stroke Unit at NHH.
- The Hospital's **new security platform** ensures 24/7 on-site protection, with increased security guard presence, faster response times, enhanced training programs, and an expanded range of security initiatives.

Provincial Government and Community Support Significant Infrastructure Upgrades

CMH has had a year of extensive and essential infrastructure upgrades, ensuring the Hospital environment supports safe, efficient, and excellent care for the community.

Jeff Hohenkerk, President & CEO, CMH, said: "We have been fortunate to have the immense support of MPP David Piccini, the Government of Ontario, and our generous community to secure the funding and approval we need to make significant upgrades and investments in our current facilities. This allows us to effectively meet the community's needs, in so much as a 71-year-old building allows, while working towards redevelopment as part of a Campus of Care."

New CT scanner installed

Thanks to the CMH Foundation's successful community campaign to raise the entire \$1.4 million required, CMH replaced its existing CT scanner (which was 13 years old and at the end of its lifecycle) with a new device that is state-of-the-art and provides enhanced imaging to support physicians' timely diagnoses.

"You typically don't see this type of equipment in smaller hospitals, and it allows us to provide a level of care to our patients often not seen in communities of our size. We're very fortunate," said Colleen Smith, Manager, Diagnostic Imaging, CMH.

The new CT scanner installation was completed in spring 2024.

Accessibility renovations and upgrades

CMH conducted an audit of Accessibility for Ontarians with Disabilities Act (AODA) compliance in 2023. While acknowledging that the Hospital's age presents significant challenges in meeting all AODA requirements, the Team developed a multi-year plan to implement a number of the identified improvements to enhance overall accessibility inside and outside the facilities for patients, families, visitors, and staff.

In a short time, CMH has already completed significant accessibility improvements:

- Installed buttons with braille in the service elevator
- Created an area for accessible seating in the cafeteria
- Introduced an additional accessible parking space

- Added contrasting colour on the Emergency Department entrance sliding doors to support access for those with visual impairments
- Rearranged furniture in the Pharmacy to minimize barriers
- Remounted corridor handrails at the appropriate height throughout the Hospital
- Installed ramps in the entryway to the Restorative Care Gym's outside patio
- Installed contrasting colour strips on clear glass sidelights in the entrances
- Added paint line markings to guide people to the accessible entrance

Further renovation work will continue throughout 2024-25 as part of the master plan to increase accessibility at CMH. **(cont'd on next page)**



HVAC project complete

CMH received more than \$6 million in one-time capital funding from the Government of Ontario to make extensive upgrades to heating, ventilation, and air conditioning infrastructure.

Led by the third-party vendor TRANE, the HVAC Project included replacing air handling units, performing ductwork enhancements, installing advanced air filtration and ventilation systems, and implementing an automated building control system. TRANE completed the work in spring of 2024.

The HVAC upgrades enhance the Hospital's comfort and safety for everyone at CMH and contribute to the organization's environmental sustainability efforts by reducing its yearly natural gas consumption by 10,000 cubic meters and lowering greenhouse gas emissions by more than 19 tons annually.



Caitlyn Payne leads patients in drum fitness in the newly renovated Restorative Care Gym.

group programs like drum fitness and bowling, and the Physiotherapy Team has begun using the required equipment to help patients enhance their function.

Restorative Care Gym transformation

For CMH patients awaiting long-term care or post-acute rehabilitation, participating in Restorative Care, which uses recreational therapy and physiotherapy to engage the patients cognitively, socially, and physically, is an essential part of their preparation and recovery.

The Restorative Care Gym reopened in the summer of 2023 after renovations to install reliable air conditioning (as part of the Hospital's HVAC project), add entryway ramps to make the outside patio accessible, and improve the layout of the space to accommodate recreational therapy and physiotherapy care.

Caitlyn Payne, Recreation Therapist, Restorative Care, explained: "We are thrilled to return to the renovated Restorative Care Gym. Its totally different atmosphere makes patients calmer and more engaged in therapy. The renovated space has already transformed how we can support patients in achieving their goals."

Since the new space opened, the Restorative Care Team has reintroduced more active

> PATIENT-CENTRED CARE

Mobility Team Promotes Earlier, Safe Movement for Shorter Hospital Stays

CMH cares for patients on the Inpatient Unit (IPU) who are an average age of nearly 80 years old and have a higher fall risk because of multiple health issues and more considerable impacts from deconditioning during their stay. Moreover, the IPU layout (designed over 70 years ago) can also hinder patients' mobility because of its design and space limitations.

The launch of the CMH Mobility Team in April 2024 is helping to change that.

"We created the Mobility Team to increase our patients' early mobilization, empower our staff to support this, and promote early mobilization in a way that it is safe for the patients," explained Amanda Wiles, Manager, IPU, CMH.

The Mobility Team includes a physiotherapist and physiotherapist assistants, and its aim is to expand to other disciplines. They assess patients in the Emergency Department who will be admitted to the IPU and meet the criteria for a mobility assessment. This includes every patient who is 70 or older and any patient (regardless of age) identified by staff as having mobility challenges.

"The importance lies in getting patients mobilizing as early in their admission as possible," said Shea Desmarais, Physiotherapist, CMH, who is a Mobility Team member. "With the Mobility Team, patients are screened, and all staff are able to help patients safely mobilize, preventing functional decline and getting them home or discharged quickly."

Based on the assessment, patients are assigned a mobility level (e.g., can ambulate independently with or without an assistive device) identified through a colour-coded bracelet so that every care team member is aware. The Mobility Team provides the patients with recommended exercises (e.g., ankle pumps, heel slide, bridging) to promote movement and augment the physiotherapy they provide to maintain and improve their safe mobilization.

Wiles added: "The early assessment helps the Mobility Team with planning their physiotherapy care for each patient, and it also helps to highlight early on who may have barriers to discharge, such as stairs in their home without railings on both sides. Additionally, it allows the Team to reach out to the family sooner to make accessibility recommendations for a safe discharge."

> GIVING BACK

CMH Foundation Celebrates Transformative Year as it Embraces Tremendous Growth



**Campbellford
Memorial Hospital
Foundation**

Giving Changes Everything

New logo and website for the next chapter

One of the CMH Foundation's most exciting milestones in the past year was unveiling a new logo and website. Since the Foundation's inception in 1985, it has shared the branding, including corporate imaging and logo, with the Hospital. However, with the tremendous growth of the Foundation in recent years and the need to raise significant capital funds, it was time to create new imaging for its next chapter. **(cont'd on next page)**

The Foundation also launched a new website in early 2024. The new site provides an intuitive user experience with streamlined navigation and comprehensive resources. Visitors can explore new stories about grateful patients, learn about the impact donors make, and offer convenient access to our events and fundraisers. Check it out at www.givetocmh.ca

Record-breaking donor support

2023 was a record-breaking year for the Campbellford Memorial Hospital (CMH) Foundation, which raised \$3.8 million for the Hospital. This includes over \$1.7 million in gifts designated for the proposed Hospital redevelopment.

John Russell, Executive Director, CMH Foundation, shared: "The highlight of the fundraising year was how

quickly the donor community stepped up to raise the \$1.4 million needed to buy the new CT scanner for the Hospital. This included significant gifts from the Estate of Bill Scott, the John M. and Bernice Parrott Foundation, and the Fund-a-Need at the 2023 Incredible Doctors' Cook-off, where \$155,000 was raised, for the CT."

Added John: "Thanks to hundreds of passionate donors, patients at CMH now have access to better diagnostics and health care."

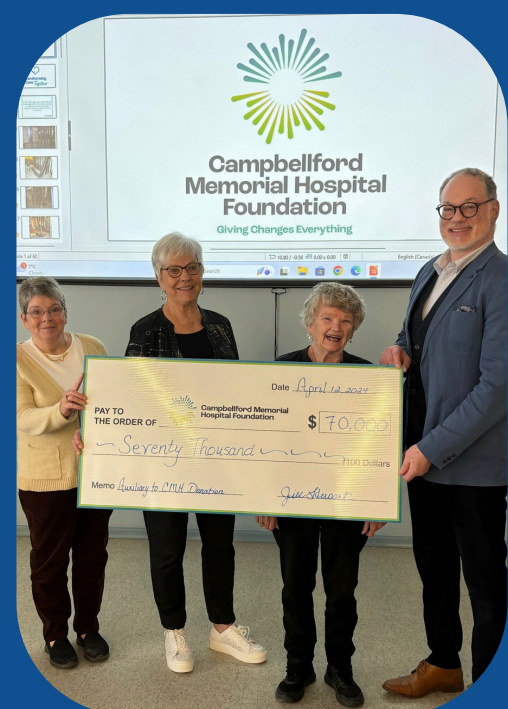


Incredible Support from The Auxiliary

Each year, the Auxiliary to CMH is a leading contributor to the Foundation's fundraising efforts. In 2022, the Auxiliary pledged to contribute an impressive \$150,000 to the Foundation's campaign for the new CT scanner over the following three years. With a \$70,000 gift in 2024, the Auxiliary has only \$37,000 remaining to fulfill their commitment by March 2025.

The Auxiliary organizes its own fundraising events and provides volunteer support to CMH Foundation events, including the **Incredible Doctors' Cook-Off** and the **Ranney Gorge Run**.

Jill Stewart, CMH Auxiliary President, said: "We are pleased to welcome new Auxiliary members and encourage new and innovative fundraising ideas. There is something for everyone who joins this group, from monthly Quilting Bees and the Gift Shop to the Polar Plunge and Christmas Bazaar. Being part of the Auxiliary allows you to contribute to the community by supporting the funding of essential equipment for CMH and enjoy camaraderie with other members."



Our Team 2023/2024



