

People taking care of people.



A Message from our President and Chief Executive Officer and Board Chair

*Brad Hilker, President and Chief Executive Officer
Jill Stewart, Board Chair*

Campbellford Memorial Hospital's story is about our community. It is about providing the best possible patient experience by ensuring our patients can access programs tailored to their needs closer to home. It is about striving for excellence in all that we do, 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 are continuing to pursue organizational efficiency, ensuring we are fiscally sustainable, and making key investments in areas that lead to greater returns. In 2013/14 we:

- Successfully recruited six anaesthetists for our Operating Room and granted 13 surgeons from surrounding areas Operating Room privileges. This recruitment means we're doing more scopes locally. A cardiovascular surgeon is also now seeing local patients two days per month to perform varicose vein surgery.
- Improved patient wait times and provided access to quality surgery closer to home by optimizing the efficiency of our Surgical Suite. This means we are able to do more procedures here in the hospital for a broader community with the same or similar resources.
- Improved the financial health of the hospital, concluding our fiscal year ending in a surplus position of \$200,440.

Ultimately our story is about people looking after people. It is our patients and the community we serve together that drive our passionate pursuit of excellence and need to create a better experience for all by putting our best selves forward every day.

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:

- improving patient wound care by having Wound Care Champions based in the hospital, guided by best practice for wound assessment;
- reducing the possibility of physical decline for seniors while receiving care in hospital by assessing all admitted patients using the Barthel Tool for Functional Decline;
- visually helping all health care team members identify patients who are at risk of falls by implementing a new Falls Prevention Program;
- reducing the possibility of mental decline for seniors while receiving care in hospital with guidance from Behavioural Supports Ontario on how to support patients with behavioural issues;
- we've also established a virtual consult relationship with Ontario Shores; and
- helping patients get better with optimal cognitive function by implementing inter-professional delirium screening prevention and management protocols.



We have reduced patient wait times in our busy Emergency Department by hiring a Nurse Practitioner who supports patients visiting the ED, particularly during peak times when expected visits are high.

A Message from our President and CEO and Board Chair...cont.

We are collaborating more with external partners for better sharing of resources and expertise by:

- providing the best support for people who are approaching end of life by introducing a Palliative Care Program in partnership with the Community Care Access Centre, Trent Hills Family Health Team, Community Care Northumberland and Bridge Hospice to provide a “wrap-around” care model for palliative patients;
- establishing clinic time for the Geriatric Assessment and Intervention Network teams to provide support to frail older adults; and
- being an active participant in the Northumberland Health System Transformation Council, extending our reach to include more regional partners such as Family Health Teams, Central East Community Care Access Centres, Northumberland Palliative and Therapeutic Harmonization and Specialized Geriatric Services.

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:

- enhancing our physical plant, clinical equipment and technological infrastructure;
- investing over \$1.3 million in a variety of programs, services and equipment designed to improve our patient experience and expand the number of specialized services we offer;
- offering a variety of courses focused on best practices in patient care for our nursing staff and supporting our managers in becoming better coaches; and
- continuing to reinforce best practices in safety for both patients and staff and offer workshops to team members to support innovation, diversity and wellness.



Celebrating our 60th anniversary.

We are continuing to share our story with our community and the broader health care community and are proud to highlight we successfully completed the National Accreditation process and was awarded Accredited with Exemplary Standing, the highest level awarded by Accreditation Canada.

We'd like to take this opportunity to recognize our team, our community, our patients and their families for the investment you are making in Campbellford Memorial Hospital. It takes a very large team to provide individual care.



How wonderful to read about your recent acquisition of the Platinum 2013 Quality Healthcare Workplace Award. I have always known what a wonderful place you are from the time I have been cared for in the emergency department to the compassion we have experienced during the last days and death of a loved one. Although I don't visit the hospital regularly, I am comforted to know that should we need you, our family can be assured of competent and kindly treatment. May you continue in your good work for the surrounding community. Not to mention...I was born at the hospital many years ago.



A Message from the Chief of Staff

Dr. Celeste Collins

Campbellford Memorial Hospital continues to be a thriving organization. The most remarkable aspect of this community hospital is the ability to evolve, grow and/or transform its services to continue serving the needs of this community.

In order to meet the growing Mental Health needs of the population, we have sought a closer relationship with Ontario Shores, specifically in regards to geriatric mental health, and how we can proceed to provide the best possible care to our patients, despite the challenges faced. Video conferencing between a staff member, patient and an Ontario Shores staff member has occurred and improved the quality of care provided.

I was fortunate enough to be present when Dr. John Garber's team from Public Health came to our facility to assess our provision of infection control through all levels of the facility. We were complimented on the excellent work done, as well as the team spirit amongst various levels of services that was quite evident during their assessment.

Dr. Glazer from the Humber Valley Hospital spoke to us regarding a Sleep Laboratory here at the hospital. The service has been initiated with excellent reports from Dr. Glazer and an increase in the number of patients who would not otherwise be able to go for a sleep study.

The Geriatric Assessment Intervention Network (GAIN) team from Peterborough did their very first assessments on geriatric patients with and without dementia at CMH. This is another huge stride forward in providing the best possible care for the elderly. Training our staff at CMH and at the Trent Hills Family Health Team to become proficient at doing Prognosis and Therapeutic Harmonization STEP assessments here has been completed with the support of the GAIN team.

Under the leadership of Dr. Bob Henderson, the Bridge Hospice opened its doors. This is one more badge of honour this community can add to its chest. I have heard nothing but high praise for the services provided so far.

The Palliative Care team has worked hard to make the experience of Palliative Care patients as seamless and effortless across services, providing the ability for providers to directly admit patients needing symptom control. I know a lot of hours, planning and hard work went into this.

- Dr. Ali Witt, anesthetist, and Dr. Jonathan Witt moved to be closer to family.
- Dr. Theresa Clinton joined us as a locum.
- Dr. Ian Park resigned and we are delighted to welcome to our team Dr. Davina Lansing who will be taking over his practice.
- Thanks to the work of the Recruitment and Retention Committee, Dr. Kelly Parks signed up to start a full time practice.
- A big thank you to all the nurses and physicians who provide support, backup, friendship and other necessary things to these physicians, to the point where they feel at home here and want to stay with us.
- A big welcome to Dr. Joe Barbero in his new position as President of the Medical Staff and to Dr. Bruce Bain as the new Chief of the Emergency Department.
- As most people will know, Dr. Bob Henderson and I are now sharing practices and also the role of Chief of Staff and I am thankful we could make this arrangement.



We are excited and proud to build upon our existing strengths at CMH, to be a recognized leader in rural health care, creating a healthy community through service excellence, effective partnerships and the development of innovative hospital services.

Regaining Independence to Go Home

A patient's story about motivation and how the multidisciplinary team effort provided the optimum of patient care and an excellent outcome

Last September, a patient was admitted to the hospital with thoracic and chest pain and was a high risk for falls. He was also identified as a high risk for pressure ulcers.

The patient was discharged home with support from Community Care Access Centre after a 2 day length of stay, returned to CMH 2 weeks later, was then transferred to PRHC intensive care and returned to CMH for a 103 day stay.

Although the patient has a history of Chronic Obstructive Pulmonary Disease, Congestive Heart Failure, hypertension, diabetes, prostatic hypertrophy and coronary artery disease, the reason for the 103 day stay was that the patient fell off a deck riding a scooter and suffered several rib fractures.

During the 1st admission the patient was classified as high risk for pressure ulcers. By the end of the 3rd admission the patient had a huge wound and was becoming severely depressed, asking about funeral arrangements, etc. The patient was totally bed bound and did not want to go to a long-term care facility.

The patient's physician arranged for a consult with our wound care team and physiotherapist who arranged for:

- implementation of pressure reduction surface (air mattress);
- Vac dressing (performed by wound care team);
- training for the patient to gain bladder and bowel control;
- referral back to PRHC wound care team for debridement of wound and consultation;
- 2 more consults with the plastic surgeon through CMH's Ontario Telemedicine Network system; and
- participation in restorative care on a daily basis regardless of all of the tubings.

The patient avoided a long-term care placement, became very motivated and was able to walk with a walker. Upon removal of the tubing and with bladder training the patient was able to toilet independently. The Vac dressing was removed and the patient was discharged home with their spouse.

The patient's depression was alleviated by regained independence.

This patient is very grateful for the support received with their wound and mobility issues. The patient now has a formal relationship with a plastic surgeon and visits him through our Ontario Telemedicine Network system rather than having to travel to Peterborough.

The patient is reassured that should they have to come back to CMH we have the expertise and support that they require. Most importantly, this patient has returned to his family and horse farm.



Physiotherapist Tracy Thompson helps a patient who was admitted with a generalized weakness and was struggling to cope at home alone. He is a widower but has a supportive family close by. Tracy's goal for him is to increase his strength, mobility, balance and endurance. She will also focus on fall prevention strategies in order to reduce the risk of him falling. As a physiotherapist and the Restorative Care Team as a whole, they aim to maintain quality of life and independence as much as possible for the patient, regardless of their discharge destination.



A Message from the Auxiliary

Norah McGowan, President of the Auxiliary to CMH

Our Auxiliary has ninety-eight active members plus forty-four associate members. We have been working for the last two years to raise enough money to pay for an update to the central monitoring system and a portable vital signs monitor.

We have recently joined social media with a newly created Auxiliary Facebook page to promote our various activities. We also have a website located within the CMH website under Campus Partners, plus a separate “Members Only” page to give information and reports to our members. These will help, we hope, to raise awareness of our fundraising activities and to recruit new members, male and female, to our organization.

On April 11, at our AGM, we presented a cheque for \$58,650 to Brad Hilker, CEO of the Hospital, to pay for the portable vital signs monitor and the update to the central monitoring system. Our next project, a one year endeavour, will be to fundraise for two patient beds and two pain pumps, total value \$25,600.



Auxiliary members are dedicated men and women who raise funds through community support to enhance patient care at Campbellford Memorial Hospital.



CMH Booking Clerks Know that Details Make the Difference for Patient Safety.

Christine Barr and Tammy Carey, Booking Clerks

Details always matter in health care. Handling hundreds of patient files and appointments, Campbellford Memorial Hospital Booking Clerks Christine Barr (left) and Tammy Carey (right) know first-hand that getting the details right is essential for supporting patient safety at the hospital.

Both long-time hospital employees who’ve served in a variety of administrative roles, Tammy and Christine help patients to navigate their hospital experience from booking initial tests, booking appointments with specialists, booking possible surgery and ultimately scheduling patients for follow-up once their treatment is complete.

“We work with anyone who benefits from hospital services,” explains Christine, adding: *“Our role includes pulling all of the paperwork together to support a patient’s experience while under the care of our medical specialists.”*

Because CMH is a smaller hospital and Christine and Tammy are the only individuals at the hospital who serve in this role, they have the benefit of getting to know many of the patients who come under the hospital’s care and working collaboratively together to ensure they receive the best administrative support to help them along the way.

Christine and Tammy are always looking out for the safety of patients. For example, patient identifiers versus personal names are assigned to each individual who requires hospital treatment to ensure that details regarding a particular case follow that individual in the right file at the right time. As well, appointments for diagnostic tests and other procedures are not booked without a physician requisition that outlines the details for the test in writing. *“This ensures that we are able to book the right test for the right patient, while gathering the required details every step of the way,”* adds Tammy.

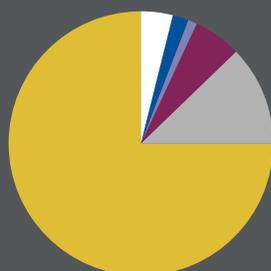
“The use of identifiers also helps to ensure that patient privacy is protected and respected throughout their care,” says Christine.

Campbellford Memorial Hospital has a growing list of specialists who come to the hospital on a part-time basis to see area patients closer to home. This includes specialists in areas like orthopaedic, nephrology, internal medicine, rheumatology, urology and general surgery. With the dedication and focus of Tammy and Christine as the hospital’s Booking Clerks, hospital patients can rest assured knowing they are in good hands.

What an unexpected pleasure it was to have lab tests performed. This was my first visit to CMH and the lab in particular. My appointment was on time, the receptionist was friendly, the laboratory technician was a maestro of efficiency while still being kind and personable, the nurse-in-training with her was nice too, and I was done in no time. Such a positive experience - my compliments to all involved. Thank you again.

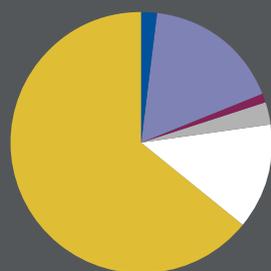
Financial Report 2013-2014

REVENUE



| | | |
|-----|--|---------------------|
| 75% | Ministry of Health | \$14,072,308 |
| 12% | Physician Transfer Funding | \$2,310,684 |
| 6% | Patient Revenues | \$1,100,870 |
| 1% | Differential and Co-Payment | \$267,040 |
| 2% | Amortization of Deferred Capital Contributions | \$410,294 |
| 4% | Other Revenue | \$708,274 |
| | Total | \$18,869,470 |

EXPENSES



| | | |
|-----|-------------------------------------|---------------------|
| 64% | Compensation | \$11,979,467 |
| 13% | Physician Transfer Payments | \$2,310,684 |
| 3% | Medical and Surgical Supplies | \$477,933 |
| 1% | Drugs and Medicines | \$220,073 |
| 17% | Supplies and Other Expenses | \$3,185,368 |
| 0% | Interest Expense and Bad Debt | \$65,218 |
| 2% | Equipment and Software Amortization | \$430,287 |
| | Total | \$18,669,030 |

| Activity Statistics | Emergency | Inpatients | General Surgery | CT Outpatients | Clinic Patients |
|---------------------|-----------|------------|-----------------|----------------|-----------------|
| 2013/14 | 19,883 | 1,044 | 1,808 | 1,514 | 4,074 |
| 2012/13 | 20,400 | 1,049 | 1,634 | 1,450 | 3,700 |

Detailed financial statements are available upon request.



146 Oliver Rd. Campbellford, ON K0L 1L0

Campbellford Memorial Hospital (CMH) is a 34-bed health care facility located in Trent Hills. It serves approximately 30,000 Northumberland, Peterborough and Hastings County residents, as well as a large seasonal population of cottagers and tourists enjoying the beautiful Kawartha Lakes Region and the Trent River System.

www.cmh.ca

Contact:

Brad Hilker, President & Chief Executive Officer
phone: 705 653-1140 x 2000 email: bhilker@cmh.ca