

The patient
experience
starts here.



Kemptonville District Hospital
Annual Report 2015 – 2016



Board of Directors 2015 - 2016

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Ms. K. Cooper	Vice-Chair
Mr. P. Currie	Treasurer
Mr. F. Vassallo	Chief Executive Officer & Secretary
Dr. G. Leonard	Chief of Staff
Dr. P. Leahy	President of the Medical Staff
Ms. C. Burke	Chief Nursing Officer
Ms. J. Wolfe	Director (KDH Auxiliary President)
Mr. R. Noseworthy	Director (KDH Foundation Board Chair)
Mr. F. Onasanya	Director (Municipal Representative)
Ms. C. Chisholm	Director
Mr. P-E. Cloutier	Director
Mr. C. Dickson	Director
Mr. D. Hart	Director
Ms. A. Hysert	Director
Mr. R. Morais	Director
Mr. J. Neubauer	Director
Ms. G. Poapst	Director
Ms. D. Ulrichsen	Director

Anaesthesia

Dr. A.Gilchrist
 Dr. A. Stewart
 Dr. C.Lipan
 Dr. C. Tallmadge
 Dr. C. Farah
 Dr. C. Kirby
 Dr. C.Sentongo
 Dr. D. Dufour
 Dr. D. Jones
 Dr. G. Lalonde-
 Kontio
 Dr. H. Evans
 Dr. J-R LaFrance
 Dr. K. Walton
 Dr. L. Gil
 Dr. M. Forbes
 Dr. N. Hale
 Dr. P. Miller
 Dr. R. Hendy
 Dr. R. Sauve
 Dr. R. Rouf
 Dr. R. Massoud
 Dr. R. Waldolf
 Dr. S. Gutscher
 Dr. T. O'Conner
 Dr. Y. Kaethler

Dermatology

Dr. C. Kirshen
 Dr. Purdy
 Dr. M. Pratt

Emergency

Dr. A.M. Pelletier
 Dr. C. Sentongo
 Dr. D. Makropoulos
 Dr. D. Jones
 Dr. D. Harris
 Dr. D. Jokinen
 Dr. E. R.D. Conway
 Dr. J. Brisebois
 Dr. O. Lee
 Dr. P. K. McGregor
 Dr. R. Tolton
 Dr. R. Rouf
 Dr. R. E. Riddell
 Dr. S. O'Donnell
 Dr. S. Rutherford
 Dr. T. Zakhem
 Dr. W. Al Houssan
 Dr. W. Chung
 Dr. Z. Saleh

Endocrinology

Dr. P. Peticca

Family Medicine

Dr. C. Adamson
 Dr. D. Holman
 Dr. D. Blaine
 Dr. G. Leonard
 Dr. G. Lewin
 Dr. J. Rathwell
 Dr. J. Boeckner
 Dr. J. Evans
 Dr. K.E. Giles
 Dr. L. Luong
 Dr. M. Wanes
 Dr. N. Aggarwal
 Dr. O. Lee
 Dr. P. Leahy
 Dr. Z. Saleh

Gastroenterology

Dr. H. Dhaliwal

General Surgery

Dr. B. Brar
 Dr. B. St.-Jean
 Dr. J. M. Blakslee
 Dr. J.C. Gauthier
 Dr. J. Weaver
 Dr. J. Pires
 Dr. P. Davison
 Dr. R. Monaghan
 Dr. S. Zolfaghari

Internal Medicine

Dr. J. MacLean
 Dr. L. Schnurr

Orthopaedics

Dr. A. Liew
 Dr. A. Marshall
 Dr. C. Brown
 Dr. C. Raynor
 Dr. D. K. Young
 Dr. D. Simon
 Dr. D. Ritter
 Dr. G. Dervin
 Dr. J. W. Pollock
 Dr. J. Brunet
 Dr. J. Randall
 Dr. K-A. Lalonde
 Dr. P. Bienkowski
 Dr. P. Beaulé
 Dr. P. Kim
 Dr. P. Shim
 Dr. P. Lapner
 Dr. R. J. Feibel
 Dr. S. Oliver
 Dr. S. Papp
 Dr. W. Gofton

Neurology

Dr. R. Giaccone
 Dr. S. Christie

Plastics

Dr. S. Chitte
 Dr. S. Chan

Psychiatry

Dr. A. Khan

Radiology

Dr. A. Donovan
 Dr. A.B. Lu
 Dr. B. A. Fine
 Dr. C. Baldauf
 Dr. D. Mozeg
 Dr. D. Dhanoa
 Dr. D. L. Janzen
 Dr. G. Dhillon
 Dr. I. B. Gulka
 Dr. J. Bennett
 Dr. J. Martens
 Dr. J. Tynan
 Dr. J. Woodley-Cook
 Dr. J. Butler
 Dr. J. Haba
 Dr. L. Weisbrod
 Dr. M. M. Shroff
 Dr. M. Bayat
 Dr. P. O'Brien
 Dr. R. Forghani
 Dr. S. Chou
 Dr. S. Potoczny
 Dr. W. McCurdy

Surgical Assist

Dr. A. Degani
 Dr. B. Jackson
 Dr. B.P. Persaud
 Dr. B. Chaudry
 Dr. D. Holman
 Dr. E. Gofton
 Dr. F. Berkman
 Dr. H. Alobaid
 Dr. J. Rathwell
 Dr. K. B.Sabourin
 Dr. R. Frankovich
 Dr. R. Gauvreau
 Dr. S. Bauermeister
 Dr. V. Moonje
 Dr. V. Agarwala

Report of the Board Chair 2015-2016

As a Board of Directors, we are conscious of needing to ensure that KDH meets the ongoing health and wellness needs of our community, while also acting as responsible stewards of the funding we receive from the Ministry of Health and from our community donors.

I am happy to report that the hospital is in good financial shape, finishing the year with an operating surplus and entering the 2016-17 year with a balanced budget. Many hospitals in our province cannot say the same.

And I believe that the hospital is well positioned to move forward, with the flexibility to adjust to changing conditions and new challenges in coming years.

After an extensive executive search in the summer of 2015, we were fortunate to recruit Frank Vassallo to join KDH as our new CEO last October. Frank has brought new energy and vision to the task of shaping our hospital's future, under the Board's direction. From his first day on the job, Frank has projected a passionate belief in KDH's ability to provide exemplary service to our patients and community, while playing a significant role within our regional healthcare system. His leadership has inspired staff and volunteers to move forward on many key initiatives, a few of which I'll describe here.

Patients regularly commend our staff for providing caring, compassionate service. KDH is now taking this to a new level, beginning a transition to true Patient and Family Centred Care. In other jurisdictions, an approach of partnering with patients has been shown to increase the quality of care, improve patient safety and patient satisfaction, and contribute to greater staff satisfaction as well. KDH began this transition by launching a campaign dubbed "the patient experience starts *here*:" posters and buttons throughout the hospital remind staff, physicians, and volunteers — from Board members to housekeeping staff — that every individual, whether on the front line or behind the scenes, makes a vital contribution to the quality of patient care. At the same time the hospital is recruiting a team of patient and family advisors, with a goal of having patients' views represented in every decision that will materially impact the patient experience.

For the past several months we have been working hard to develop a new Strategic Plan to guide the hospital's activity for the next three years. We conducted an extensive consultation with stakeholders, receiving input from patients and the public, community organizations and other healthcare partners, as well as from staff, physicians and volunteers at the hospital. We also conducted a thorough environmental scan to understand the external factors that we need to take into account, including the changing demographics of our catchment area.

The full plan, synthesizing the results with input from our senior leadership team and the Board, will be made public shortly. It fleshes out our mission of "building healthier communities" with a refreshed vision, and presents the values that underlie all our efforts to bring that mission and vision to fruition. The strategic directions include reaching beyond our hospital walls to partner with other organizations and healthcare specialists to provide the services that will be needed by patients and families in our area, while maintaining an innovative, professional workforce and furthering the fiscal sustainability of the organization.

KDH is confronting the need to bring the legacy part of the hospital up to a standard that will serve our needs in the years to come. We're justifiably proud of our new wing, with modern Emergency facilities, diagnostic imaging, and state-of-the-art operating rooms. But the older part of the building is over 50 years old. We have recently upgraded many of the inpatient rooms and the central nursing station, but other parts of the building, in particular the clinic areas, need significant modernization. Under Board direction, staff have undertaken an extensive review of requirements. Plans are nearly finalized for improvements, which among other things will increase the number of outpatient clinic rooms and provide appropriate spaces for patients waiting for appointments or needing private space for family consultations.

Last summer we engaged the Institute on Governance to review the functioning of our Board of Directors, as part of a continuing effort to be a stronger, more professional Board. The review made a number of recommendations, including restructuring our committees, codifying a number of new policies, and streamlining Board meetings. With the support of our CEO and senior staff, the Board has worked hard to implement all of the recommendations, and I believe it's been a constructive process.

As I conclude my tenure as Chair of the KDH Board, I am honoured to have had the opportunity to work with such a dedicated and talented team of Board members. I am also grateful for the ongoing support that our local community gives to KDH, and for the hard work of our excellent staff, physicians and volunteers, who together contribute to our hospital's continuing best efforts to achieve our fundamental mission: building healthier communities.

Respectfully yours,

Lis Angus
Board Chair

Report of the Chief Executive Officer 2015-2016

Our Passion to Deliver Excellent Health Care is Driven by the Patients We Serve

I have been fortunate to serve as CEO of KDH for approximately eight months. When I arrived in October 2015, I immediately sensed a tremendous passion in the organization for delivering the best care possible to the patients we are privileged to serve.

Upon my initial tours of the various areas of the hospital, I asked physicians, staff and volunteers what they liked about their work. The most common responses were that they valued their co-workers, felt supported by the community, and cherished the regular feedback they received from patients and families. These responses from our people indicate a profound organizational health that is mission critical as we continue to serve the residents of our community.

A focal point of that service is continuing to deliver on our promise to provide high quality, patient-centred care that is supported by dedicated and passionate health care professionals.

With the support of our tremendous workforce, we have achieved a current facility-wide average patient satisfaction rate of 97 percent, as well as a staff satisfaction rate that is higher than the comparative provincial average, while maintaining excellent financial health. In fact, we are busy as an organization preparing for our Fall 2016 Accreditation survey, in which we are striving to maintain our current Exemplary Standing with Accreditation Canada – their highest designation.

I also want to acknowledge the KDH Board of Directors, who are skilled, knowledgeable, and supportive of an approach to health system planning and implementation that is progressive, innovative and collaborative.

In addition, our work as an organization could not be completed without the support and commitment provided by our dedicated Foundation, as well as the Municipal Council of North Grenville, and the community as a whole.

Moving Forward...

Every day, we serve a diverse group of people within a community that is growing rapidly. In order to have the greatest impact and create a healthier community for the future, KDH needs to think differently about how our services are designed and delivered, particularly for those patients who use the hospital most often.

The leveraging of our redevelopment, which created state-of-the-art Operating and Emergency Rooms and Diagnostic Imaging services, combined with our upcoming clinic modernization, will directly contribute to better patient care, the building of healthier communities, and our preparation to meet future demand. These efforts are essential as we position KDH, both clinically and financially, to take the bold actions that will be required to build a strong, patient-centred and sustainable future.



Advancing a new kind of health care for a healthier community includes planning for the growth and changes in demographics that our region is experiencing. That is why we are working closely with our partners and our patients and families to change how we offer care, with a focus on enhancing the patient experience.

A critical success factor for KDH will be pursuing the strategic directions that were established in our recent Strategic Planning exercise, to ensure our patients receive the right care in the right place at the right time – whether inside KDH or outside our walls.

Inside KDH, we are delivering programs and services that work for patients, such as increasing the number and types of outpatient clinics, providing health promotion education, and implementing best practices to make better use of our inpatient resources to streamline access and improve quality.

Outside the hospital, we are building strong partnerships with our provider partners to improve care for patients through better coordination and ensuring that they receive more care closer to home.

The most important partnerships in delivering innovative health care are the ones we have developed and will continue to build with people in our community. Engagement will be a cornerstone of our work as we design and implement our community's healthy future.

We will continue to engage with our staff, patients and the community as active participants to ensure that their voices remain a strong guiding presence in the planning, design and delivery of our health services.

Of course, the momentum we experience today would not be possible without our extraordinary staff, physicians, nurses, allied health professionals, students, volunteers and donors.

In closing, I want to offer my heartfelt thanks to each one for their passion and dedication. Together we will achieve a new kind of health care for a healthier community.

Respectfully,

Frank Vassallo,
Chief Executive Officer

Report of the Chief Of Staff 2015-2016

Our hospital continues to enjoy a well-deserved reputation for quality medical care in our community. We continue to reap the benefits of many dedicated, hard-working and conscientious individuals who collectively provide the infrastructure to deliver good quality medical care.

Our inpatient unit is staffed on a weekly rotation basis by our family physician group. We are dealing with some challenges with respect to the ongoing interest in providing inpatient medical care amongst our physicians. The care provided is excellent. Patient satisfaction is high. We are working with the family physician group in order to improve their interest and solidify their participation.

Our Emergency Department remains very busy. The physician staffing includes several of our local family physicians as well as several who have been coming down from Ottawa for a number of years in order to provide coverage here. The Department has been under the leadership of Dr. Wilfred Chung, who has done an excellent job in ensuring high quality care. He is stepping down from that position and Dr. Jon Rathwell has accepted the challenge of leading the Emergency Department. Dr. Rathwell is one of our longer serving family physicians from the new group here in Kemptville. He is an excellent choice for this position and we are indeed fortunate that he has agreed to step forward and accept the position of Chief of Emergency.

Our Medical Staff organization and Medical Advisory Committee play a critical role in establishing and maintaining high quality health services at our hospital. In addition to Dr. Rathwell stepping up and accepting a leadership position in the emergency department, Dr. Zahra Saleh has agreed to serve in the role of VP of the Medical Staff. Dr. Saleh is one of our newer physicians here in Kemptville. In addition to her family practice, she provides both hospitalist and Emergency services. She has been an enthusiastic and dedicated participant in our Medical Staff/MAC meetings. She has provided respected and valued input at our meetings.

Our surgical services continue to thrive. Although there are current challenges resulting from Ministry of Health and LHIN initiatives, we remain optimistic that our surgical services here in Kemptville will continue to play an important role in the delivery of surgical care in our region. The performance indicators continue to remain excellent. Patient satisfaction continues to remain high. The surgical program runs with efficiency and excellence. Dr. Stephen Oliver, our Chief of Surgical Services, and Dr. Colin Sentongo, our Chief of Anaesthesia Services, help us to maintain that high quality.

Our Convalescent Care Program as well as the Interim Long-Term Care Unit continue to provide high-quality care, which continues to be very well received by the patients/residents and their families.



Our hospital is addressing the challenge of providing Medical Assistance in Dying, which has recently become a legal option for our palliative patients. Dr. Tania Zakhem has a special interest in palliative care and has accepted the role of lead on this project.

Kemptville District Hospital continues to enjoy and benefit from a growing number of physicians who are committed to our community and to our hospital. Our quality of care remains excellent. We look forward to the approaching Accreditation with confidence.

Greg Leonard, M.D.
Chief of Staff

Report of the Hospital Auxiliary 2015-2016

We have had a good and interesting year.

Our programs within the hospital include ILTC birthday parties, euchre parties, reading groups, weekly bingo games and a Christmas Tea, all of which continue to be responded to well. Water is dispersed, often by our teen volunteers, and clerical help is provided to our Volunteer Coordinator, Stephanie Redmond, as well as in other areas. The Kiosk in the main entrance is cheerfully “manned” as requested, and volunteers assist in the Emergency Department several days of the week.

Hey Day (our annual giant indoor garage sale), which occurred June 10th and 11th, was a terrific success thanks to the superb planning of Jolene Stover, our First Vice President. It seems to have been our best ever, as each year we inch up over the last year. The net will be reported in the fall after all expenses are known. Although continued success is always a worry, especially with so many locations now available in Kemptville for surplus items, the Community continued to be very supportive with their donations, assistance and attendance. It is of importance to note that our CEO, Frank Vassallo, held a raffle on a spa event and skin care products valued at more than \$300.00, which he manned himself for the entire event. Continuing their contributions were Bradley Pinhey (Andy’s son), who helped out in Accounting, and the team of Anita Baker and Beth Laporte, who encouraged the Staff to create items for the bake table, exceeding last year’s total. Also helping out in various ways were Cathy Burke, Greg Leonard, Joanne Mavis, Bob Morais, and Robert Noseworthy,

The Gift Shop and Coffee Bar is thriving, as it provides a service to patients, visitors and staff. The Champlain LHIN Healthy Foods Initiative Bronze level was achieved. Our foods now comply, as does our labelling of complex foods. Soup choices continue to be a challenge and some are not enjoyed by staff who were used to our previous higher sodium, higher fat soups. Brenda Steacy, our food purchaser, continues to try different types and will get it sorted out.

The sole Unit remaining, Acton’s Corners Unit, is continuing with Debra Seguin Redick at the helm. Debra’s term has concluded and no one has come forward to take on the role of President as yet. They maintain Beth’s Garden for all to enjoy and for the Interim Long-term Care/Convalescent Care residents/patients to plant a small vegetable patch. A new raised bed was donated by Roy Young last year, and the benches were restored by Chal Conn, when he noticed the state of them. The group held a successful quilt raffle and donated \$3500.00 to the main Auxiliary.

Our commitment to education was demonstrated by attendance at the HAAO conferences:

- eleven at the Ontario East Fall Conference In Carleton Place;
- four at the Provincial Conference in Toronto in November; and
- thirteen at the Ontario East Spring Conference in Smiths Falls, at which our three members who were awarded Provincial Life Membership were honoured, namely Lis Angus, Tine te Grotenhuis, and Lillian Leonard.



We hosted the Presidents' Luncheon at which Frank Vassallo and Mayor Gordon welcomed the attendees.

We continued to support the KDHF Foundation by assisting at the KDHF Golf Tournament.

KDH was beautifully decorated for the Christmas season, coordinated by Lisa Charlebois, our Second Vice President. Gifts were purchased for the ILTC residents, and lights were purchased on the KDHF Tree of Lights in memory of the KDHA members who had passed away during the year.

We maintained our annual donation of \$65,000.00 to the hospital for essential equipment to improve patient care, and requested that our money purchase the new Food Delivery System, a Vital Signs Monitor, a Champion Medical Recliner and the televisions for patient rooms.

The Hospital feted us with a Volunteer Appreciation Tea in April at the New Rideau Restaurant, where Outstanding Service Pins were awarded to eight members. Then, we were entertained by Marleen Fawcett.

Our Comfort Kit initiative continues and we have added Mini-kits for our overnight patients in Emergency or the Inpatient areas.

The KDHA awarded two \$500.00 Bursaries to deserving graduating students entering the health professions.

Stephanie Redmond, Volunteer Coordinator, continued to cheerfully orient and place new volunteers, keep our records within the hospital and provide us with news via email. She also places news items of interest in the Volunteer Lounge. A new initiative was started in May, to attempt to reduce the time required to bring a new volunteer onboard: an information session was held and nine interested people attended so that Stephanie and I could answer their questions. Another will be held soon.

Our slate of Directors will change on June 20, 2016 at our Annual Meeting, and will be submitted once confirmed.

I have enjoyed my term of Presidency and will miss my associations with all of you. Thank you for your interest and support!

Respectfully submitted,

Jane Wolfe
President, Kemptville District Hospital Auxiliary



Report of the Governance Committee

The Governance Committee hereby submits the following individuals for Election and Re-Appointment as Directors of Kemptville District Hospital:

For Election:

Stephen Saslove
Margaret Harrison

For Re-Appointment:

Doreen Ulrichsen (2nd Term)
Karen Cooper (3rd Term)