

The patient
experience
starts here.



Kemptville District Hospital
Annual Report 2021 - 2022

Board of Directors 2021-2022

Ms. E. MacPherson	Chair
Mr. J. Nolan	Vice-Chair
Mr. S. Saslove	Treasurer
Mr. F. Vassallo	Chief Executive Officer & Secretary
Dr. C. Sentongo	Chief of Staff
Dr. L. Luong	President of Medical Staff
Ms. J. Ellis	Chief Nursing Officer
Ms. L. Carnegie	Director (KDH Auxiliary President)
Ms. M. Norenberg	Director (KDH Foundation Board Chair)
Ms. K. Strackerjan	Director (Municipal Representative)
Mr. B. Hale	Director (Patient and Family Advisory Committee Co-Chair)
Mr. A. Carrière	Director
Ms. C. Chisholm	Director
Ms. M. Harrison	Director
Mr. S. Mincoff	Director
Mr. A. Vignuzzi	Director
Ms. A. Yee	Director

Report of the Board Chair 2021-2022

June 17, 2022

To the Members:

Board Year 2021-22 has been extremely eventful; both with matters that we had planned for and with unanticipated challenges. In looking back over the year, I believe that the Board and the staff of KDH can be enormously proud of what has been achieved in the past twelve months.

Dealing with the effects of COVID-19 would have been challenging enough for any organization, but against this background we also managed to bring a number of initiatives to fruition: the new Strategic Plan, the review of oversight of Quality and Safety, the updated Quality Improvement Plan, the wind up of RVHS and the sale of the Hilltop property, to name but a few. In addition, the implementation of EPIC continued despite the challenges presented by the Code Grey following the cyber attack in September 2021.

This year, KDH also played a key role in the development of the Ottawa West Four Rivers Ontario Health Team and was invited to send representation to The Ottawa Hospital new Civic Campus Advisory Council. The reputation that KDH commands in the Eastern Ontario region is due in no small measure to the skill and efforts of our CEO, Frank Vassallo and his dedicated team of administrators.

All of these achievements have taken place while KDH has continued to provide the best possible care to the members of our community. It is critically important to recognize the contribution of all the KDH staff and physicians who have made this possible, my thanks to Dr. Sentongo and Jenn Ellis and their teams for their herculean efforts.

Every Board Chair builds on the foundation established by his/her predecessors and I would like to especially recognize the wise counsel of outgoing Past Chair Robert Morais who is finishing his term on the Board with this AGM. Thank you, Robert for all that you have done for KDH.

To the five new Directors who are joining us this year, welcome. We look forward to working with you as we continue our efforts to be an excellent leader and partner in meeting people's diverse health needs and helping to build healthier communities.

Elizabeth MacPherson

Chair, Board of Directors

Report of the Chief Executive Officer 2021-2022

Building Healthier Communities – *Creating Relationships through Health*

As CEO of Kemptville District Hospital (KDH), it is a privilege to report and reflect and on what we have accomplished during 2021-22. Our outstanding accomplishments would not be possible without the support of our staff, physicians, volunteers, and last but not least a very supportive community. Specifically, relative to community, we are very fortunate to be working in collaboration with many community partners in our collective efforts to continue to develop our local Ontario Health Team – Ottawa West – Four Rivers OHT. In 2021-22 we have continued to build great programs and services that deliver excellent patient and family-centered care.

At this point I would be remiss if I did not note the tremendous challenges KDH faced over the last 12 months – a major cyber-attack, a significant power outage, and ongoing HHR pressures. In the midst of these major challenges we managed to move several key initiatives forward such as our CT Scan, our OHT partnership, and our work with TOH to further develop our surgical programming.

To say that I am proud of how KDH responded is an understatement. I have long believed that we have matured into a very *resilient* organization. Over the past year I have gained a better appreciation for how *strong* we are.

Moreover, the major challenges noted above have afforded us a launch pad for building back better. Opportunity stems from crises and we have seized the opportunity to become a better and stronger organization. I am also mindful that in today’s world there will be other crises that we will have to confront. We need to build a solid foundation that not only will be vital for us to build upon but will withstand the winds of untoward events, change, and to enable progress to unfold at KDH.

I am fortunate to work with an awesome team of staff and physicians who are professional, dedicated, and innovative. We are also well supported and enabled by an active Foundation, Auxiliary, and a skills-based Board of Directors.

Below are the highlights of our various accomplishments over the past 12 months:

- At this point in time, we are eight months post cyber attack. The investigation is ongoing, but KDH continues to be committed to ‘Building Back Stronger’. KDH has taken the opportunity to create a more secure and robust digital environment that will serve our organization well into the future.
- Our operations this past year were also greatly impacted by COVID. I greatly appreciated our evidenced-based approach in responding to COVID and our unwavering commitment to adhering to the various Directives as issued by Public Health and the MOH.

- KDH welcomed two Senior Leaders, Jennifer Ellis, VP Clinical Services / CNO and Brittany Rivard, Chief Financial Officer / VP Operations.
- After 26 months away, the Auxiliary volunteers returned to KDH, with a grand reopening of the Gift Shop and Coffee Bar. Our Volunteers have also returned to offering support in our ILTC/CCP department, in Pastoral Care as well as in clerical roles.
- For the first time in our history, we have instituted regular on-site security at KDH. This was an important and much appreciated step as the safety of our staff, physicians, volunteers, as well and patients/families is vital.
- Ottawa West Four Rivers Ontario Health Team – With the announcement of our newly approved OHT in fall 2021 – our OHT partners began the important work of setting a foundation for our formation and how we plan to work together to improve patient health outcomes for all people lining in our communities.

The steering committee formed to support the application process, informed by the learnings of previous OHTs and RISE/Advance program, agreed to reform as a collaborative leadership committee (CLC). Our CLC was intentionally established to ensure representation and meaningful engagement across all sectors (primary care, community support services, acute care, paramedics, lived experience partners, public health, mental health and addictions services). CLC undertook the development and refinement of a collaborative decision-making arrangement (CDMA) and has found opportunities to test our CDMA with decisions required in order to improve the process and tools and ensure the intent of this agreement is achieved.

The development of the infrastructure plan for our OHT implementation has been another critical undertaking by the OHT leadership team. Our infrastructure plan carefully considered the work ahead, and vision, of our OHT partners and the relevant actions teams, committees, and support team positions needed to advance our objectives.

With the approval of our infrastructure plan, recruitment of the OHT implementation (backbone) supports team began in late 2021. To-date, we are very proud to confirm that we have successfully recruited into all 5 of our full-time contract positions, with two part-time positions still in progress. We know from feedback from applicants throughout the recruitment process that our established website played a supporting role, as well as our presence on LinkedIn, a testament to the efforts and supports by our Communications Committee.

While part of a separate funding package, we are quite proud of the approach that our OHT, and our Project Lead, took to the 24/7 patient navigation project and we feel very well positioned as we prepare to move into the next phase and with Ontario Health East. All required deliverables were achieved by our OHT within

the set-out timelines, but more importantly, an approach to engage directly with our partners who provide navigation services was undertaken, rather than a simple survey. Given the early stages of our OHT (approved for less than 3 months when this project was initiated), the opportunity to build these relationships and set the stage for how we will work with our partners was not to be missed. A multi-sector focus group session was also held to help inform the phase 2 planning and to refine the problem statements and opportunities within this area of work. The establishment of the network of 24/7 patient navigation project leads from neighboring OHTs also offered a more collaborative and effective approach to engaging partners who span more than one, and sometimes multiple, OHTs and that network continues to provide valuable insight and support to Ontario Health East.

Our approach to furthering 24/7 patient navigation will be led jointly by our Population Health Leads to ensure a focus on improving navigation and supports for our priority populations – in particular our Mental Health and Addictions (MHA) Action Team gained significant traction applying a population health approach to identifying a focus and initiatives to support that work for the upcoming year. The MHA Action Team developed an ad hoc EMS working group consisting of emergency service providers (police, paramedics and hospital ED) representing all EMS organizations within the OHT’s region. Regional paramedic representatives from Lanark, Renfrew, Ottawa and Grenville collaboratively established an MHA data tracking spreadsheet to support the OHT’s regional MHA work.

- CT Scan - This past fiscal year was a key year in our efforts to complete three key objectives – develop a detailed Business Case, gain Ministerial approval for our CT Scan, and secure \$1.8M in regional governmental funding to underwrite the bricks and mortar component of our CT Scan Suite. I am pleased to report that all three objectives were met. In addition, I am happy to report that the KDH Foundation is busy developing a capital campaign to raise funds for the CT Scan technology.
- EPIC work continues, with the KDH IT team working with the TOH EPIC team to ensure our technical infrastructure is in place. We are also preparing to upgrade our clinical computers, and printers as well as install new equipment. The technical dress rehearsal (TDR) is planned to begin on July 18th, 2022, with the testing of equipment to ensure proper connectivity. The training of our own Credentialed Trainers will begin on July 4th, 2022. Training for the Super Users begins on August 15th, 2022, and training for Clinical staff including Physicians, begins on September 6th, 2022 through to late October. Our go-live date remains November 5th, 2022.

Communications Highlights 2021/22

As a result of the year we had, many communications activities, both external and internal, focused on the impacts of COVID-19 and the cybersecurity incident. Regarding the latter, it was a privilege to work with Public Affairs Advisors, whose expert guidance helped protect the KDH brand and reputation through the crisis.

Despite the challenges of 2021/2022, there were many positive and uplifting communications opportunities with the appointment of our new Chief of Staff, two new Vice Presidents, and the KDH Auxiliary's decision to take their Hey Day 50/50 fundraiser online. A particular highlight of the year was the preparation of a new issue of our Health Matters magazine, which included an announcement about KDH's upcoming new women's health surgical program and a celebration of 10 years of performing total joint replacement surgery.

Highlights of Patient and Family Engagement

2021/2022 saw significant progress in our ongoing efforts to ensure that the patient voice is heard at KDH's key decision-making tables: we were successful in adding a member of the Patient and Family Advisory Committee (PFAC) to the Quality and Safety Committee of the Board as a voting member; as well, a member of the PFAC was part of the interview process for one of our new VPs. In the wider healthcare community, we were pleased that another member of the KDH PFAC was invited to sit at the OHA decision making table around the selection of a new patient experience survey provider. Additionally, we were successful in recruiting two new Patient and Family Advisors to the PFAC.

When I reflect on what KDH and our partners have accomplished, I immediately think of how well we are working with our staff, physicians, volunteers, community partners and - most importantly - our patients and families to deliver the highest quality care. We would not be able to deliver patient and family-centred care if it weren't for the teamwork ethic that everyone brings to KDH each and every day.

I am very mindful that although my pride is evident in how our staff and physicians have responded to the myriad pressures including COVID, it has come at a price. Their health and wellness has been compromised. When I mentioned above that we need to build back better I most certainly include our people as they are our most valuable asset - *Our product is Health - our strength is our People.*

Moreover, we could not achieve our mission of building healthier communities if we didn't have the ability to work together as a team with our partners to achieve our organizational and health system objectives. As we continue work to build an Ontario Health Team with our many community partners, teamwork will be key. Another key element is leadership. We have developed an ethos of leading from behind. I strongly believe this approach will serve us well. Nelson Mandela once said – *“Lead from behind and put others in front, especially when you celebrate victory. Take the front line when there is danger and uncertainty”.*

I want to take this opportunity to thank our Senior Leadership Team and our Board for your unwavering support, commitment, and encouragement.

Based on your hard work, passion and aspiration to make a difference, I'm confident that 2022-23 will be another successful year in which we continue our collective pursuit of excellence with a focus on wellness.

Yours in health,

Frank J. Vassallo
Chief Executive Officer

Report of the Chief of Staff 2021-2022

As I prepare to mark my first year as KDH's Chief of Staff, I cannot help but marvel at the speed with which this year has gone by. In this period of time, KDH has gone through a whirlwind of change, shaped mainly by the challenges brought on by the Pandemic.

As COVID issues begin to be somewhat less dominant on our agenda, I believe we are in good stead to carry KDH forward in the future, as it grows and develops.

Below are just some of the initiatives and programs we have launched, or are in the process of launching over the next few months:

- KDH began and is still actively pursuing the development of the Women's Health Program in collaboration with The Ottawa Hospital (TOH). While being close to completion, this program is likely to include benign gynecological day surgery procedures as well as pre- and post-op clinics. Our clinical teams are working hard to have the program up and running as early as the fall of 2022.

The program will be supported with funding through the Ontario government's new Surgical Innovation Fund that will provide hospitals with the flexibility they need to perform more surgeries and procedures in their communities, while helping to reduce the surgical backlog due to the COVID-19 pandemic.

- KDH physicians will soon begin participating in a hospital QI project, to meet their CPSO Quality requirements for a 5-year period. The CPSO's Quality Improvement (QI) Partnership program offers hospitals the opportunity to work with the College to deliver a single quality oversight program.

The College will provide physicians practicing at partnered institutions with access to online tools designed to promote evidence-based self-reflection, peer support and self-improvement.

- In order to mitigate risk of errors, and simultaneously increase physician satisfaction, KDH will be implementing the Sinai Health's Credentialing Software - CMaRS. This software is currently being used in over 75 hospitals in Ontario, Quebec, and Atlantic Canada. CMaRS is a secure web based, paperless clinician management, appointment/reappointment, and relationship management system. CMaRS is planned for go-live on August 1st, 2022.
- KDH will be starting a General Internal Medicine Rapid Assessment Clinic (GIMRAC) effective June 2022, led by Dr. Rimon Ghattas. It is designed to allow earlier discharge of inpatients and reduce ER admissions. By providing early follow-up Dr Ghattas will be able to provide an alternative stream of referrals of patients to his Clinics.

- Finally, there will soon be the launch of the KDH Physician SharePoint site. The SharePoint site is designed to facilitate the distribution of documentation relevant to Physician's practice, in a more user-friendly format. Physicians will be able to access medical directives, pre-printed forms and the most updated guidance and treatment recommendations that have been distributed regionally.

I look forward to my next year in this position, with all the inherent challenges that the future will inevitably bring.

Regards

Dr. Colin Sentongo
Chief of Staff

Report of the Hospital Auxiliary 2021-2022

KDHA Annual Report to Board of Directors June 2022

President's Report:

KDH Auxiliary continued to meet virtually for meetings until May 2022, when we again met in person. During the virtual time span, members reached out to those not online to ensure they were doing well and just to keep in touch.

A request came in from Foundation to assist with Tim Horton's Smile Cookie Campaign. Many jumped at the opportunity to a) get out of the house b) help someone in need c) have a purpose d) support our Foundation and Hospital e) get together for some camaraderie and a lot of fun. As one of our own put it, we can now add to resume “worked at Tim Horton's and put a smile on every face we saw”.

Christmas Decor was restricted to outside at ED and in Beth's Garden, and inside ILTC/CC. Auxiliary elves packaged gifts (including hand made lap quilts) for 15 clients and distributed these at their Christmas party.

As a result of the unfortunate cyber attack, the Auxiliary has a new email address, kdh_volunteer@kdh.on.ca.

The Auxiliary now has a dedicated Face Book page.

The Foundation Tree of Lights allows us to honour members who have passed during the year and this year we remembered 6 friends.

Volunteer week was a virtual event again and with it came the announcement we all were waiting for, the return of volunteers on May 9th to KDH. Many details were implemented by staff and management to allow our return and we are deeply appreciative of this. Also, an endearing power point presentation was shared honouring volunteers.

More details follow from various committee members.

Finance Report: Brenda Steacy

(All numbers are approximate and this summary is not exhaustive, as there has not been a final accountant review yet)

Total donation to KDH this year was \$60,000, which was quite a feat considering both the Gift Shop/Coffee Bar and Hey Day, the KDHA's major fundraisers, have been out of commission for over 2 years due to Covid 19.

A very popular 50/50 Online Hey Day Lottery was launched by KDHA, which allowed \$10,610 to make up part of the yearly donation to KDH.

An investment of \$43,378 made up part of the yearly donation to KDH.

The tribute account at year end was \$7,476.

Gift Shop Account at year end, was \$5,245 (awaiting the May opening!). Some deposits have been made over the year, as a result of gift shop sales at a number of the local Night Markets organized by Lillian Leonard and others. Now that the Gift Shop/Coffee Bar has officially opened, money is starting to come into this account again!

Lillian Leonard and Jean Gallant made a wonderful presentation about the KDHA to 100 Women Who Care North Grenville and the result was a \$1,938 grant! Many thanks to this organization. The money is purchasing a wheelchair requested by Physio for M&S.

An application to Arbor Memorial was made outlining the KDHA community involvement. A grant of \$2,500 was awarded. Many thanks to this organization for their consideration.

Jonsson's Your Independent Grocer and B & H Your Community Grocer each ran point of sale donations for the KDHA totaling over \$10,000. Many thanks to these community minded businesses!

Many general donations have been received over the year from individuals and businesses. Our North Grenville area is very generous! This amounted to \$ 4,905!

Businesses that have donated: Brett Construction, McGahey/ Grenville Mutual Insurance, The Score, Alister Brown Insurance Brokers, Stoneworks Technologies, EQ Homes, Motortrendz, Grahame's Bakery.

Many thanks to each of these businesses and individuals!

Volunteer Coordinator Report: Connie Parsons

The majority of 42 returning volunteers are cleared medically and attending PPE Orientation. Eight volunteers have returned in the ILTC/CC unit.

There have been nine prospective volunteers who applied during our hiatus and these are now being processed and cleared to volunteer.

Greeters have resumed on an 'as needed' basis in the main lobby to assist with way finding. Emerge greeters will not return until after the province terminates funding for the screeners. Hand Hygiene audits are again being conducted by volunteers.

Gift Shop Manager Report: Allison Penny

We have finally made it to having reopened the coffee bar and gift shop. There were definitely some rough patches along the way and doubts on the opening scheduled for May 9th. However, some amazing teamwork got us through it and we are open and running.

We have some changes happening while we begin post-Covid. Jane Wolfe will be taking over as Manager as I have decided to step down. Currently we are working together to make sure that Jane's transition is smooth and she is ready to take over. I know Jane will handle the job with grace and grit. She is a very well-respected member of the whole team.

We have a new person taking over the sale of our books. Jean Gallant has offered and is doing a wonderful job! We are so pleased to have her join our ranks. Her energy is endless!

Betty Beach continues to run Second Hand Rose and before opening had the section changed to mostly new donations. Many days were spent cleaning, rearranging and going through the donations given during Covid.

Lillian Leonard continues to run the gift shop and has already sparked interest and sales with her selection of clothing, accessories and home décor. Jean Gallant is also helping Lillian with the display of the goods which is, I'm sure, most welcome.

Brenda Steacy is running with the coffee bar and working with Dietary Services to find that balance we need to supply healthy lunches, snacks and drinks.

Where would the coffee bar be without its daily volunteers who man the cash, show their pleasant smiles and offers of assistance to the customers? We would not exist. It's that simple. These ladies are dedicated volunteers and face our customers with respect and cheerful attitudes!

For the ladies who run the separate departments in the Coffee Bar and Gift Shop, I couldn't thank you enough for all the hard work you put into it. You go above and beyond the call of duty and just walking into the shop proves it. It's a beautiful shop and you should be proud. It goes without saying, but I'm going to say it anyway, you make the job of Manager easy. I thank you all for your dedication to the cause of patient care over the years.

Merchandise: Lillian Leonard

With the exception of attendance at a few night markets, there was little activity until May 9th, the reopening of the Gift Shop. Anticipating the re-opening, currently we are well stocked for inventory. New merchandise is now on display including clothing, accessories and gift items, with more merchandise arriving.

Second Hand Rose: Betty Beach

Recently received varied donations are showing well in second hand rose section of our gift shop. There is a great selection, variety, affordable prices, something for everyone.

Coffee Bar: Brenda Steacy

For most of this year, the coffee bar remained closed once again due to Covid 19. Then, in the Spring, good news came and the hospital cautiously told us that we could start making preparations to open. After numerous meetings and preparations, the Gift Shop/Coffee Bar sprang into life once again on Monday May 9, 2022, after two years plus out of action. Very exciting!

Many members came together to clean, shine and restock the coffee bar. We found out it had been much easier to maintain than to totally restock from scratch. It was stocked with previous favourites plus a few new items.

Our very popular coffee/latte machine quit during Covid. The hunt was on for a replacement and thanks to Linda Carnegie searching for a new one in many places, we now have a beautiful new Krea machine, that creates a myriad of specialty coffee choices in a matter of seconds!

After nearly seven years, I will be passing on the coffee bar manager duties to Linda Carnegie, in the next while, and look forward to her creativity in carrying it forward! It has been a blast and I want to thank the KDH Dietary Department and the many auxiliary members who have helped me during my time.

Comfort Kits: Jane Wolfe

As has occurred since 2015, I have continued to provide Auxiliary supported Comfort kits to patients at KDH. During the past year I have made up and taken to Heidi Peskett, Hospital Care Coordinator, the kits as she requested in October 2021, February 2022, March 2022, April 2022 and May 2022.

This is a little more frequent than in previous years and can probably be explained by Covid visitor restrictions.

The initiation of providing some individual items has cut down on the pillaging of the kits and thus if a patient receives a kit, they now receive all the contents.

Total cost for this year was \$356.32. This is almost twice the amount of the previous year and would be mostly explained by the increase in both kits and individual items.

Comfort Dolls: Johanna Kuntz

Since August 2017, 1252 dolls have been made, with 805 of these already distributed to young clients visiting the emergency department. For the past two years, the dolls have had the addition of a mask, reflecting the need to stay safe during pandemic times. All dolls are approved by KDH, made by volunteers following a precise standard and pattern, machine washable and dryer safe. The dolls are only distributed through one specific volunteer who is

the "quality control" person. Each doll takes approximately 4.5 hrs to make and using only donated materials. They are a labour of love.

Pastoral Care: Ferne Richardson

The Pastoral Care Team is reactivated, and two members are cleared to visit with patients upon request.

Acton's Corners: Teresa Harrison

Acton's Corners group had not met for over two years, with its first meeting resuming in May 2022.

Special Events: Linda Carnegie

KDHA has collaborated with four quilt guilds to host the International Plowing Match Quilt Show and Tea Room to be held August 19th and 20th. The Auxiliary will receive one fifth of the proceeds from ticket sales to the show as well as from sales of raffle tickets for a quilt. The tearoom will be independently operated by the Auxiliary and any proceeds from the Tea Room will be directly for KDHA. It is anticipated that there will be approximately 400 guests attending to enjoy snack service @ \$5 or a Traditional English Tea service @ \$20 during the two-day event.

Hey Day: Jolene Stover

Knowing it would be devastating to cancel Hey Day for another year, we decided to pivot to an online Hey Day 50/50 with the goal of fundraising for KDH. During this venture we realized we can adapt, expand our knowledge, come together as a team, challenge ourselves and do whatever it takes to make an event successful for the Auxiliary and ultimately the hospital. Our goal was to clear \$10,000 in profits toward our annual donation to KDH and we surpassed this with a total of \$10,610.61

Due to the remaining restrictions and wanting to protect our community, we again made the tough decision to forego Hey Day this year, hoping that we can eventually get back on track with fundraisers.

Respectfully submitted,

Linda Carnegie
President, Kemptville District Hospital Auxiliary

Report of the Governance Committee 2021-2022

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

For Election:

Ginette Bebeung (1st Term)
Erin Bonokoski (1st Term)
Jeff Panciuk (1st Term)
Yves Pelletier (1st Term)
Helen Zipes (1st Term)

For Re-Election:

Margaret Harrison (3rd Term)
Stephen Saslove (3rd Term)