



LAKERIDGE HEALTH

ANNUAL REPORT 2017/18





**Lakeridge
Health**

VISION

EXCELLENCE — EVERY MOMENT, EVERY DAY.

MISSION

WORKING TO PROVIDE EXCELLENT HEALTH CARE
CLOSER TO HOME.

VALUES



COMPASSION



COURAGE



TRUST



INNOVATION



MESSAGE FROM THE CHAIR AND CEO

Lakeridge Health is on a journey of transformation to become a comprehensive regional system of acute care for Durham Region and beyond. Our aim is to deliver safe, high quality and seamless health care as well as an excellent patient experience for all those who come to us for support, compassion and care.

Over the course of the 2017/18 fiscal year, the organization made significant strides in meeting our commitment to serve our communities better. Across all Lakeridge Health locations, we delivered on the promise to provide high-quality care closer to home for the more than 650,000 residents of Durham Region by changing how we deliver care to improve outcomes and by introducing several new services across the region.

Over the last year, we cared for and treated more highly-complex patients than ever before. We faced unprecedented volumes in our emergency departments. Across the province, including at Lakeridge Health, hospitals are struggling to meet the increasing needs of people seeking emergency care and treatment. Rising to this challenge, we are focused on implementing improvements, introducing new models of care and acting on the recommendations of the Patient Experience Panel report.

Last August, the Lakeridge Health team seamlessly responded to the fire at the Port Perry Hospital to ensure that every patient, family and team member was safe and supported with minimal disruption in the delivery of care.

These accomplishments were only possible because of our team's passion and dedication to putting patients and families at the centre of everything we do. In addition, committed community and health care partners supported continuity of local care delivery to ensure that North Durham residents were able to receive health care close to home. We are counting the days until the hospital reopens on September 5, 2018 and are eager to begin delivering care and treatment at Port Perry Hospital.

Throughout the year, we focused on building and strengthening relationships with health care providers, partners and the communities we serve. As we look to the future, Lakeridge Health is working collaboratively in planning the future local acute care system.

In keeping with this philosophy, over the winter we conducted large-scale consultations with internal and external stakeholders across Durham Region as part of the Master Planning process. A Master Program and Plan is a roadmap for how and where services will be delivered today and for the next 25 years. As Durham Region is one of the fastest-growing and most diverse areas in Ontario, this is a critical piece of work for the organization.

Through this important engagement process, Lakeridge Health received more than 5,000 points of feedback and input into what is required for the future. Along with feedback on how to improve our buildings and facilities, we received valuable input on new and expanded clinical programming, technological options to extend access to care and expanding our role as a leader in connecting the local health care system to serve people better.

In the spirit of transformation, diversity, inclusion and health equity were identified as key priorities. Lakeridge Health has developed an Inclusion, Diversity and Equity framework, formalizing a commitment to ensure our organization, our care practices and our physical environments reflect the communities we serve across Durham Region. The framework guides decisions on a number of key issues including Board and Community Advisory Panel membership, hiring and training practices, and care delivery and will extend in the future to care delivery models and patient experience practices.

The Government of Ontario has demonstrated support for expanding services to Durham Region by approving a number of significant program enhancements and building projects. Among the highlights of new funding and approvals were the announcement of 22 new mental health beds at Ajax Pickering Hospital, a new wing at Bowmanville Hospital and confirmed support for a new hospital in Durham Region.

As we reflect on the accomplishments of the past year, it is clear that these achievements would not be possible without the support of our talented teams and the entire Lakeridge Health community. Thank you for a great year and for your unwavering commitment to excellent health care in Durham Region.

Valentine Lovekin
Board Chair

Matthew Anderson
President and CEO

ABOUT US

Lakeridge Health is Durham Region's acute health care provider. With five hospitals, four emergency departments, a residential treatment centre and more than a dozen community locations, the new Lakeridge Health is working to provide the best experience for patients and their families. Home to the R.S. McLaughlin Durham Regional Cancer Centre and Pinewood Centre, Lakeridge Health also provides regional mental health, eye care and nephrology services.

With a committed and dedicated team of more than 5,400 employees, more than 760 physicians and more than 1,600 volunteers, Lakeridge Health provides care to the more than 650,000 people living and working in Durham Region.

When someone comes through our doors, the care team takes the time to make sure they understand their options. We let them know they have an important role to play in their treatment and we show them that we are here to meet their needs.

We are committed to making sure that access to care is simple and that people can get care that meets their needs. We want to make sure that, when and if it is needed, someone – either from the hospital or from one of our partners – will continue to make sure that people get the care they need when they need it, wherever they are.

A photograph showing an elderly woman with white hair, wearing a blue jacket and a colorful patterned shirt, using a silver walker. She is being guided by a younger woman with long dark hair, wearing a black top and a name tag, who is likely an occupational therapist. They are in a hospital hallway with a window and a bed in the background.

LAKERIDGE HEALTH TRANSFORMATION

In evolving to a regional system of acute care, our key priority is to improve access to the health care services most used by the communities we serve. As we change and adapt to address the needs of people living and working in Durham Region, we will work closely and communicate regularly with patients and families, health care partners and the community.

Occupational Therapist Eunice Yoshiki (right) guides Mary Ford through her therapy at Oshawa Hospital.

LAKERIDGE HEALTH EXPERIENCES

FINDING MEANING IN RECOVERY

This summer, Shireen Spencer plans to embrace whatever life brings. For the first time in three years, she'll be able to more regularly accompany her boys, aged 10 and 13, to their sports and activities. She's looking forward to a summer of doing whatever she chooses. She'll also continue her ministry as a pastor.



A positive outlook and a willingness to help others is helping Shireen Spencer in her recovery from cancer.

Soon, she'll return to her job as a music, drama and dance teacher after being in and out of hospital with a series of surgeries and complications that would strike fear in the hearts of most people.

"I was a fixture at Ajax Pickering Hospital for about two years," she laughs, her cheerful tone belying the seriousness of the conditions she faced. She rattles off the names of Lakeridge Health physicians at Ajax Pickering Hospital and Oshawa Hospital, including specialists in gynecology, urology, oncology, radiology, infectious disease and even the Shoulder Centre.

But Shireen's not one to focus on the negative. Instead, she tells a story of bravery and recovery, with a supporting cast of hospital staff and physicians who gave their best to care for her through a difficult and complex journey.

She has now turned her efforts to helping to improve the hospital experiences of others. As a Lakeridge Health Patient and Family Experience Advisor, she shares both the positive and negative aspects of her experience with staff, helping them to understand what worked and what didn't so that they can make changes for the better. She gives speeches, participates in interview panels and has even joined an advanced care planning committee to help define Lakeridge Health's approach to teaching this new model to physicians.

Shireen committed to not only making herself better by overcoming her illness, but to finding ways to make the care experience better for others too," says Dr. Medhat El-Mallah, Shireen's radiation oncologist. "I'm so grateful for her efforts and insights and the impact her volunteering has had on patients and the health care team throughout Lakeridge Health and the Durham Regional Cancer Centre."

"There were so many people involved in my care," explains Shireen. "I wanted to know: how can I help? And it turned out that by sharing my experiences, I could help other people navigate a lot of things more effectively. So that's what I do."

COMPASSION, PERSEVERENCE AND COORDINATED CARE



Percy D'Souza is a Patient Family Experience Advisor at Lakeridge Health using the benefit of his own experience to help others.

To those who know him, Percy D'Souza is optimistic, high-energy, lively – hardly a candidate for severe depression. But sometime in 2015, he started sinking into darkness.

Like many people who struggle with mental health issues, at first Percy was reluctant to seek help.

"There is a lot of stigma, shame and ignorance associated with mental illness," he explains. "This was true for me too."

Almost a year went by before he sought medical help, but eventually he obtained an appointment with a psychiatrist. During his care journey, Percy accessed resources in hospital at Lakeridge Health, in the community, and later through a collaboration between Lakeridge Health and Ontario Shores Centre for Mental Health Sciences.

"Diagnosing mental illness is an important step in receiving the appropriate care," says Paul McGary, Director of Mental Health and Addictions at Lakeridge Health. "Treatment is multi-faceted, involving medical, behavioural, emotional, social and family components. For treatment to be effective, different parts of our health and social system need to be coordinated."

"We were very fortunate to have Dr. Eli Sagi as my psychiatrist at Lakeridge Health," says Percy. "His compassion, sensitivity, understanding and persistence have played a central role in the very difficult process of my recovery."

Dr. Sagi also worked closely with Percy's wife, Madonna, in developing his treatment plan. Working with families is crucial in these situations, because mental illness can have a devastating impact on the patient's family.

Percy was referred to the Electroconvulsive Therapy (ECT) program at Ontario Shores for treatment, in a new partnership between Lakeridge Health and Ontario Shores. The ECT treatment proved to be an important contributor to his recovery.

Today, Percy is recovering well and has returned to his former energetic, optimistic self. "I've experienced God's grace in the care I've received at Lakeridge Health, Ontario Shores and from other resources in my community," he says. "I am deeply grateful."

As a way of giving back, Percy volunteers on the Patient and Family Advisory Committee for Mental Health and Addictions, one of the many initiatives that Lakeridge Health is undertaking to meet the urgent, growing need for mental health services in Durham Region, using the input of patients and family members.

ENJOYING LIFE AFTER INNOVATIVE PROCEDURE

In June 2016, after Susan Chadwick's father and uncle had both been diagnosed with a benign common adenoma, which is a common colorectal cancer condition that is often hereditary, she decided to schedule a colonoscopy. After undergoing the procedure, Susan was surprised to find out she too had a growth – a villous adenoma, a type of polyp that grows in the colon and elsewhere in the gastrointestinal tract.

Luckily, Susan was immediately referred to Dr. Igor Goussev at Ajax Pickering Hospital to present her with her treatment options.

Before Dr. Goussev made a treatment recommendation, he decided to do additional testing and talk with his colleagues. "In the past, people with this type of growth needed to have it removed using a very invasive abdominal surgery," says Dr. Goussev. "This type of surgery could potentially result in lifelong impacts, including a permanent stoma, which requires the patient to have a surgical opening, usually in the abdomen, to divert the flow of faeces or urine."

Since the initial pathology showed no cancer and there was a high probability the growth was benign, Dr. Goussev suggested Susan undergo trans-anal minimally invasive surgery (TAMIS).

"Dr. Goussev explained to me that TAMIS is a relatively new procedure," says Susan. "He also let me know that I might have to undergo a second procedure if they found any malignancy in the polyp, but after his careful explanation of the how my life would be impacted under both types of surgery I elected to go with the TAMIS procedure."



Susan Chadwick, now fully-recovered from her procedure, relaxes at her Whitby home.

In comparison to the abdominal surgery, TAMIS can be performed as a day surgery, only requiring a hospital stay in rare cases. Susan was one of those rare cases and had to stay in the hospital for two nights.

"Since my polyp was relatively large, Dr. Goussev wanted to be extra careful and observe me closely after the procedure," Susan said. "I also couldn't eat or drink for six days which was a challenge to say the least!"

Since undergoing her surgery, Susan has fully recovered and has no residual effects. She now enjoys the same quality of life as before the surgery. "For me it was a big decision to weigh," continues Susan. "But ultimately Dr. Goussev and his team helped me make the right choice to ensure I was able to continue to enjoy the things I did before the surgery – like travelling!"

THE POWER OF CONNECTION

When Carol Rigby arrived at her mother's Whitby apartment to pick her up for a hair appointment, she found her mother Mary Lockie unconscious in the bathtub. Carol called 911 for help and paramedics rushed Mary to Oshawa Hospital.



Mary Lockie (right) enjoys a game of UNO with Recreational Therapist Elizabeth Marchant-Reid on the Complex Continuing Care Unit at Bowmanville Hospital.

Mary lives with several chronic health conditions but the most devastating is diabetes. She acknowledges that she did not always take care of herself and has lived with the consequences. A year and a half prior to Mary's admission to hospital she had her right leg amputated above the knee.

"I had to accept it immediately," said Mary. "The only way you can continue on is if you come to terms with what has happened and move forward."

Due to her health and the amount of time Mary had been in the bathtub there was excessive blood clotting in her left leg. As a result Mary's left leg was also amputated above the knee. Mary now uses a wheelchair for mobility.

While she accepted the loss of her second leg, it did not mean that her outlook was always positive. Initially, after undergoing her second amputation Mary dealt with a lot of pain and old wounds that had started at home. Mary was transferred to the Complex Continuing Care unit at Bowmanville Hospital where she has now been for one year. Mary has progressed from a patient who was not expected to survive to a woman who fully participates in life.

Lakeridge Health Recreation Therapy Assistants Lori Christensen and Elizabeth Marchant-Reid have seen firsthand how Recreation Therapy can improve patient outcomes by giving patients a sense of purpose and independence. "Every day we would make sure we stopped by Mary's room to tell her about what activities were going on and encourage her to come down and join in the fun," said Elizabeth Marchant-Reid.

"They wouldn't take no for an answer," Mary laughed. Recreation Therapy staff built a rapport with Mary at her bedside and supported her participation when she was physically and emotionally ready.

Eventually, Mary was hooked. "I love the activities now; I have a lot of fun playing UNO and Bingo. I'm always laughing."

Now 75 years old, Mary sees herself as a strong woman. She hopes to remain active and healthy as she transitions from Bowmanville Hospital to a long-term care facility in Durham Region.



COMMITTED TO THE COMMUNITY

On August 25, 2017, a fire at Port Perry Hospital caused damage that required a suspension of services on site. Since then, we have worked to make the necessary repairs, and have used the opportunity to upgrade many of our patient areas. We are pleased to announce that the hospital will reopen in September 2018.

Nursing colleagues Jennifer Davies (l to r), Diana Kuipers and Julie Brown were on duty the night of the fire and are excited for the return to Port Perry Hospital.

AN EXTRAORDINARY SENSE OF COMMUNITY

On August 25th, 2017 a fire broke out at Port Perry Hospital forcing a temporary closure of the facility. Diana Kuipers, a registered nurse, was on site the night of the fire and recalls the tremendous effort of the staff and community undertook to support the hospital, that night and in the months following.

"I was hired at the hospital in February 2000 after working in several other health care sites during the first leg of my career," Diana notes. "But the sense of community in Port Perry was unlike anything I had ever experienced."

"The night of the fire everyone was willing to lend a hand to ensure the safety of patients and staff. Local neighbours came to sit with the patients who had been evacuated and were waiting for a transfer and talked to them to keep them calm and updated on the situation."

Immediately following the fire, patients from Port Perry Hospital were distributed across the Lakeridge Health system.

"I learned a lot about Lakeridge Health as a regional provider of care," says Diana. "After being moved to Oshawa Hospital I was able to put names to faces from phone calls. There was definitely an adjustment period, but the Oshawa staff were quick to help me get my bearings - especially with the simple things you take for granted like knowing where the supply rooms are."

Diana is looking forward to transitioning back to Port Perry Hospital when it reopens on September 5 to reunite with her peers and see the friendly community faces she has come to know well over the years.



Restoration and upgrades underway at Port Perry Hospital

WORKING TO SERVE YOU BETTER

At Lakeridge Health, we are committed to meeting the needs of patients and families, and we have been working closely with the community to improve the patient experience. So when we receive feedback, we take it seriously and strive to improve.

In 2016, we commissioned an expert panel to review the patient experience in the Emergency Department (ED) and the way we listen to and act on patient issues as an organization. In its report, *Enhancing the Patient Experience at Lakeridge Health, Oshawa*, the panel made 66 recommendations with respect to improving patient relations, the patient experience and patient engagement. At the midway point of the three-year implementation plan, we have acted on more than 50 of the recommendations and implemented many additional improvements focused on working proactively to enhance the experience of care.

"What we are doing to address patient experience at Lakeridge Health goes beyond this report," says Cathy Fiordalisi Smith, Director of Patient Experience. "The panel's recommendations were just the start. Patients' and families' voices along with the larger community have become the back bone of our annual business planning and the organization's Master Plan. They are helping to shape the delivery of future health care services."

IMPROVING COMMUNICATION

To improve communication between patients and healthcare providers, we are working on new policies and processes for collecting and responding to feedback in a way that drives continuous improvement. For example, we introduced a formal Patient and Family Feedback process. Volunteers equipped with iPads are asking patients and families for feedback on their care experience to help identify areas for improvement. People also have the option of completing the survey online at their convenience.

BRINGING FAMILY AND FRIENDS INTO THE FOLD

Studies show that familiar surroundings and faces often contribute to better patient outcomes, so we introduced an open visiting policy with 'quiet hours' overnight. This benefits patients who want their families to play a more active role in their recovery and treatment.

INCREASED EFFICIENCY IN THE EMERGENCY DEPARTMENT

There have been substantial changes to the way patients are served in the ED, both in terms of adjusting existing services and implementing new policies. In addition to broader communications and a formal feedback policy, we adjusted operational programs to improve service. For example, shift start times for nurses now match doctors' shift starts to better align with patient flow. We also heightened opiate protocols and formalized linkages to community outreach programs to better assess and treat patients presenting with any form of opiate crisis.

In terms of physical space, we are working to make patients more comfortable, adding mobile device charging stations and renovating waiting rooms with more spaces scheduled for the future. Another initiative is the Patient Passport. Developed in collaboration with patients and staff, the passport acts like a summary report and features a patient's relevant health history like test results, referrals and prescriptions.

IMPROVING URGENT CARE SERVICES

Lakeridge Health Oshawa adopted an acute medicine clinic model to better identify and serve individuals needing care that may not require immediate hospital admittance. This clinic books 1-2 day follow up appointments, helping reduce patient anxiety by providing clarity on next steps in treatment while minimizing ED congestion by having patients stay in their own home.

These urgent care services are particularly helpful for frail seniors and individuals with mobility issues who now have guaranteed access to next day internal medicine services.

RETHINKING MENTAL HEALTH

To address the need for a mental health area in the emergency department with appropriate attention to the needs of this group of patients, we created the Mental Health Emergency Service Unit (MHESU) for patients who present for mental health care at Oshawa Hospital.

The team helps patients move more efficiently into a quiet and calm area upon arrival in the ED and helps connects them with appropriate mental health professionals, nurses and psychiatrists. It also connects patients with community services for post-discharge treatment to improve outcomes over the longer-term.

"While we hear patients tell us about excellent care experiences, we recognize we still have a journey ahead of us," says Cathy. "One of our areas of focus for this coming year will be on supporting staff, leaders and volunteers to instill a culture of caring and compassion. We will also be working on creating a customer service model that will meet the needs of patients, families and the community we serve."

HAVE YOUR SAY

Have a suggestion for improving Lakeridge Health's patient experience? Let us know. Email PatientExperience@lakeridgehealth.on.ca.



Hospital volunteer Nancy Exworth helps mom Ashly Jaeger fill out a real-time survey while her son Maddox recovers from Day Surgery at Oshawa Hospital.



CONNECTING WITH THE COMMUNITIES WE SERVE

Durham Region has grown rapidly in recent years – and it's going to continue to grow.

Members of the Community Advisory Panel from across the communities served by Lakeridge Health.

COMMUNITY ADVISORY PANELS

Lakeridge Health is committed to working with the communities we serve to ensure safe, timely access to care. Through the efforts of community members who volunteer their time, talent and energy to the Community Advisory Panels in Ajax Pickering, North Durham, Oshawa-Whitby and Clarington, we are learning which services are most important to people living and working across the region.

Each Community Advisory Panel provides input and advice to the Board of Trustees at Lakeridge Health, shares information between the organization and the community and brings forward community-specific concerns, questions and suggestions to the organization. These groups complement the work of the thousands of staff, physicians and volunteers who support patients and families every day.

PATIENT AND FAMILY EXPERIENCE ADVISORS

Patient and Family Experience Advisors are an integral part of the Lakeridge Health organization. Advisors represent the patient and family perspective and help us improve patient care by serving in this advisory capacity. These individuals generously volunteer their time and offer their unique thoughts and perspectives to ensure the voices of patients and families are heard, considered and included across the organization.

Based on their interests, experience and availability these individuals take on advisory work that can include participating in committee meetings with leaders and staff, reviewing and creating materials for patients and family members, partnering with Lakeridge Health staff on short-term projects or joining focus groups to help improve services. They provide direct input into the policies, programs and practices that affect patient care and services.

The work of these extraordinary volunteers provides invaluable support to Lakeridge Health's commitment to delivering safe, high-quality care while keeping patients' needs at the heart of what we do.



Jane Dimitriou-Currie is a Patient and Family Experience Advisor who was recently nominated for a Cancer Care Ontario Human Touch Award for helping co-design the Building Emotional Therapies Through Education and Relationships (BETTER) Clinic at the R.S. McLaughlin Durham Regional Cancer Centre.

REFLECTING THE COMMUNITIES WE SERVE

As the population of Durham Region grows and changes, Lakeridge Health is evolving to ensure that we are able to meet the diverse needs of everyone who requires acute health care services.

Over the past year, Lakeridge Health with input and insights from community members, staff, physicians, and patients developed an Inclusion, Diversity and Engagement Framework. A highlight of the consultation process included an innovative and interactive co-design session where a Design Team reflective of the communities across Durham informed, influenced and provided recommendations to strengthen the Framework.

The Inclusion, Diversity and Engagement Framework has been adopted by the organization and implementation has begun. Over time, use of the Framework will increase health equity, reduce disparities and ensure that Lakeridge Health reflects the community it serves.

WORKING WITH THE COMMUNITY TO BUILD FOR THE FUTURE

To guide how and where acute care services will be delivered over the next 25 years and beyond, Lakeridge Health is developing a Master Program and Plan. This will be a roadmap for hospital and facility renewal to support the future of care delivery in Durham Region.

Developing a long-term plan to meet the needs of the growing and diverse communities in Durham Region includes reviewing population growth, analyzing the types of health care services people need and use most and looking at health care trends and innovations.



Involving the community and health care partners in the plan's development is integral to ensure it meets the needs of people living and working across the region. That's why we reached out to hundreds of individuals and groups to participate in consultation sessions focused on how acute care services need to grow, change and improve over the next five, 10 and 25 years.

Between January and March 2018, we received input and feedback through more than 5,000 individual interactions to inform and influence the plan for the future.

Over the coming months, Lakeridge Health will be sharing the information it received with the community, and will use the information to shape how and where health care will be delivered.

Work continues over the next nine months, and it is expected that the Master Plan will be completed in March 2019.

LAKERIDGE HEALTH BY THE NUMBERS

PATIENT VISITS



HEALTH CARE SERVICES



MENTAL HEALTH



OUR PEOPLE



OUR RESEARCH



OUR VOLUNTEERS



VOLUNTEERS AND AUXILIARIES

Lakeridge Health could not accomplish our goals without the tremendous efforts of more than 1,600 volunteers and auxiliary members across Durham Region. Our sincere thanks go to all those who so selflessly donate their time.



Ajax Pickering Hospital Auxiliary members Christine Nancy and Sunley Elias (l to r) in the gift shop at Ajax Pickering Hospital.

AJAX PICKERING HOSPITAL AUXILIARY

The Ajax Pickering Hospital Auxiliary contributed to numerous fundraising initiatives and volunteer programs over the past year. Approximately 270 dedicated volunteers, including 50 high school students, have been busy volunteering in almost all hospital departments on a daily basis, lending a hand in whatever capacity is required to ensure a positive patient experience.

In addition to its onsite volunteer work, the Auxiliary ran several successful programs over the past year to help fundraise for the hospital. Their events included the Wheelbarrow of Cheer, the Gift Shop Black Friday Sale, Pennies for Patients and a popular monthly bingo game.

The Auxiliary's Executive Committee has committed to donating \$100,000 to the Be Smart campaign at Ajax Pickering Hospital. The Auxiliary looks forward to continuing their work at the hospital, and in support of its programs, over the next year!



Student volunteer Sophai Chopan helps Mary Jane Oke at Bowmanville Hospital.

BOWMANVILLE ASSOCIATION OF HOSPITAL VOLUNTEERS

The Bowmanville Association of Hospital Volunteers had a tremendous 2017/18 year, during which the Treats and Treasures Café and Gift Shop and other fundraising efforts raised nearly \$64,000 to support purchases of new operating room and endocardiology tables, a printer for the sterilization department and a surgical drill.

In the year ahead, the 135 members of the Bowmanville Association of Hospital Volunteers are stepping up to support the hospital's upcoming expansion. The Association has already committed \$95,000 to support the recently-announced expansion of the hospital, which will be this year's key focus.

The Association also contributes volunteer support for the hospitality desk, eye centre regional centre for excellence, surgical endoscopic volunteers and registration area, continued complex care unit recreational program and more.



The Auxiliary of Lakeridge Health Oshawa's Jacqueline Laperriere and Helen Gulka (l to r) show the many colourful afghans that the community donates to new patients at the R.S. McLaughlin Durham Regional Cancer Centre.

THE AUXILIARY OF LAKERIDGE HEALTH OSHAWA

The Oshawa Auxiliary is home to almost 300 committed volunteers and provides the Oshawa community with important fundraising and patient care support. This year, volunteers gave 58,000 hours of their time to support various fundraising projects and patient programs. New volunteers are always welcome. Two of the Auxiliary volunteers have been with the organization for more than 50 years!

Two ongoing fundraising programs, the Gift Shop and Auxiliary Café, raise approximately \$275,000 annually in retail revenue. These programs continue to support the Auxiliary's work towards its larger \$1 million donation commitment to the Lakeridge Health Foundation in support of new Interventional Radiology equipment.



Auxiliary to Lakeridge Health Port Perry members (l to r) Karen Caville, Ruth Till and Pat Lee at Camille's Closet in Port Perry.

PORT PERRY AUXILIARY

The Port Perry Auxiliary has a dedicated team of over 100 members who truly love their community hospital.

With the temporary closure of Port Perry Hospital in August 2017, the Auxiliary was determined to find creative ways to support the hospital during the renovations and to help enhance the patient experience upon reopening. During the closure, the Auxiliary looked to external programs to help fundraise for new hospital equipment. Camille's Closet, a long-time community thrift-shop run by Auxiliary volunteers, donates its profits to the hospital, while Tag Days is a community fundraising effort partnership with local retailers.

The Port Perry Auxiliary looks forward to restarting its Patient Visitor program when the doors of Port Perry Hospital reopen in September!



Sheila Connell and Lauma Beti-Toffelmire (l to r), are members of the Lakeridge Health Whitby Volunteer Services who donate their time in the gift shop at Whitby Hospital.

LAKERIDGE HEALTH WHITBY VOLUNTEER SERVICES

The mighty team of 43 adult volunteers and 57 students who make up the Lakeridge Health Whitby Volunteer Services have been hard at work over the past year at the Whitby Hospital. Between fundraising efforts like the annual holiday bake sale, staffing of the Gift Shop and manning the Nevada tickets sales desk, these volunteers have made a tremendous impact this year.

In addition to fundraising efforts, these wonderful people give their time in a variety of roles such as recreational and social outreach helpers, meal assistance team members and dialysis volunteers. Volunteer Services are looking for new volunteers to join the team. Visit the Lakeridge Health website to learn more about how you can get involved!

FOUNDATIONS



Orthopaedic Surgeon Dr. Meaghan Rollins and Alma Kelley, RN with the 4K surgical tower at Ajax Pickering Hospital.

AJAX PICKERING HOSPITAL FOUNDATION

In December 2017, The Ajax Pickering Hospital Foundation celebrated its first year operating as an independent foundation of the Ajax Pickering Hospital. As the hospital integrated into the Lakeridge Health regional system of acute care, the new Ajax Pickering Hospital Foundation was eager to bring the community along for the transformation journey.

While the Foundation celebrated many successes during its first year, notable achievements included the completion of the joint three-year \$375,000 pledge to the Shoulder Centre, with the Town of Ajax, as well as the annual Mayor's Golf Tournament, which contributed funds for a new general surgery tower for cancer surgeries.

The Foundation looks forward to continuing to work with the community and the hospital to bring additional benefits to the community over the next year.



The Bowmanville Foundation's successful "Buy a Bed" fundraiser resulted in the purchase of 26 new stretchers and mattresses for the hospital this year.

BOWMANVILLE HOSPITAL FOUNDATION

The Bowmanville Hospital Foundation has been busy preparing the community for a major capital redevelopment campaign. The redevelopment and expansion project received approval in January 2018 from the Ministry of Health and Long-Term Care, and the Foundation is actively planning ways to fundraise in support of this project. The recently appointed redevelopment campaign task force will consider what the project means for the community and how best to support it at a local level.

The Foundation has also been busy fundraising for new inpatient beds. The successful 2018 "Buy a Bed" fundraiser allowed the Foundation to purchase 26 new stretchers and mattresses for the hospital.

The Foundation's ongoing success is due in large part to the significant generosity of the local community. The Foundation looks forward to continuing to work with many community partners in the year to come.



Thoracic Surgeon Armen Parajian uses the endobronchial ultrasound in the operating room at Oshawa Hospital.

LAKERIDGE HEALTH FOUNDATION

The Lakeridge Health Foundation in support of the Oshawa and Whitby Hospitals had an impressive performance during 2017/18, raising more than five million dollars for the second consecutive year. Almost every program the Foundation ran surpassed its fundraising goal, including major gifts, events and community donations. The Foundation also granted \$1.7 million towards several large initiatives including renovation of the pharmacy and other inpatient improvements, purchase of an endobronchial ultrasound (EBUS), surgical equipment, as well as renovations and upgrades to the Lakeridge Health Education and Research Network Centre (LHEARN).

This year, the Foundation also launched the Circle of Gratitude program in partnership with the Ajax Pickering Hospital Foundation. The program provides patients and their loved ones with an opportunity to thank staff or volunteers for their hard work and compassionate care by making a donation in their honour. Since its inception, the program has provided more than 80 recognitions.

The Foundation looks forward to working hard to improve the patient experience in the year ahead!



Danielle MacKenzie with newborn baby, Avery and some of the new equipment soon to be in place at the New Life Centre at Port Perry Hospital.

PORT PERRY HOSPITAL FOUNDATION

Through the closure of Port Perry Hospital, the Port Perry Hospital Foundation has been hard at work in the community to support its local hospital.

The Foundation announced the successful completion of its \$3.5 million "Your Hospital, Your Future" campaign that allowed the hospital to make patient experience improvements and enhance the hospital's functionality throughout. With the hospital closed, additional money in the budget and the success of this fundraising campaign, the Foundation was also able to provide grants for new equipment including a portable digital x-ray machine, vital signs monitors, an NIM monitor and an ECG machine, as well as expand the New Life Centre.

The Foundation would like to thank Cindy Lister, who retired as CEO in January 2018, for her 20 years of dedicated leadership and passionate service.

RECOGNITION FOR LAKERIDGE HEALTH



Director of Engineering and Infrastructure Neil Clarke and Chief Financial Officer Natalie Hovey with the Energy Savings Award-Collaboration, which recognizes Lakeridge Health's work with Ecosystem Energy Services on an \$18 million retrofit project that cut the hospital's energy costs by 23% and will save \$6 million over 20 years.



ENERGY SAVINGS AWARD Collaboration Award

Sustainability is a priority at Lakeridge Health, and we are committed to exploring new and innovative ways to save energy across all of our sites. In September 2017, our joint \$18 million energy savings retrofit project with Ecosystem Energy Services was recognized at the Powering Up Durham - Save on Energy Symposium.

During the symposium, our organization was recognized for the success of this project and presented with The Energy Saving Award - Collaboration. The event was hosted by Oshawa Public Utilities Commission Networks Inc., Veridian Connections and Whitby Hydro, Hydro One, Enbridge and Union Gas. It recognized local businesses for their conservation leadership and provided a platform for participants to share industry best practices.



TRILLIUM GIFT OF LIFE NETWORK Hospital Provincial Conversion Rate Award

Organ donation is often key to saving a life. The Lakeridge Health team makes it a priority to talk to families and patients about organ donation and the potential impact this decision can have on someone's life. Thanks to these ongoing education efforts with patients and families, many people chose to register to be organ donors. This work earned Lakeridge Health the Provincial Conversion Rate Award by the Trillium Gift of Life Network.

The award is presented to hospitals for meeting or exceeding the target of a 58 per cent conversion rate set by Trillium Gift of Life Network. The conversion rate is the percentage of potential organ donors (a deceased person identified as having organ donation potential) that went on to become actual donors.



GREEN HOSPITAL SCORECARD Silver (2016)

Small changes today can make a big difference for tomorrow. As a result of numerous sustainability projects and policies implemented across our organization, in 2016 Oshawa Hospital, Bowmanville Hospital, Port Perry Hospital and Whitby Hospital received a Silver level recognition on our Green Hospital Scorecard (GHS) from the Canadian Coalition for Green Health Care.

The GHS measures energy and water conservation, waste management and recycling, corporate commitment and pollution prevention. Participating hospitals report on their environmental and sustainability initiatives through a questionnaire and receive a Green Hospital Scorecard summarizing their environmental performance relative to their peers.

The 2016 Scorecard reported on hospitals' environmental performance for the 2015 calendar year.

LAKERIDGE HEALTH FINANCIALS

REVENUE DISTRIBUTION 2017/18

80.9%

MINISTRY OF HEALTH AND
LONG-TERM CARE

6.3%

PATIENT SERVICES

5.8%

OTHER ANCILLARY REVENUE
AND RECOVERIES

3.4%

AMORTIZATION OF DEFERRED
CAPITAL CONTRIBUTIONS
- EQUIPMENT

3.3%

SPECIFICALLY
FUNDED PROGRAMS

0.3%

RESEARCH GRANTS

TOTAL \$628,644,000

EXPENDITURE DISTRIBUTION 2017/18

66.7%

COMPENSATION AND
BENEFITS

13.9%

SUPPLIES AND OTHER

6.0%

DRUGS

4.8%

MEDICAL AND SURGICAL
SUPPLIES

3.3%

SPECIFICALLY FUNDED
PROGRAMS

5.3%

AMORTIZATION OF BUILDINGS,
EQUIPMENT AND INTEREST
ON LONG TERM DEBT

TOTAL \$622,755,000

2017/18 BOARD OF TRUSTEES



Valentine Lovekin
Chair
Newcastle

Sharon Cochran
Vice Chair
Whitby

Thorsten Koseck
Treasurer
Bowmanville

P. Mark Ashcroft
Oshawa

Jeffrey Beaton
Whitby

Shashi Bhatia
Pickering

R. James Clapp
Oshawa

Cordelia Clarke Julien
Pickering

Thelson Desamour
Pickering

Carion Fenn
Ajax

Ben Gray
Scugog/Brock

Shane Hardy
Ajax

Donna Kingelin
Haydon

Stindar Lal
Courtice

Alok Sethi
Whitby

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Whitby

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Matthew Anderson
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Lakeridge Health

Leslie Motz
Chief Nursing Executive
and Vice President Clinical
Services Lakeridge Health

Barb Brady
Volunteers and Auxiliaries
Services Lakeridge Health

Will Stephen
Lakeridge Health
Foundation

Dr. Jean-Placide Rubabaza
Medical Staff Association

Dr. Shannon Trainor
Medical Staff Association

ABOUT LAKERIDGE HEALTH

For more information, contact communications@lakeridgehealth.on.ca or 905-576-8711, ext. 4317
www.lakeridgehealth.on.ca

Above Image - Incoming Chair Sharon Cochran with outgoing Chair Valentine Lovekin.

Cover Photography - Photo 1: Robert Barker (centre) gets assistance from Physiotherapist Lisa Henry (left) and Rehabilitation Assistant Denise McMillan at Oshawa Hospital.

Photo 2: Rowan Patten (right) shares a smile with Jane Kroes, RN while having treatment at the In-Centre Hemodialysis Centre at Whitby Hospital.

Photo 3: Members of the care team at Bowmanville Hospital.



Lakeridge Health

Ajax Pickering Hospital
580 Harwood Ave S,
Ajax, ON L1S 2J4
905-683-2320

Bowmanville Hospital
47 Liberty Street South
Bowmanville, ON L1C 2N4
905-623-3331

Oshawa Hospital
1 Hospital Court
Oshawa, ON L1G 2B9
905-576-8711

Port Perry Hospital
451 Paxton Street
Port Perry, ON L9L 1L9
905-985-7321

Whitby Hospital
300 Gordon Street
Whitby, ON L1N 2T5
905-668-6831