



Lakeridge
Health

Annual Report 2018/19

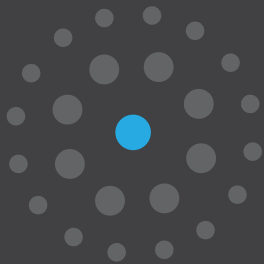


Lakeridge
Health



Lakeridge
Health

Vision



One System.
Best Health.

Mission



We empower
people to live their
best health.

Values

● Inclusion

● Compassion

● Innovation

● Teamwork

● Joy

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and the President and CEO

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2018/19 Board of Trustees

Message from the Chair of the Board of Trustees and the President and CEO

It has been an extraordinary year of progress, partnership and engagement for Lakeridge Health.

Over the last year, we undertook a historic community consultation, gathering more than 20,000 points of input from the Lakeridge Health team, patients, families, partners, and the community. All of this feedback guided everything we do at Lakeridge Health.

In fiscal year 2018/19, we made significant improvements to the patient and family experience, with a special focus on increasing patient satisfaction across all four Lakeridge Health Emergency Departments (EDs). Guided by results of broad-based consultations, we learned what matters most to patients, families, Patient and Family Experience Advisors, and the broader community to understand how to serve people better.

This information also informed the development of exciting new innovations to make the ED experience faster and easier to navigate. New ideas included implementation of a Patient Passport that explains how the ED works and how patients receive care, along with self-registration kiosks initially introduced at Oshawa Hospital in March 2019.

We also introduced and started to implement the Inclusion, Diversity and Engagement (IDE) Framework to support Lakeridge Health to better reflect all members of our community. We focused on collecting data about, and feedback from, diverse communities and used this information to guide our governance and decision-making structures and promote more people-centred care.

The Lakeridge Health community demonstrated its **commitment to local health care delivery** through its monumental support during the closure and restoration of Port Perry Hospital. The reopening of the hospital last September was an extraordinary example of community pride for North Durham and people throughout Durham Region who supported Lakeridge Health throughout the hospital closure.

New and expanded services mean our community can receive life-sustaining and life-saving care closer to home. The Gynecologic Oncology Centre at R.S. McLaughlin Durham Regional Cancer Centre, the Rapid Access Addiction Medicine clinics, and the new Complex Continuing Care Unit at Bowmanville Hospital are a few of the new services now available in Durham Region. We also made great progress in planning new services, including 22 new mental health beds coming to Ajax Pickering Hospital in fall 2019.



Sharon Cochran, Chair of the Board of Trustees
and Matthew Anderson, President and CEO

While we increased access to services, Lakeridge Health also took important steps to strengthen the delivery of **high quality, safe care** at all our locations. Our nursing team together with other disciplines moved toward becoming a Best Practice Spotlight Organization, using evidence and best practices to improve outcomes for seniors in our hospitals.

At the same time as we have achieved great success, our hospitals are serving more people with complex medical needs. This has tested the local acute care system as we continue to have challenges transitioning people to the next stage of care outside of a hospital including long-term care and home care.

To support people to move to the next level of care and better meet the needs of our community, we **expanded partnerships** to make sure that people have access to the services they need both inside and outside the hospital. Our partnership with Carriage House Retirement Residence and Saint Elizabeth Health Care is helping seniors transition home safely after a hospital stay, while our partnership with home care providers is delivering life-changing at-home dialysis for those with chronic kidney disease.

As part of our effort to use digital technology to improve access to care, Lakeridge Health partnered with Durham College to use artificial intelligence (AI) to predict individual wait times in the Emergency Department.

And the planned North Pickering Health and Wellness Centre will offer hospital services, physician offices, urgent care, and community-based services, under one roof.

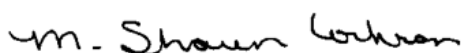
Over the past year, the Lakeridge Health team, patients, families, partners, and the community, worked together to map out a new Strategic Plan that reimagines health care in Durham Region. Our new Vision – **One System. Best Health.** – marks an exciting turning point for health care in our region.

Looking forward, our organization will take on a broader leadership role to improve the health and wellness of the people in Durham Region. We will build on our successes with a Lakeridge Health-wide effort to empower people to be active partners in their care. And we will continue to relentlessly pursue the highest standard of care and the safest and healthiest workplace. We will also partner with health, social services, education, and other sectors to enable everyone to achieve their best health.

The Master Plan that will guide Lakeridge Health's growth and development through the next 20 years is on track to be submitted to the Ministry of Health and Long-Term Care by summer 2019.

Our accomplishments and vision for the future are only possible because of the tremendous dedication, hard work and compassion of Lakeridge Health's talented team and the entire community.

Thank you for your unwavering commitment to creating a leading health system that puts people first and will serve our great region for generations to come.



Sharon Cochran
Chair, Board of Trustees



Matthew Anderson
President and CEO

About Us



Lakeridge Health is Durham Region's acute care provider, offering one of the broadest and most comprehensive ranges of acute care services in the province.

With five hospitals, four Emergency Departments, a residential treatment centre and more than a dozen community health care locations, Lakeridge Health is dedicated to providing the highest standard of care and best experience for patients and their families. Lakeridge Health is home to several regional specialty centres, including the R.S. McLaughlin Durham Regional Cancer Centre, Pinewood Centre for addictions and mental health, and The Shoulder Centre. Lakeridge Health also provides regional eye care, mental health and chronic kidney disease services to residents of Durham Region and beyond.

Lakeridge Health's dedicated team of more than 5,400 employees, 760 physicians and 1,500 volunteers provide care to the more than 650,000 people living and working in Durham Region.

We support people on their care journey – whether there are multiple destinations, or they receive all services within the Lakeridge Health network. We stay with people every step of the way.



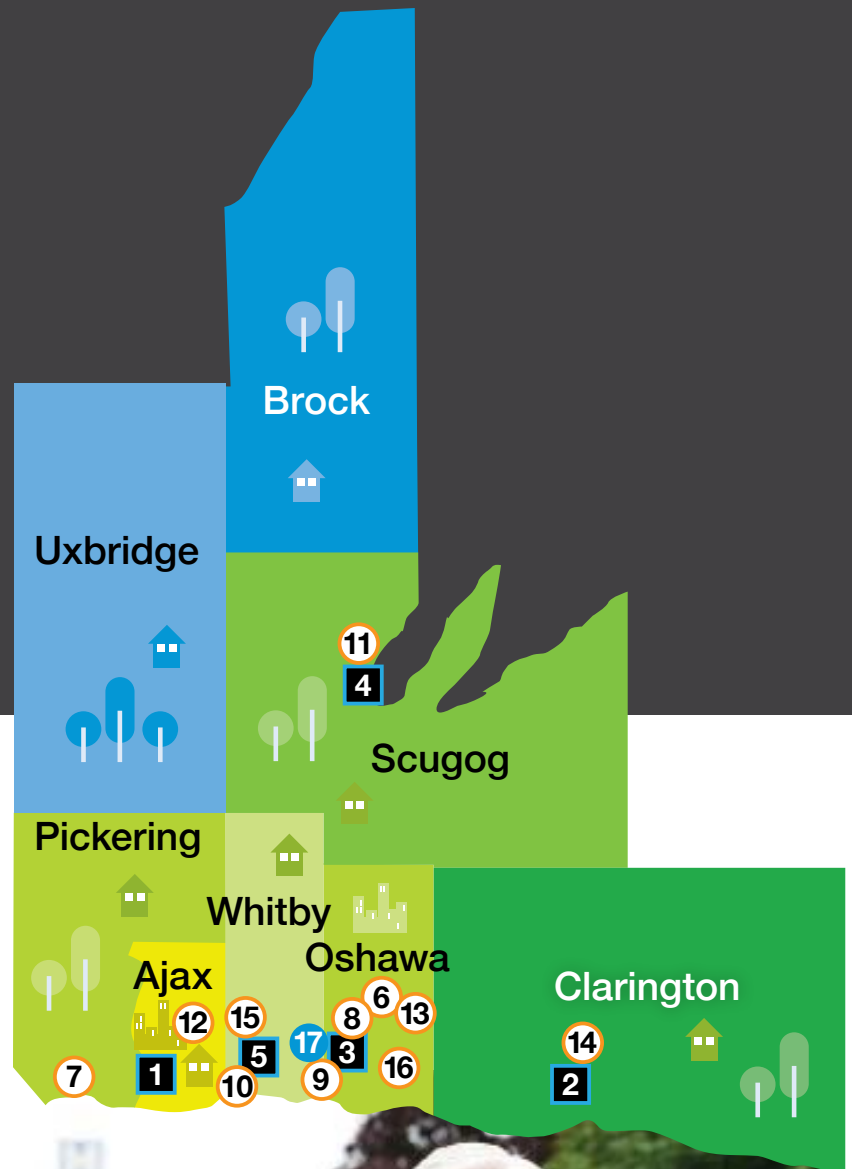
Lakeridge Health Locations in Durham Region

Hospital Locations

- 1** Ajax Pickering Hospital
- 2** Bowmanville Hospital
- 3** Oshawa Hospital
- 4** Port Perry Hospital
- 5** Whitby Hospital

Community Based Locations

- 6** Ambulatory Rehabilitation Centre
- 7** Assertive Community Treatment Team (ACTT)
- 8** Community Respiratory Services
- 9** Eating Disorders Program
- 10** Mental Health – Early Psychosis Intervention and Adult Integrated Mental Health Services
- 11** Pinewood Centre Community Treatment Services
- 12** Pinewood Centre Community Treatment Services
- 13** Pinewood Centre Community Treatment Services
- 14** Pinewood Centre Community Treatment Services
- 15** Pinewood Centre – Women's Residential Treatment Program
- 16** Pinewood Centre – Residential Withdrawal Management and Crisis Walk-In Services
- 17** Champlain Office



Patient Experiences



Avner Gilaad's story

Learning to Walk Again

In March 2019, Avner Gilaad, a retired pharmacist, found himself on the floor of his Hastings-area hobby farm, unable to stand. A sudden, unexplained episode resulted in paralysis of the left side of his body. After being admitted to a nearby hospital, he spent nearly two months in treatment with little improvement and began to worry about his long-term independence.

His physicians recommended admission to an inpatient rehabilitation facility, which is how Avner came to Ajax Pickering Hospital where daily physical therapy was an essential part of his treatment and recovery.

“The staff here are welcoming, the facility is accommodating and, most importantly, the physical therapists have been great,” said Avner. “When you suddenly lose your autonomy, it’s a big shock. It’s been really helpful for my recovery to have had such a positive, encouraging team helping me with my care.”

Avner’s therapy began with stretching exercises, progressing to assisted walking with railings and later with a walker. With the progress he has made, Avner was expected to return home in a matter of weeks.

“It didn’t look like he would be able to walk again. If you could look at him now, his progress has been incredible!” says Samantha Burnett, a Registered Nurse and Unit Coordinator with Lakeridge Health’s Ajax Pickering

Hospital. “Although he still has a long journey ahead of him, he has come a long way. Through hard work and perseverance on his part, and dedication and teamwork on ours, he is just a few weeks away from discharge home.”

Thinking about the path ahead, Avner mused “I’m excited to get home, but it’s a little scary too. I’ll need to reacclimatize to not having the same therapy regime. But my physiotherapist is providing suggestions for exercises I can continue to do at home, which will support my commitment to regain 90 per cent of my abilities.”

While he loves the peace and serenity of the countryside, Avner is also looking forward to trips to Toronto to visit the theatre and see movies when he recovers his strength.

“My neighbours have kindly cared for my ducks and chickens while I’ve been in the hospital. I can’t wait to get back to them, and to give the future a chance,” said Avner.



When you suddenly lose your autonomy, it’s a big shock. It’s been really helpful for my recovery to have had such a positive, encouraging team helping me with my care.

– Avner Gilaad





Jessiah's and Shahnaz Salim's stories

Against All Odds

Shahnaz Salim was four months pregnant when she learned her baby was at risk due to a slow fetal heart rate or “bradycardia”. The 39-year-old had travelled from her home in Bowmanville to Lakeridge Health’s Oshawa Hospital for a routine ultrasound and check up with her obstetrician when it became clear that something was wrong.



Lakeridge Health is more than just a hospital system. We received the support we needed all around when we needed it most.

– Shahnaz Salim



“When the technician did the ultrasound, the heart rate was so low they thought I was losing my baby,” she said. “It was very scary as I’m prone to miscarriages.”

Her obstetrician, Dr. Rotimi Akingbola, discovered that Shahnaz’s baby had a heart block, that Shahnaz likely had Lupus, a systemic autoimmune disease, and that her antibodies were attacking her baby’s heart, threatening the baby’s life. Teams from Lakeridge Health, Sinai Health System and SickKids quickly mobilized to ensure that mother and baby would survive.

At 28 weeks, Shahnaz’s water broke on her way to pick up her two children from daycare. Her brother rushed her to Oshawa Hospital’s Emergency Department (ED). A nurse from the Oshawa Hospital’s Neonatal Intensive Care Unit (NICU) then accompanied her by ambulance to Sinai Health System for the delivery. When her son Jessiah was born, he weighed only three pounds, with a heart rate of only 38 beats per minute and had to undergo surgery at SickKids, becoming the smallest patient in Canada to ever receive a pacemaker.

Throughout the process, Dr. Akingbola and the nursing team from Oshawa Hospital closely monitored Shahnaz’s medical progress. A month after his birth, Jessiah was transferred to Oshawa Hospital’s NICU, where the nursing team received training from SickKids on the tiny pacemaker.

“I wanted Jessiah to be in Durham Region with our family. At Oshawa Hospital we received great care from a consistent team of nurses who became knowledgeable about his specific case,” said Shahnaz.

“It’s always an everlasting joy when you are able to get a favourable outcome out of a difficult situation,” added Dr. Akingbola.

Since then, Shahnaz’s autoimmune disease is being effectively managed with the support of her medical team at Oshawa Hospital.

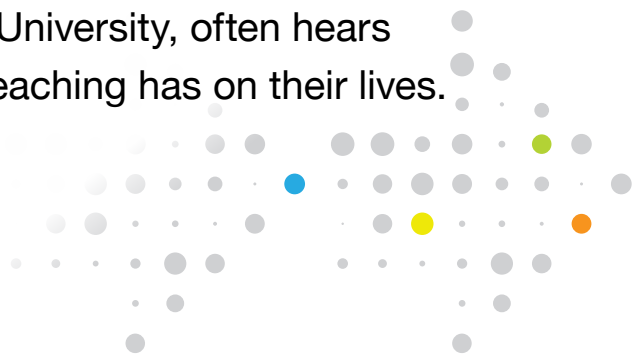
“Lakeridge Health is more than just a hospital system. We received the support we needed all around when we needed it most,” said Shahnaz.



Dr. Nicole Bell's story

Making a Difference

Dr. Nicole Bell, an associate professor of Indigenous Studies in the School of Education at Trent University, often hears from her students about the impact her teaching has on their lives.



When the 50-year-old from Burleigh Falls, Ontario underwent radiation treatments for rectal cancer and then breast cancer, she wanted to ensure the radiation team members understood how they had made a difference in her life.

Nicole received her radiation treatment closer to home at the Peterborough Regional Health Centre (PRHC). PRHC is a partner of the Central East Regional Cancer Program, a network of hospitals providing cancer services to the 1.6 million people across Central East Ontario. The R.S. McLaughlin Durham Regional Cancer Centre (DRCC) at Lakeridge Health operates a satellite radiation treatment unit at PRHC.

“I am dedicated to doing what is necessary to beat cancer because I have a family who needs me,” said Nicole, a mother of five boys ranging from 13 to 26 years-old.

An Anishinaabe (Bear Clan) from Kitigan Zibi First Nation in Quebec, Nicole has lived in the Kawartha Lakes area for close to 30 years. For her and her family, it is important for Nicole to receive care in her home community, allowing her to balance western medicine with that of her Indigenous culture.

With a PhD in Native Studies from Trent University and years of teaching and research pertaining to Indigenous culture-based education, Nicole has unique knowledge to bring to the health system and cancer care programs. She was invited to become an Advisor on the DRCC’s Patient and Family Experience Advisory Council (PFEAC) and provide input into the Central East Regional Cancer Program’s First Nations, Inuit, Metis, and Urban Indigenous Cancer Strategy. Her contributions help to ensure Lakeridge Health and the Central East Regional Cancer Program appropriately respond to the needs of Indigenous communities.

“Purposefully engaging patients to hear about their experiences is an integral component of person-centred care and helps us understand what we are doing well and the opportunities for us to improve,” explains Debbie Devitt, Patient Experience Lead with the DRCC.

“Partnering with advisors, like Nicole, ensures we are capturing the patient voice in the design, delivery and evaluation of the care we provide.”

“I am deeply grateful for the team’s support to extend my life so I can continue to make a difference in the world as a mother and an educator,” said Nicole.



I am deeply grateful for the team’s support to extend my life so I can continue to make a difference in the world as a mother and an educator.

– Dr. Nicole Bell

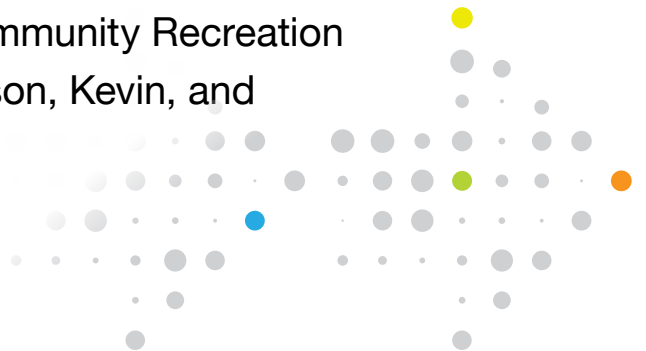




Ken Lamb's story

It Takes a Team to Save a Life

On a Thursday afternoon in late November 2018, 48-year-old Ken Lamb made his way to Oakwood, Ontario for his hockey game. The Port Perry sheep farmer used the weekly event at the Scugog Community Recreation Centre as a chance to catch up with his son, Kevin, and other farmers from the area.



Ken felt fine during the first half of the game but started having trouble catching his breath as the game progressed. With Ken still experiencing symptoms at the end of the game, his son drove him directly to Port Perry Hospital.

During the drive, the pair called Ken's wife Karen to meet them at the hospital. Shortly after he arrived in the Emergency Department, Ken's heart stopped beating several times.

"I knew that he could not have been in a better place when this happened," said Karen. "It feels like a small-town hospital, but it's part of a bigger system that delivered the services we needed from highly-trained, knowledgeable staff."

Lakeridge Health staff immediately recognized that Ken was having a heart attack and needed a stent to allow blood flow to his heart. This meant transporting him to a nearby partner hospital for surgery. One of the physicians and the nurse who first saw him joined him in the ambulance to monitor his vitals and support his safe transfer.

"We take an interdisciplinary approach to care at Lakeridge Health," said Joni Wilson, Patient Care Manager for Medicine, Surgery Unit and the Emergency Department at Port Perry Hospital. "When a code is called, physicians and staff from all areas respond. It's all hands on deck."

Within three hours of walking into Port Perry Hospital, Ken was in recovery. Two days later, he returned home.

Less than a month later, he walked back into that same hospital, this time for the birth of his first grandchild.

Four months post treatment, Ken is back to working on the farm.

"I feel pretty good. I'm going for cardiac rehab in town now where I bike a lot. My heart doesn't seem to mind, but my legs are feeling it," he said, laughing.



It feels like a small-town hospital, but it's part of a bigger system that delivered the services we needed from highly-trained, knowledgeable staff.

– Ken Lamb





Ken Mehew's story

Managing Kidney Disease from the Comfort of Home

Ten years ago, Ken Mehew learned he had kidney disease, but everything seemed under control. The 76-year-old Newcastle resident had no symptoms until, in the fall of 2018, a routine blood test showed his kidneys were starting to fail. That's when his primary care physician referred him to a nephrologist at Lakeridge Health.

“My health went downhill a lot faster than expected,” said Ken.

“Ken and his wife Gail attended the Multicare Kidney Clinic at Whitby Hospital for about two years prior to requiring dialysis. The couple received education about different types of dialysis and were very motivated to take a greater role in Ken’s kidney care journey,” said Dr. Charles Wei, Medical Director of the Regional Nephrology Program.

Eventually Ken needed to receive dialysis treatment. Four times a week for months, Ken and Gail, visited the clinic for life-saving treatment. Winter conditions made travel difficult for Ken, who lost one of his legs in an accident several years ago.

“I don’t like to leave the house very much in winter due to the ice,” he said. “Also, having to drop me off and pick me up each time was taking a toll on my wife, as I no longer drive.”

When the couple heard that Lakeridge Health could offer at-home dialysis, they jumped at the opportunity. In preparation, Ken had surgery to allow his blood to flow through the dialysis machine. He then learned how to operate the machine himself.

“The staff took the time to train me at the clinic and then sent me home with a step-by-step book that shows me everything to do,” said Ken.

“Studies show that having treatment at home improves quality of life,” said Michelle Donoghue, Clinical Practice Leader with Lakeridge Health’s Regional Nephrology Program. “We are continually striving to meet people’s individual needs and, for many, this means learning to manage their kidney disease in the comfort of home.”

“Managing this disease is not always easy,” Ken said. “Being active and healthy at home has been my priority. With three children, five grandchildren and a great-grandchild on the way, my life is full!”



The staff took the time to train me at the clinic and then sent me home with a step-by-step book that shows me everything to do.


– Ken Mehew



Year in Review

Putting People First

Improving the Patient Experience

 ur primary goal last year was ensuring a positive care experience for every patient, with a focus on our Emergency Departments (ED).

We implemented a number of measures to reduce wait times, enhance communications and patient engagement, and connect people who seek care in the ED with the additional services they need.

For example, Lakeridge Health introduced a Patient Passport that includes the patients' medical history, explains wait times and tells them what to expect from their visit. The patient self-registration kiosk at Oshawa Hospital is another example of streamlining processes in the ED to enhance the delivery of care.

Planned renovations, including upcoming renovations at the Ajax Pickering Hospital ED to improve privacy for people with mental health conditions along with improving the ambulance offload area of Oshawa Hospital, will further create a safer and healing environment for patients, visitors and team members.

We have been working to enhance care transitions for patients moving from the ED to inpatient hospital beds. This included implementing unit-based improvement teams that include nurses, physicians and clerical staff whose focus is to support seamless care transitions.



Lakeridge Health is actively using social media and other communication channels to stay connected with patients and families before, during and after a visit or stay. Having open, transparent communication and being responsive goes a long way with patients and families.

As a result of these efforts, most patients in Lakeridge Health EDs were treated within provincial wait time targets last year.

Patient and families also reported greater satisfaction with their ED experiences last year. Survey data collected found that 71 per cent of patients and families would recommend the ED to their family and friends. Results showed that the overall

patient experience steadily improved last year even with an unprecedented increase in patients admitted to Lakeridge Health hospitals.

In 2018/19, Lakeridge Health opened more additional beds than ever to support patients waiting to be admitted to the hospital. Over the long term, Lakeridge Health is focused on enabling seniors and others to receive high quality ongoing care in their own communities, including supporting people to live safely and well at home, in long-term care or other housing geared to their individual needs.

Lakeridge Health will continue improving the patient experience in the year ahead.

New Services to Meet Community Needs

Lakeridge Health introduced a number of new services over the past year to the needs of our communities and provide best-in-class care.

The new regional inpatient pharmacy that opened at Oshawa Hospital is delivering the highest medication safety and quality standards across all our hospitals. The state-of-the-art compounding room and larger workspace allows staff to process medication orders quickly and safely.

The Gynecologic Oncology Centre offers comprehensive treatment for cancers of the female reproductive system closer to home.

We also implemented modern paediatric monitors that enable teams across Lakeridge Health hospitals to collaborate in real time to enhance care for our youngest patients.

The new Complex Continuing Care Unit that opened at Bowmanville Hospital last year is providing much needed medical



and support services for the growing number of people with highly complex chronic conditions.

As Durham Region grows, ages and changes, Lakeridge Health is committed to providing the services, equipment and facilities that meet the needs of patients and deliver high quality care.



Return of Hospital Services Brings Community Together

After a year-long closure, the Port Perry Hospital returned to full operations in September, thanks to the hard work of the Lakeridge Health team, contractors and many partners and the overwhelming support from the community.

Work to restore and modernize the hospital was completed in July 2018. The focus then shifted to ensuring that the sophisticated equipment required to deliver high quality care was moved in, tested and retested to ensure a safe care delivery environment for patients and the hospital team.

When the doors opened on September 5, 2018, the team was ready to care and treat community members at the renovated and modernized hospital.

On the first day the hospital opened, the team delivered 18 surgeries and 43 people received care in the Emergency Department. Over the course of the past year since reopening (from September 5, 2018 to March 31, 2019), there have been 9874 ED visits, 138 babies born at the New Life Centre and 1920 surgeries performed at the hospital.



Mental Health and Addictions Care, Close to Home

Across Durham Region, Lakeridge Health has implemented a number of new services to meet local mental health and addiction service needs.

Rapid Access Addictions Medicine (RAAM) clinics at Oshawa Hospital and Pinewood Centre help prevent opioid

and other overdoses, while providing people in the ED with immediate access to treatment. This program also connects people with community mental health and addictions supports to assist them with daily living and recovery. Lakeridge Health is planning to offer this effective model at other locations across Durham Region.



As the Central East LHIN Opioid Strategy lead, Lakeridge Health works with partners on a coordinated approach to prevent, treat and reduce harm from opioids in communities across Central East Ontario. With one of the highest rates of opioid overdoses in Ontario, the City of Oshawa will remain a focal point for efforts to address the opioid crisis in our region.

Lakeridge Health is opening a 22-bed inpatient mental health unit at Ajax Pickering Hospital in fall 2019 to meet the growing need for mental health services in Durham Region. Planned improvements to the Ajax Pickering Hospital Emergency Department will further enhance safety as well as the privacy and dignity of people with mental health conditions.



Bringing Care into the Community

Last year, we enhanced partnerships with other providers to support patients to receive more of their care in their homes and communities, instead of the hospital.

About 150 Lakeridge Health patients receive at-home dialysis, giving them and their families back precious hours each week that were previously spent travelling to and from the hospital for treatment.

We are also supporting people to successfully move home or to another setting to recuperate and continue their care. The Carriage House Reactivation Program, a recognized best practice for safe, compassionate care transitions, provides a temporary bridge between the hospital and returning home, allowing older adults to regain their functioning and prepare for the future.





An Unwavering Commitment to Quality of Care

Lakeridge Health is always seeking new and innovative ways to improve quality of care for all patients. Last year, the organization performed as well or better than many peer hospitals in areas including infection control, cancer care outcomes and wait times. We endeavoured to sustain areas of high performance, while focussing on initiatives to advance nursing practice and seniors' care.

We are enhancing nursing and interdisciplinary care by becoming a Best Practice Spotlight Organization (BPSO) – an initiative to improve patient outcomes through the systematic use of evidence-based guidelines.

Through this initiative, Lakeridge Health implemented new guidelines for delirium, dementia and depression, as well as wound care and reducing falls and fall-related injuries in seniors.

One approach initiated last year called “Purposeful Rounding” or “4-P Rounding”, takes the partnership between health professionals, patients and families to a new level. This program supports nurses and other team members to consistently anticipate each person's needs. This approach to Rounding has been shown to increase patients' comfort and satisfaction and, in just one year, has reduced falls causing harm in seniors by 32 per cent at Lakeridge Health.



Building for the Future



While we focused on improving the health and wellbeing of people living and working in Durham

Region today, we kept a firm eye on the future. This past year we undertook an ambitious multi-year planning process to set the direction of Lakeridge Health. This included creating a bold new Vision and Strategic Plan and completing our forward-looking Master Plan, which provides a roadmap for where and how acute care services will be delivered for decades to come.

The Master Plan includes the renewal and redevelopment of our five existing hospitals and building a new hospital in Durham Region to meet the needs of a region which is projected to grow to 2.1 million by 2041. The Master Plan is on track to be submitted to the Ministry of Health and Long-Term Care in Summer 2019.



Rendering of North Pickering Health and Wellness Centre

Notable strides were also made on our plans to modernize and expand the Bowmanville Hospital with the submission of the Stage 1 Proposal as part of the to the Ministry of Health and Long-Term Care's capital approval process. The Ontario Government further confirmed its commitment to redeveloping the hospital in the March 2019 Provincial Budget, while the Municipality of Clarington made an incredible \$5 million gift toward hospital expansion.

Lakeridge Health also continued planning for the North Pickering Health and Wellness Centre (NPHWC), to be built at 2580 Brock Road in Pickering. The NPHWC will be the first of a new kind of comprehensive ambulatory care model in the region, bringing more everyday medical and health services into the rapidly growing area. Construction is expected to begin in mid-2019.

Community Engagement

Over the past year, Lakeridge Health embarked on an ambitious consultation to gather input and feedback from the community, patients and their families, Lakeridge Health's team and partners.

We collected more than 20,000 points of input and feedback that challenged us to shift our thinking about how to create a future-ready health system.

Across all groups, people told us that Lakeridge Health must be a connector to create a true system of care, enhance the patient experience, increase access to services and information, and improve care within the organization as well as across the health system.

This rich input, along with other data, evidence, and global best practices, shaped the ideas and directions in the 2019-2024 Strategic Plan.

#Let's Talk Lakeridge



What could make the organization better?

Expand Aggr hospital +
b/c is more beds for admitted
pts so the ED can work as a
ED and not a ward
Long built in walk in clinic?
def!!

Lab tech
at triage
so triage can
do triage.

↳ lab tech in
Green to alleviate
Nurses many tasks!

Equipment that works
+ has all its pieces
And enough equipment for every
area

from staff!

Cooperation between

more volunteer
staff as reception
to assist pt's
to register
to enter pt's info
into computer
then check off
if appropriate complete etc.

A photocopier
that works!

Computers that will
+ have access to all needed
programs - write our Surveys

designing

Management trust
Liability!
Proper Support services
PSW
in Emerg!!
yes!!
stated!

fax / photocopier
in orange / yellow
unless we're getting
a clerk.

Have the door at
triage locked!
Badge access for
staff, buzz pt's
in! SAFETY is
MUST!!

↑ Clerical staff
- Our poor clerks are way overworked/unloaded

What could make the team better?

If an administrator read
these + actually did something!
Respect, Common Courtesy!!!

better/more security YES

24hr crisis worker
impl. psyche beds
that take care of
their patients! - Not
the charge nurse

↑ staff

* 24 hr diagnosis

* Even depression has 24 hr CT!!

Have the ON-CALL CONSULTS
Doctors actually come in to
see patients, particularly in the
over night.

Stop changing passwords
so often. Impossible to
keep up. Then staff is p
up to date as cannot get
into anything



Enhanced Communication

WE NEED
MORE PSR's (no we need psr's who help)

Consistent
paid education
days → Encourage
to keep up to date
yes pls!

(and every night today)
with green zone looking
fine & stable and pfs
need a locked unit
in prior to coming
get permission
therefore later

Communication

20,000+



1,063
Patients
& Families



13,061
Community
Engagement



6,397
Internal
Team





Community Advisory Panels (CAPs)



Volunteer Community Advisory Panels (CAPs) in Ajax Pickering, North Durham, Oshawa-Whitby and Clarington play an integral role in defining the services that are most important to people living and working in the region.

Each CAP 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. These groups complement the work of the thousands of dedicated Lakeridge Health team members who support patients and families every day.



Patient and Family Experience Advisors



Lakeridge Health also works with Patient and Family Experience Advisors (PFEAs) who represent the patient and family perspective. These generous volunteers offer unique insights and perspectives to ensure the voices of patients and families are considered and included in everything we do at Lakeridge Health.

Based on their interests, experience and availability, these individuals take on advisory work including 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.

Lakeridge Health also benefits from the advice of a formal Patient and Family Experience Council (PFEAC), comprised of 12 members from across Durham Region.

CAP members and PFEAC provided input throughout the development of our multi-year plans. Some CAP members and PFEAs served on a task group of that provided advice regarding our new Vision, Mission and Values.

The invaluable work of these extraordinary volunteers helps keep people front and centre at Lakeridge Health.

Reimagining The Future

2019-2024 Strategic Plan



Our work to build a strong regional acute care system has created an unprecedented opportunity to have a greater impact on the health and wellness of everyone in our communities.

In 2018, Lakeridge Health began working with the community to develop a new Strategic Plan to guide our organization into the future and to advance a new kind of integrated health system in Durham Region that supports all people to achieve the best possible health.

Over 15 months, we received feedback and input from thousands of members of the Lakeridge Health team, patients, families, community members and partners from every part of Durham Region. The 2019-2024 Strategic Plan provides clear directions for collectively improving care and health outcomes in our region.

Lakeridge Health's new Vision was shaped by all the input and insights we received through face-to-face meetings, web-based events, telephone town halls, surveys, and individual consultations. In addition, a dedicated and diverse team including regional representation across our team, volunteers, patients and families, community members and the Board of Trustees was created to review Lakeridge Health's Vision, Mission and Values. The entire Lakeridge Health team was asked to vote on the Vision and Mission statements that they believe best represent Lakeridge Health's exciting future course. Nearly 1,900 team members cast their vote.



Our Vision: *One System. Best Health.*

This powerful statement reflects Lakeridge Health's aspiration to create an integrated health system that enables everyone to attain their best health.

It is about making sure each person receives the support they need to be healthy, inside and beyond our walls. Best Health is about empowering people to be true partners in their health care.

Volunteers and Auxiliaries

Ajax Pickering Hospital Auxiliary

The 172 active volunteers of Ajax Pickering Hospital Auxiliary play key roles in many aspects of the hospital's operations, assisting in key departments and helping fundraise through the many cupcake, book and jewelry sales held throughout the year. Volunteers also helped to run other successful events, including the Rotary Ribfest and the No Frills Roundup.

The volunteers continue to drive our gift shop, the HELPP Lottery and lucrative bingos where they raise money to purchase other important pieces of equipment. This includes 20 Smart Pumps for \$100,000, a rapid blood infuser for \$420,500 and other important pieces of equipment for Day Surgery.

Leaders from Lakeridge Health joined the Auxiliary to celebrate its second annual June social event, presenting its members with award pins for years of service.



Association of Volunteers, Bowmanville Hospital

This past year has been incredibly busy for the Bowmanville Volunteer Association. The Association brought a new President on board, Janice Wye-Baker, and a new Vice President, David Crowe. The Bowmanville Hospital also revamped its gift shop – the Treats and Treasures Café and Gift Shop.

The Association worked diligently to update its bylaws and policies, update role descriptions, as well as expectations of volunteer leadership.

The Retail Committee focused on organizing and improving the functionality of the gift shop to better manage an increase in donations and sales. The Committee's advertising campaign has been a great success, with the second-hand shop bursting at the seams with donations.

The H.E.L.L.P. lottery team also revamped its procedures and policies in hopes of raising \$1 million in the coming months toward Bowmanville Hospital renovations.





Auxiliary of Lakeridge Health Oshawa

In 2018/19, the Auxiliary of Lakeridge Health Oshawa celebrated 112 years of service. Its 300 adult volunteers are easily recognized within the hospital and are always willing to support the hospital staff to enhance the patient experience.

Through fundraising efforts in the Café and Gift Shop along with bingo and lottery sales, the Auxiliary was able to donate a second installment of \$200,000 toward its \$1 million commitment for an Interventional Radiology Unit at Oshawa Hospital. Volunteers also celebrated the Auxiliary's \$1 million donation to support the new regional inpatient pharmacy serving all of Lakeridge Health.

The Auxiliary's hundreds of student volunteers made an incredible contribution by filling vacancies over the summer in exchange for opportunities to apply for annual scholarships and potentially jumpstart a career in health care.

Volunteers impact the lives of patients every day in large and small ways. Recently, volunteers helped a patient at Oshawa Hospital celebrate her 100th birthday by supplying party favours and a cake.



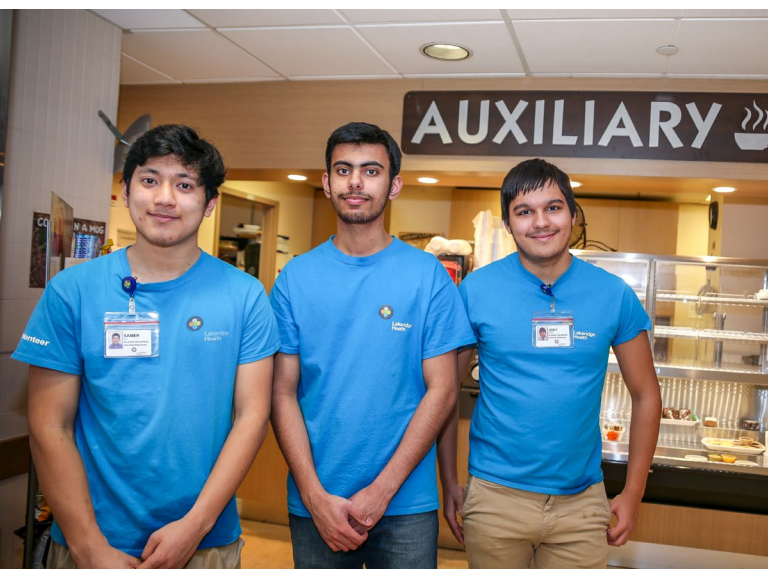
The Auxiliary to Lakeridge Health Port Perry

As soon as the Port Perry Hospital reopened last September, the Auxiliary was up and running.

This past year, the Auxiliary donated \$200,000 to Lakeridge Health for capital equipment in the New Life Centre and a further \$107,000 for capital equipment in other areas of the hospital.

In addition to these incredible fundraising efforts, the volunteers were busy delivering water to patients, acting as reception in Day Surgery, conducting friendly visits, greeting and directing visitors, as well as staffing Camille's Closet and Camille's Corner Gift Shop. The shop will celebrate 50 years of service in 2019. Camille's Closet has been a terrific success and in the past year contributed \$85,000 to the Port Perry Auxiliary.

With a full slate of officers and committee members in place and 19 new volunteers, the Auxiliary is looking forward to another great year ahead.





Lakeridge Health Whitby Volunteer Services

In June 2018, Whitby Volunteer Services held its Annual General Meeting at the Whitby Yacht Club, naming a new President, Co-coordinators of the gift shop and Treasurer.

The Fundraising Committee delivered a number of events for patients, their families, staff and volunteers. For example, the annual Tree Lighting Celebration, the Christmas Bazaar and Bake Sale, Ribfest, the No Frills Grocery, Easter Bake Sale and Jewelry Sale.

Whitby Volunteer Services also continued its annual scholarship program, providing two student volunteers with \$1,000 to help fund their education.

Beyond raising money, volunteers oversaw the Hospitality area and welcomed patients and their families. Small gestures go a long way – whether a kind gesture or a friendly smile to those in need.

To show its appreciation for its hard-working volunteers, Whitby Volunteer Services provided volunteers with new vests embroidered with 'Lakeridge Health Whitby Volunteer'.



Foundations



Ajax Pickering Hospital Foundation

Ajax Pickering Hospital Foundation

The Ajax Pickering Hospital Foundation has had an exciting fiscal year, securing the largest donation from an individual to a Durham Region charity, organizing the highest grossing Mayors' Charity Golf Classic in the tournament's 23-year history, and celebrating the incredible generosity of the City of Pickering Mayor's Gala!

Jerry Coughlan's historic \$7 million gift will support Lakeridge Health's soon-to-be-constructed North Pickering Health and Wellness Centre.

Thanks to two fantastic events, two departments at the Ajax Pickering Hospital can completely upgrade their technology. The Mayors' Charity Golf Classic raised funds for new Holter monitors and a monitoring system for the Cardiac Diagnostic Program, and the City of Pickering Mayor's Gala ensured that the Neonatal Intensive Care Unit (NICU) could replace all its monitors and monitoring system.

The Foundation has also had tremendous success focusing on the "high touch" as well as the "high tech" in its fundraising activities. Its promotion of "The Compassion Fund" helps ensure that staff have access to items that help them provide dignified and compassionate care to their patients – like therapy pets, hand-knitted blankets and toiletries.



Lakeridge Health Annual Report 2018/19



Bowmanville Hospital Foundation



The Bowmanville Hospital Foundation celebrated many achievements this year. Most recently, the Municipality of Clarington Council approved the Foundation's request and pledged \$5 million to the hospital's redevelopment and expansion project – the largest gift ever received by the Foundation.

The Foundation is off to a strong start as support and awareness for this project continues to build. The Association of Volunteers announced an incredible \$1 million pledge, a Gala for the Foundation raised \$381,174, including a \$250,000 gift from St. Marys Cement, and the Hennessey family made a \$100,000 donation to the Foundation.

The Foundation's continued success is thanks to the generosity of the local community and strong local partnerships.





Lakeridge Health Foundation



**Lakeridge
Health
Foundation**

Lakeridge Health Foundation celebrated the 2018/19 year with more than 35,300 donations from the community.

In the fall, it recognized donors at the Oshawa Hospital with a new donor wall featuring the community using fabric panels and images of patients and team members. A complementary wall was also installed at the Whitby Hospital.

Lakeridge Health Foundation's 2018 Gala in support of Oshawa and Whitby Hospitals hit new heights at an out-of-the-box location. By converting an airport hangar into an elegant event space, guests and donors celebrated a memorable night.

Finally, it received two exceptional donations this past year from the Perry family and the Auxiliary of Lakeridge Health Oshawa. Inspired by the compassionate care his late son received at the Oshawa Hospital, Steve Perry and his family generously committed an exceptional \$5 million gift. In early 2019, the Foundation celebrated a \$1 million gift from the Auxiliary for the new regional inpatient pharmacy.



Port Perry Hospital Foundation

PORT PERRY
HOSPITAL
Foundation

The Port Perry Hospital Foundation granted over \$1.25 million this past year

for renovations in the New Life Centre, pharmacy and ED, and to upgrade medical equipment to enhance patient care in areas across the hospital.

Just prior to the hospital reopening in September 2018, Port Perry Hospital Foundation hosted two Sneak Peek Events specifically for donors to its recent campaign and donors who have demonstrated incredible commitment over the years.

At each of these events, the ceremonial unveiling of the Your Hospital, Your Future campaign wall and a brand new Celebrating Your Support donor wall in the hospital's main lobby was followed by a special behind-the-scenes hospital tour. It was a wonderful way to celebrate the hospital's return and showcase the upgrades made possible through the community's generosity.



Recognizing Excellence

Local Health Care Hero Award

Introduced at the Lakeridge Health's Annual General Meeting last year, the annual Local Health Care Hero Award recognizes the extraordinary work of those who go above and beyond in their service to our communities.

The Local Health Care Hero Awards are awarded to individuals or groups of individuals who:

- Are dedicated and committed to supporting, promoting and raising awareness of the unique health care needs of the communities served;
- Embrace similarities, celebrate differences and consider fellow community members with an open mind and a willingness to assist with caring and compassion; and
- Contribute to furthering the health care needs of the community in which the AGM is being held.

The award is granted to individuals or groups which could include members of the Lakeridge Health Board of Trustees, Foundation Boards, Community Advisory Panel members, volunteers, staff and physicians.



Kent has been a prominent figure in Port Perry and the broader North Durham community over the past five decades, recognized for her extensive involvement in community development and philanthropy in the areas of education, health care and the arts, including the restoration of the Town Hall 1873 Centre for the Performing Arts in Port Perry.

For several decades, Kent has been an active volunteer and advocate for the Port Perry Hospital, joining the Board of Trustees in 1988-1989 and then becoming Board Chair in 1992. As a member of the Port Perry Hospital Expansion Committee, she was instrumental in raising funds to develop the Steven B. Roman wing.

A member and past President of the Port Perry Hospital Foundation, Kent played a leadership role in the highly successful 'Lighting the Way' campaign to support a new endoscopy unit. Her co-authorship of the 1994 book, 'Stitches in Time', chronicling the history of hospitals in Scugog Township, is a testament to Kent's dedication to the community. Kent is also a long-serving member of the North Durham Advisory Panel for Lakeridge Health.

2017/18 Winner:
Dr. Romas Stas

Dr. Stas is a distinguished physician at Ajax Pickering Hospital and is an active advocate for health care within the Ajax and Pickering communities. He has been caring for patients in the community through his family practice and at Ajax Pickering Hospital for nearly five decades.

Dr. Stas has held many significant roles during his career. He has served as Associate Chief of Staff at Ajax Pickering Hospital, volunteered with the Ajax Pickering Hospital Foundation, and, more recently, served on the North Pickering Health and Wellness Centre Advisory Committee.

He is very well known within this community and has been a long-time champion of keeping health care close to home for people living and working in Ajax and Pickering.



Recognizing Excellence

Tribute to Pinewood Centre Founder, Dr. B. George Blake

Over 50 years ago, Dr. B. George Blake's work to create a healing place for people with alcohol addiction led to the formation of Pinewood Centre. Spanning 13 locations across Durham Region and the GTA, Pinewood Centre is at the forefront of addictions medicine and care.

At our Annual General Meeting in June 2018, Lakeridge Health committed to honouring the late Dr. Blake's outstanding contribution to the community.

Over the last year, Lakeridge Health worked closely with Dr. Blake's family members and received input from his friends and colleagues to plan a tribute that meaningfully recognizes his extraordinary commitment to creating a healthy and inclusive community in Durham Region and advocacy for higher education.

A community event was held at Pinewood Centre at 300 Centre Street South in Oshawa in May 2019 to unveil the Dr. B. George Blake Room and a commemorative plaque along with a mentorship bursary program for Durham College nursing students, focused on mental health and addictions. The first recipient of the Dr. George Blake Mentorship and Bursary program is Filsan Farah, a student in Durham College's RPN Program who is committed to addressing mental health stigma with a focus on minority communities.



R.S. McLaughlin Durham Regional Cancer Centre's BETTER Clinic Awarded 2019 Quality and Innovation Award

R.S. McLaughlin Durham Regional Cancer Centre's (DRCC) BETTER clinic was a 2019 recipient of the prestigious Quality and Innovation Award recognizing health care initiatives that improve cancer care and promote best practices within the cancer care field.. This award is jointly presented by the Cancer Quality Council of Ontario and Cancer Care Ontario and sponsored by the Canadian Cancer Society.

The BETTER clinic is a bi-weekly outpatient clinic that provides high-quality care to address people's emotional, mental, social, and spiritual needs. The clinic supports physician and nursing teams by providing resources for people receiving cancer care who are experiencing anxiety and depression.

Before the BETTER clinic, the average wait time for people to receive psychiatry services at DRCC was six to nine months. Since the clinic opened, wait times have dropped to two weeks from referral to consultation.



Lakeridge Health

By the Numbers



783

Budgeted
Beds



204,551

Emergency
Department
Visits



38,050

In-Patient
Discharges



440,772

Clinic Visits



52,335

Surgeries



22,123

MRIs



12,786

Mental
Health Visits



4,261

Births



1,956

Students
Trained

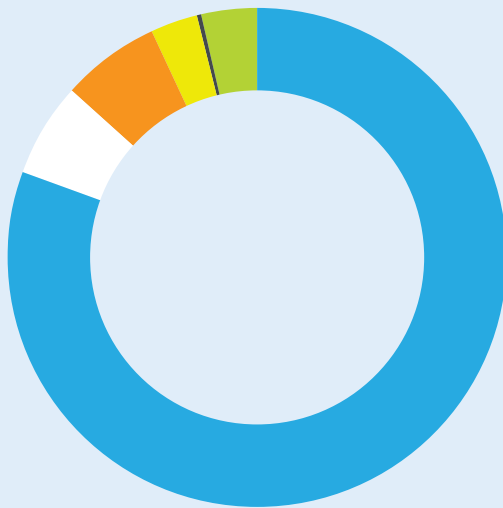


158

Active Research
Studies

Financials

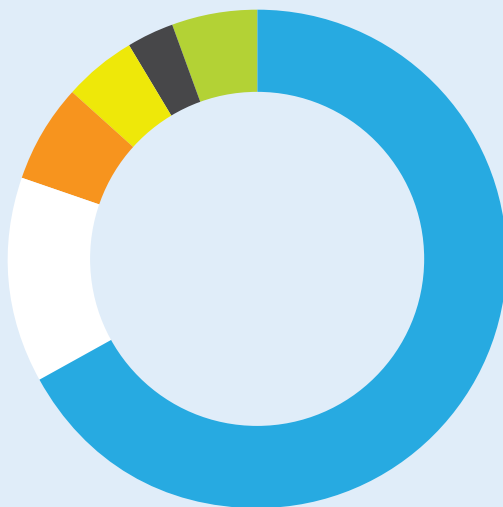
Revenue Distribution 2018/19



- 80.7% Ministry of Health and Long-Term Care ("MoHLTC")
- 6.2% Patient services
- 6.3% Other ancillary revenue & recoveries
- 3.1% Specifically funded programs
- 0.3% Research Grants
- 3.4% Amortization of deferred capital contributions - equipment and buildings

Total Revenue \$656,179,000

Expenditure Distribution 2018/19



- 67.1% Compensation and benefits
- 13.2% Supplies and other
- 6.3% Drugs
- 4.8% Medical and surgical supplies
- 3.1% Specifically funded programs
- 5.4% Amortization (including) buildings, equipment & interest on debt

Total Expenses \$655,334,000

2018/19 Board of Trustees

Sharon Cochran,
Chair, Whitby

Thelson Desamour,
Pickering

Matthew Anderson,
President and CEO

Shane Hardy,
Vice Chair, Ajax

Carion Fenn,
Ajax

Barb Brady,
Volunteers and Auxiliaries

Alok Sethi,
Treasurer, Whitby

Ben Gray,
Port Perry

Leslie Motz,
Chief Nursing Executive

Mark Ashcroft,
Oshawa

Dr. Judeline Innocent,
Newcastle

Dr. Jean-Placide Rubabaza,
Medical Staff Association

Jeffrey Beaton,
Whitby

Stindar Lal,
Courtice

Will Stephen,
Lakeridge Health Foundation

Shashi Bhatia,
Pickering

Jeff Somerville,
Whitby

Dr. Tony Stone,
Chief of Staff

Jim Clapp,
Oshawa

Glen Uens,
Oshawa

Dr. Shannon Trainor,
Medical Staff Association

Cordelia Clarke Julien,
Pickering

Marek Ulanicki,
Whitby

For more information contact
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visit www.lakeridgehealth.on.ca



Matthew Anderson, President and CEO; Mark Ashcroft, Board Member; Shashi Bhatia, Board Member; Thelson Desamour, Board Member; Ben Gray, Board Member; Dr. Tony Stone, Chief of Staff; Sharon Cochran, Chair; Dr. Shannon Trainor, Medical Staff Association; Jeff Somerville, Board Member; Barb Brady, Volunteers and Auxiliaries; Jeffrey Beaton, Board Member; Judeline Innocent, Board Member; Leslie Motz, Chief Nursing Executive; Shane Hardy, Vice Chair; Carion Fenn, Board Member; Alok Sethi, Treasurer

lakeridgehealth.on.ca

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Whitby Hospital

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