



ERIE SHORES HEALTHCARE

2019/2020 ANNUAL REPORT
"Care Happens Here"

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'THE NURSES THERE ARE THE BEST. THEY ARE VERY HELPFUL WHEN YOU NEED ASSISTANCE IN ANYTHING. THEY TAKE THE TIME TO ASSIST IN YOUR MANY NEEDS. GOD BLESS ALL THE STAFF AT ERIE SHORES HEALTHCARE.'

- Ida Forbes, Leamington (05.04.2020)



A MESSAGE FROM DR. ROSS MONCUR, CHIEF OF STAFF & INTERIM CEO



**Dr. Ross
Moncur,**
Interim CEO &
Chief of Staff



Over the course of the last several months, Erie Shores HealthCare has been tested like no other time in its history. As with so many other hospitals and healthcare providers across Ontario and Canada, it sometimes felt like our ability to care for our neighbours and get our region through the COVID-19 crisis was stretched to the breaking point. But thanks to the professionalism of Erie Shores HealthCare's staff, the guidance of its board, and strength of community partnerships old and new, we didn't break; and in fact, the opposite is true.

Despite all the pressures and complexities posed by the COVID-19, I firmly believe that this crisis has in fact elevated our hospital. It has given us the opportunity to show that this institution is unequivocally indispensable to the residents of Essex County. It has shown that our ability to form partnerships with institutions and agencies across Windsor-Essex is strong and growing; it has shown our ability to bring innovation to healthcare delivery by taking extraordinary steps to support the workforce our economy has for so long depended on; and it has shown that when times are tough for Essex County communities, you identify heroes by looking for scrubs.

I could not be prouder to work with those heroes.

As challenging and intense as the COVID-19 experience continues to be, it is part of a broader story of this institution's growing strength and profile. As a management team, we have remained very focused on the fact that there was life before the COVID-19 pandemic, and there will be life after. Plans to continue strengthening our healthcare services to regional residents continue uninterrupted.

Erie Shores HealthCare is now a top five Ontario hospital for short Emergency wait times. We have in this past year improved our patient satisfaction scores by 71%. And we have reduced the rate of patients requiring readmission after discharge to less than 1%.

These metrics demonstrate strong execution against our existing model, and on the basis of that strong performance, our geographic catchment area has recently been expanded. Additionally, in September, we will become the first Erie St. Clair hospital to adopt a fully electronic medical record system.

As with any strong organization, of course, there are challenges. Emergency visit numbers have grown by nearly 20% over the past two years. Managing increased volume does present challenges. And as we ease out of the COVID-19 lockdown, supporting the mental and social well being of families in our community will represent an acute need for continued care and vigilance.

We are prepared for these challenges, and we will manage them the same way we are managing through the COVID-19 challenge: as one community, and one team, with one vision: "to improve the health and well-being of the people we serve."

On a personal note, I'd like to express my appreciation to the Erie Shores HealthCare board of directors for the confidence they expressed in me by asking me to serve as both Chief of Medical Staff and Interim Chief Executive Officer, especially during this global health crisis. Thank you also to the incredible team mates I have the honour of working with every day, to our generous philanthropic partners, and to the Essex County community we exist to serve.

Sincerely,

Dr. Ross Moncur
Chief Executive Officer (Interim)

CARE HAPPENS HERE

OUR MISSION, VISION & VALUES

WHAT WE AIM TO ACCOMPLISH

We will improve the health and well being of the people we serve by leading the development of a sustainable integrated rural health system.



HOW WE ACHIEVE THAT

We are a health system that provides care directly and hosts community agencies to improve access to care for the communities we serve. We achieve our goals through colocation and by building partnerships with community partners. Our primary responsibility is to serve the communities along Essex County's South Shore stretching from Harrow to Wheatley.



OUR VALUES ARE THE HEART OF WHAT WE DO

Our values of compassion, respect, trust, and accountability influence how we make decisions and guide the way we work each day; with each other, our patients and their families.



COMPASSION

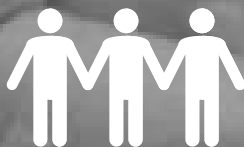


We believe compassion is at the core of our work and the care being delivered at ESHC. It is more than just spoken words. We recognize every person as a whole human being with different needs that must be met through listening, empathizing and nurturing.



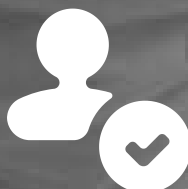
RESPECT

We respect the similarities and the diversity that distinguish our patients, our coworkers, and every member of the ESHC community. We believe respect for one's self and for others is the foundation of honour and the basis of integrity. We demonstrate respect through our words and our actions and that every person has unconditional worth.



TRUST

We understand trust is a key component of healthcare. We vow to hold our staff to high levels of accountability as this will provide better care to our patients and their families, facilitate better access to an already complex health care system and improve the quality of interactions with our patients to lower anxiety and fears of our patients.

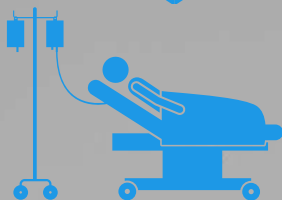


ACCOUNTABILITY

We believe in taking ownership for one's responsibilities and goals. As owners we recognize it is our responsibility to do what is right for our patients, our hospital and our community. We strive to do our best and to take pride in our work. We are committed to providing safe, high quality and compassionate care to our patients and their families. We accept we are responsible for our performance and will be accountable to our patients and their families, to each other, and to our community.

COMPREHENSIVE CARE FOR OUR ENTIRE REGION

OUR STRATEGIC PRIORITIES



IMPROVE ACCESS TO CARE FOR OUR COMMUNITIES

Erie Shores HealthCare is committed to optimizing the availability of services locally that is delivered by or hosted by ESHC.



IMPROVE PERFORMANCE

Improving a high performance culture that drives outcomes in which:

- We deliver on high expectations of patients and their families.
- We balance the demands of safe, high quality care with our fiscal responsibility and quality of care.
- We develop and act upon collaboration opportunities that improve results.



PEOPLE

- Culture—creating and supporting a positive culture of respect and value for each person's contribution.
- Building Skill and Ability—facilitating ongoing skills and competency development opportunities.
- Communication—value continuous communications with Erie Shores HealthCare stakeholders.

'I WAS RECENTLY ADMITTED INTO ESHC AND WAS A PATIENT FOR 4 DAYS. EVERY PERSON THAT I HAD INTERACTION WITH WAS TRULY AMAZING. TDURING INCREDIBLY TRYING TIMES, THEY WERE ALL FRIENDLY , COMPASSIONATE AND PROFESSIONAL.'

- Dwayne Matthys, Leamington. (30.04.2020)

ADAPTABILITY, GROWTH AND TRANSFORMATION – 365 DAYS OF CHANGE

We have experienced many successes in enhancing healthcare at ESHC, and the arrival of COVID-19 tested our team like never before. Our crew has pulled together to continue delivering extraordinary care in the face of this unprecedented pandemic.

Staff and physicians have worked tirelessly in uncertain circumstances to slow the spread of infection, care for those afflicted with the virus, and support each other.

The incredible response our entire team, our partners and our community shows we're all in this together, and for what lies ahead as a community.

A tremendous amount of work took place before COVID-19 to build partnerships and reaffirm relationships to position the hospital for success.

There has been a lot of change and a lot of progress over the last year with e-VOLVE and our new upcoming Health Information System, and accreditation in the new year. As a community-based hospital with an increased catchment area, we continually push ourselves to raise the bar in care for the communities we serve.

We made significant advances our ED wait times, and time to an inpatient bed. Now, with COVID, this pandemic is changing the way we provide care. Access to care for our vulnerable populations will be a significant focus moving forward, as well as integrating our technology into our day to day with e-VOLVE.

Keeping an eye towards the future, feedback from the provincial Ministry of Health is positive and we will look to lessons learned from the pandemic in establishing ourselves as a key player in the region.

Engagement of our community, staff and physicians remains a priority in helping to shape this organization over the next two years.

As we navigate these challenging times, our culture of "Care Happens Here" underpins our work and supports our teams and the community - and will also be reflected for the caring of our staff - who allow us to make the difference for patients as they come to their community hospital.

This year, our organization was inundated with acts of kindness from the community, many of which have taken place during the pandemic when they were needed the most - reaffirming the region's appetite to keep ESHC firmly rooted in the community for all.

QUALITY IS THE CORNERSTONE OF WHAT WE DO.



Kristin Kennedy,
Chief Nursing Executive & Vice President of Patient Services



2018-2019 was a year of restructuring and redevelopment. This translated into the vast array of quality initiatives and best practices that we have collectively researched, developed, trialed and implemented. And, as a result our performance provincially excelled.

In 2019-2020, collectively we felt it was critical to underscore quality and safety improvement through the eyes of our patients and families. We adopted a framework that supported a key initiative in the development of our Patient Family Advisory Committee. This Committee identifies opportunities for improving the patient and family experience, advises on policies and practices to support patient and family engagement and recommend how to better measure, quantify, and evaluate patient and family engagement. **The collective partnership from our frontline staff, leadership team, and this Committee has been key to our successes this year especially as we embarked on the COVID-19 journey.**

COVID-19 had a significant impact on our year inside the hospital. Anxiety and uncertainty plagued all of us however, in the midst of this our teams have held true to our key deliverables for exceptional patient care and to the reason for which we rise up in the face of adversity - our patients, families and communities.

Throughout, we have stayed true to what we excel at and have taken this opportunity to improve and do new things better. This has been accomplished with integrity and commitment with the diverse needs of the communities in our region at the forefront.

The staff have proven steadfast in the face of these changes and have embraced advancements in technology and processes. It is through innovation, collaboration and flexibility that we will be able to meet the growing needs of our community. **Our staff within ESHC are our greatest strength, and our staff's readiness to help and care for others when called upon is a testament to that.**

As a senior leader, in an effort to grow, invest and support our team I commit in the coming year to ensure that our staff are cared for so they continue to do the very best work possible for our hospital.

At ESHC, we pride ourselves in a culture of continuous improvement. Each year, our teams undertake initiatives both large and small to ensure our patients have the best possible experience within our hospital. Our team is working diligently to achieve measured results in a number of areas, including shortening wait times, reducing the number of falls, and improving patient satisfaction. A key factor in reaching these goals is engaging our patients and their families in our decision-making process. That is why the Patient Family Advisory Committee structure was so integral this year.

QUALITY IS THE CORNERSTONE OF WHAT WE DO.



COVID-19 has also enhanced our relationships within the community this year and will be crucial in our success in the forthcoming year. We thank our partnerships and outreach within the Migrant Worker Community Program, Home and Community Care, Ontario Health, Family Health Teams, Nursing and Retirement Homes, Mental Health Teams, OPP and EMS.

As the staff and leadership team collectively look forward, we are committed to elevating the standard of care to support the delivery of safe, effective and efficient health care that will result in improved patient outcomes and an enhanced patient and family experience.

The dedication and commitment to excellence amongst the staff, physicians and leadership within ESHC is noteworthy and inspiring. I am honoured to be a part of that of this extraordinary organization.

Sincerely,
Kristin Kennedy
Chief Nursing Executive & Vice
President of Patient Services



FISCAL RESPONSIBILITY IN A CHANGING HEALTH CARE WORLD



Nolan Goyette,
*Chief Financial
Officer & Vice
President of
Corporate
Services*

Erie Shores HealthCare (ESHC) ended the 2019-20 fiscal year March 31, 2020 with a deficit of (\$784,382) from Hospital Operations. Inclusive of Amortization of Building net Amortization of Deferred Capital Contributions – Building there was an overall deficit of (\$1,395,306). The 2019-20 deficit is net of \$3,100,000 in one-time funding received from the Erie St. Clair Local Health Integration Network (ESC LHIN) in March 2020 for hospital operational pressures.

ESHC continues to monitor the Cost Improvement Plans (CIPs), and realize annualized savings. The hospital is implementing a new regional Hospital Information System (HIS) called e-VOLVE which brings together five hospitals in the Erie St. Clair (ESC) region to transform the way clinical services are delivered. While there are added cost pressures in the short-term, it is anticipated that certain efficiencies and savings will be realized over the medium to long-term future.

ESHC is anticipating that the one-time funding received in fiscal 2019/20 will be added to base funding for 2020/21 on top of a 1% increase. This would significantly support the operations of the hospital and relieve some operational pressures moving into the new fiscal year.

2019/2020 Revenue

Ministry of Health and Long Term Care/Local Health Integration Network - \$ 38,085,475
Patient Services - \$ 7,191,984
Other Revenues and Recoveries - \$1,104,431
Parking Revenues - \$403,844
Amortization of Deferred Capital Contributions-Equipment - \$1,373,942

2019/2020 Expenses

Wages and Benefits - \$27,356,974
Supplies and Expenses - \$8,444,399
Medical Staff Remunerations - \$8,967,304
Medical and Surgical Supplies - \$2,005,238
Drugs and Medical Supplies - \$788,736
Amortization of Equipment - \$1,381,407

Surplus (Deficit) from Hospital Operation - (\$ 784,382)

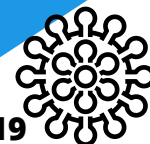
COVID-19 Expenses - (\$230,369)
Amortization of Deferred Capital Contributions—Building - \$1,160,085
Amortization of Building - (\$1,540,640)
Surplus (Deficit) Including Building Amortization - (\$ 1,395,306)

PULLING BACK THE CURTAIN & CREATING DIALOGUE

ENGAGING OUR COMMUNITIES IN PERSON AND ONLINE

With the healthcare industry constantly evolving, **public relations is proving to be needed more now than ever.** ESHC wants to emphasise the importance of our relationship with the community. The strategic plan for Communications and Public Relations for ESHC over the last year and into 2020 & 2021 is:

- **Recognition of ESHC as transparent and operating in the best interests of the communities we serve.**
- **Foster a sense of pride among staff, physicians and the general public for their community Hospital – and taking that pride and translating it into ideal news coverage.**
- **Optimism for the future of ESHC as a strong, sustainable hospital and strong local, district and regional partnerships with the community and patients.**
- **Better community understanding of and support for ESHC decisions of how to deliver its services here locally.**
- **Engaging with the community in person and online. Keeping ESHC in the front of traditional media and our own narrative on social media.**



COVID-19
Drafting and sending news updates on COVID-19 for staff and stakeholders. Consistent contact for public on COVID response on social media.

New Digital Imaging and Footprint

Development and launch of new website and reengagement on social media platforms with the addition of YouTube, Instagram and LinkedIn. 183.5% Increase in engagement on Social Media since May 2019.

Community Relations & Outreach

Coordinate, implement and host virtual townhall with stakeholders, staff and partners and participate in regional virtual press conferences. Coordinate with local municipalities for a number of hospital initiatives in regards to COVID-19. Manage Community response to COVID.

Physical & Digital Signage

Design, development and placement of signage & patient hand outs for all hospital matters, pandemic changes to facility, assessment center and ramp up of services for both in hospital, patient access and digital format. Over 20 ESHC campaigns for community and staff engagement have been rolled out.

Web Article & Video Creation & Production

Create, craft and source content ideas from ESHC and continue to cultivate a growing audience online with our own narrative on operations and engagement. Write, shoot, edit, produce online content for public and media. An increase of 2500 followers on Facebook since May 2019 with over 80,000 people seeing our content through the last year. Average engagement on content is 3500 people per post.

Media Relations & Story Ideas

ESHC has been in the media through newspaper, radio interviews, TV interviews, and web articles a total of 302 times since May 2019 with an average of 1 mention a week. We also help source content and ideas for media - with standing weekly stories for the SouthPoint Sun and most recently coordinating a national media response to COVID-19 with CBC National, Globe and Mail and the Associated Press and Washington Post.

Agri-Food Worker Outreach

Working with regional healthcare providers to assist in the effort to address COVID-19 in our Agri-Food workers in the area. Help with the design, implementation and roll out of the Community Assessment Centre and the mobile testing teams with the focus on our own brand journalism featuring our point of contact for all media requests and filing our own stories from the field.

Staff Engagement & Spotlight

People first. Highlighting our staff through recognition days online and highlighting the work done during the pandemic. Featuring real stories of our staff and their connection to the community. Featuring collaborative community outreach and how our staff continue to work through the changes in the COVID-19 HealthCare environment.

Arms Bumanlag,
Director of Public Relations & Communications





PEOPLE. PASSION. PURPOSE.



**'OUR GREATEST RESOURCE IS OUR PEOPLE.
OUR STAFF MAKE THE DIFFERENCE.'**

- JENNIFER CHARRON, HUMAN RESOURCES MANAGER



Recruitment and Retention: Our Human Resources Team has been working diligently to recruit and retain the best talent, ensuring ESHC is an employer of choice. With close to 100 new hires within the last year, many to support the pandemic, our Human Resources Team has developed cost effective and innovative recruitment strategies to source and retain qualified talent to our organization. We are proud to have supported with the recruitment of Physicians, Front Line Staff, Students and Administrative Staff to the organization.

Standardized Process: The Human Resources team has revamped policies and procedures and created standardized templates to ensure we have transparent and consistent processes within the organization. Ensuring our staff have the access to the tools, information and resources they need to be successful is critical. Human Resources has completed a thorough audit of our benefit administration to ensure the information is accurate and up to date. The Human Resources Team has developed and delivered an interactive general orientation for new and existing staff which includes a welcome to the organization, review of policies and procedures, health and safety and crisis intervention training.

Building Relationships: Trust, compassion and transparency are the key values of our Human Resources Team who have developed positive relationships with our front line staff, union representatives, management and the community. We have worked to foster strong relationships with our internal and external partners.

Health and Safety: In partnership with our Occupational Health, Human Resources has focused on improving our return to work program, digitalizing the WSIB process, reducing work related injuries, and updating our Workplace Violence and Harassment Policy and Prevention Program. Human Resources has joined the Working Towards Wellness Committee dedicated to providing the community with resources related to health and safety.

We have made great strides but we are not done yet. Over the upcoming year, the Human Resources Department will continue our commitment to supporting our staff through various key initiatives including E-learning to ensure training is easily accessible and up to date. We will have a focus on Workplace Violence and Harassment including a full policy review and update, identification of high risk areas, management and staff training and update to internal reporting systems. We will also be working through reviewing and revamping job descriptions, salary scales and developing key performance indicators.

ROOTED IN OUR COMMUNITIES



OUR AUXILIARY. OUR VOLUNTEERS. OUR COMMUNITIES.

VOLUNTEERS DO NOT NECESSARILY HAVE THE TIME, THEY JUST HAVE THE HEART” - ELIZABETH ANDREW

In 2019-2020 the Erie Shores HealthCare Auxiliary was able to make a donation of \$79,132 to the ESHC capital equipment campaign. These funds were primarily raised through merchandise sales in the Inspirations Gift Shop and other events held throughout the year such as children’s book sales, craft and bake sales as well as raffles of items from the Gift Shop. While these figures are impressive, behind them lie other accomplishments, harder to quantify but equally as important.

Our volunteers not only raise funds; they also dedicate countless hours to provide care, support and comfort to staff, patients and their families at ESHC this past year they have donated 10,195 hours.

The Auxiliary will continue to provide annual bursary assistance to qualifying students pursuing post-secondary education in the field of health care.

The Auxiliary is a group of over **200 enthusiastic active and inactive members along with our Spiritual Care Committee and Pastoral Care Members who are committed to providing much needed volunteer services to Erie Shores HealthCare.** Our co-op students and after school students always praise our program and love the experience of being able to be in a Health Care setting. It is knowing that our contributions positively affect the care and services that patients, families, visitors and staff receive that motivates us. Our compassionate approach is a great gift to the staff and patients at ESHC.

Interested in joining us as a Volunteer? Please contact Volunteer Services 519-326-2373, Ext. 4148 or by e-mail at volunteer.coordinator@ldmh.org

Respectfully submitted

- Kerstin Kay
President ESHC Auxiliary



ROOTED IN OUR COMMUNITIES



OUR FOUNDATION. OUR HOSPITAL. OUR COMMUNITIES.

“IN CHARITY THERE IS NO EXCESS.”—FRANCIS BACON

In the life of any organization, there comes a time when it's important to evolve and change in order to remain responsive to the community it serves. Over the past year, this has been the focus of the Erie Shores Health Foundation.

In doing so, the Foundation has achieved significant success and continues to embark on a path of innovation and fundraising in support of Erie Shores HealthCare and Erie Shores Hospice. This transformation has resulted in the following accomplishments:

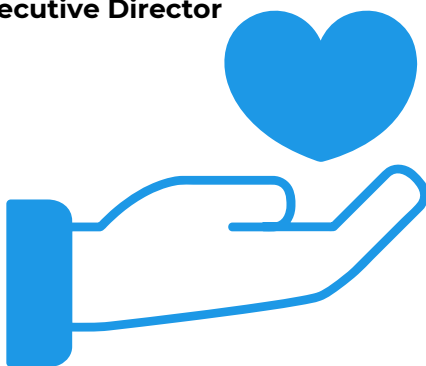
- **Launched the biggest capital campaign in the Foundation's history** - \$15M for ESHC called Care Happens Here. Crossed \$1.1M since launching campaign in January 2020.
- **Diversified fundraising programming and launched new website.**
- **Elevated signature gala to be the highest grossing event in the past 25 years**, making it one of the top three grossing galas in all Windsor-Essex.
- **Grew net revenue by 800%.**
- **Decreased operational expenses.**
- **Restructured the Foundation and grew staff compliment.**
- **Established strategic partnerships with other non-profit organizations to further our philanthropic mission.**

As we look towards another exciting year, we find ourselves faced with adversity amongst a global pandemic. The Foundation has felt the impact of this crisis through new and challenging fundraising obstacles, heightened portfolio volatility, and calls to action from our community.

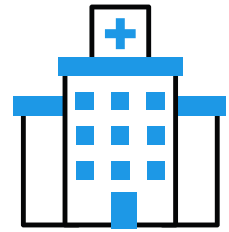
In light of this, we continue to engage our donors and partners in these arduous times and create innovative fundraising solutions to overcome the social constraints presented before us. Our mission remains important and fundraising is a critical pillar in the global response to the pandemic to ensure the health and vitality of our local hospital and hospice is paramount.

#YouHaveUs,

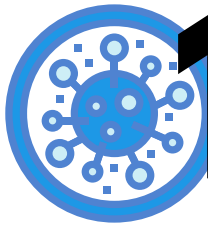
**Christine Colautti,
Executive Director**



BY THE NUMBERS

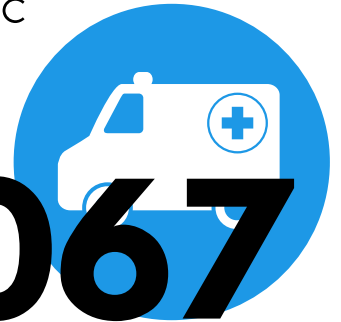


A WIDE VIEW OF THE PAST YEAR AT ESHC



1491

visits to our COVID-19
Assessment Centre **Operational
April 15th, 2020*



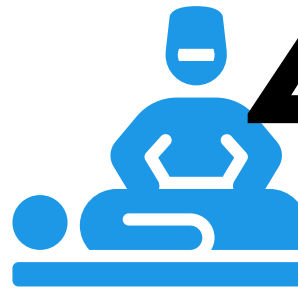
7067

EMS arrivals



35,747

Emergency Department Visits



4526

Surgical Procedures
(Inpatient & Outpatient)



484,785

Lab Tests
(In House)

376

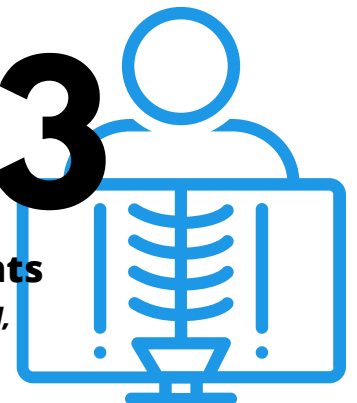
Staff Members



68,823

Diagnostic Imaging Appointments

(X-Ray, Computer Tomography, UltraSound,
Mammography, Nuclear Medicine)



THE ROAD AHEAD



A Message From Jeff Lewis, ESHC Board Chair

Erie Shores HealthCare (ESHC) is many things to many people. It is a place where patients, residents and caregivers are provided with compassionate care. It is a place where patients, community members, and medical professionals have the opportunity to become actively involved in the work and planning of our organization; where innovation, care, and sustainability make a difference in patient care; and where our staff and physicians are encouraged and supported.

The theme in this year's Annual Report to our Community is inspired by the changes this hospital has faced, the challenges it's overcome, the road ahead and the compassion and dedication that drives our people.

In a COVID-19 world, where things are happening minute by minute, we must not forget to celebrate, encourage, and savor the efforts put in, and the people who make it happen. ESHC is a place where people matter. Patients matter here. **The care we provide matters here. What we do as a team matters here.**

This philosophy is at the heart of what continues to be the foundation of this community hospital. Our staff matter. We cannot have a high performing community organization without the passion that our staff has.

Over the next year, we will build on this presence with additional images and public relations material of clinicians, staff, volunteers, patients and family members, alongside strong statements – our brand promise – of what matters to our community and those we serve. All while, again, taking time to ‘stop and smell the roses.’

“Stop and smell the roses” may be a cliché, but research indicates it is sound advice for finding satisfaction in life. A study in the *Journal of Personality and Individual Differences* suggests that appreciating the meaningful things and people in our lives may play an even larger role in our overall happiness than previously thought.

In the study, nearly 250 undergraduates take a survey measuring their levels of appreciation, which finds as “acknowledging the value and meaning of something—an event, a behavior, an object—and feeling positive emotional connection to it.”

THE ROAD AHEAD

The connection our staff has to this building, the people and the work they do is invaluable. And it is what separates ESHC from other institutions. It is how we succeed. **In addition, we sustain ourselves as a small hospital – by our people.**

Outside of the tremendous work our staff has done in response to COVID-19, This past year was an exciting one as we had the privilege of engaging our community – staff, physicians, volunteers, patients, residents, partners and key stakeholders – in helping to shape our new Corporate Strategic Plan for 2021 to 2023.

Launching soon, this plan is grounded in partnerships with patients, residents and caregivers, an uncompromising focus on quality and safety, and the need for collaborations and advocacy to advance care, sustainability and the need for our community hospital. It is our roadmap for achieving our vision in the care we provide.

Thank you to our staff and physicians for all that you do. Thank you to our community – our patients, residents, family caregivers, community partners, donors – for your continued and steadfast support.

To all, thank you for your active participation and engagement. We look forward to planning our journey with you as we continue to serve those who come to us in need for our communities.

- Jeff Lewis, Board Chair



A TEAM APPROACH TO DELIVER HEALTHCARE



Board of Directors

Chair - Jeff Lewis

Vice Chair - Matt Snoei

Past Chair - Tyler Chadwick

Director - Pearl Davies

Director - Jennifer Dawson

Director - Duffy Kniaziew

Director - Grant Maguire

Director - Brian Gray

Director - Kris Taylor

Director - Michael Wiens

Director - Mike Makhlouf

Director - Dr. Maxwell Abraham

Interim Chief Executive Officer: Dr. Ross Moncur
Executive Assistant to CEO, COS, CFO, & Communication, as well as Medical Affairs, and Governance Coordinator - Lise Peterson

Chief of Staff: Dr. Ross Moncur
Medical Advisory Committee

Medical Chiefs:

Dr. Yekinni - **Surgery**

Dr. Tracey - **Nuclear Medicine**

Dr. Paterson - **Dental Surgery**

Dr. Gow - **Family & Hospitalist**

Dr. Hooper - **Radiology**

Dr. El Keilani - **Pathology/Lab**

Dr. Stapleton - **Anesthesia**

Dr. Ogah - **Obstetrics/Gynecology**

Dr. Naom - **Internal Medicine**

Dr. Dawood - **Emergency Medicine**

Vice President of Corporate Services & Chief Financial Officer - Nolan Coyette

Health Information/Patient Registration Manager & Privacy Officer - Tina Baddour
rHIS - Barb Colaizzi

Environmental Services Manager - Jason Keane

Manager Human Resources - Jennifer Charron

Vice President Patient Services & Chief Nursing Executive: Kristin Kennedy

Executive Assistant to CNE & Patient Advocate - Lena West

IP CMP Professional Practice - Misty Fortier

Director of Emergency & Access & Flow, Interim Director of Inpatient Services

- Michele Reiser

Interim Manager of Inpatient Services

- Lauren Kopchek

Access & Flow Manager - Melissa Cowan

CMP - Sarah Wilson

CMP - Lynn Mitchell

Director of Diagnostics, Laboratory Services, Interim Director of Perioperative Services -

Heather Badder

Manager of Pharmacy - Beth Miffelin

Interim Manager Perioperative Services - Karri Kopinak

Interim After Hours Director - Monika Marshall

Director of Public Relations &

Communications - Arms Bumanlag

'YOU ALL ARE DOING EVERYTHING YOU CAN TO TEST AND SUPPORT WORKERS AND EMPLOYERS. IT IS CLEAR THAT HAVING TO GO FROM FARM TO FARM IS VERY LABOUR AND RESOURCE INTENSIVE. UNLESS THE FEDERAL AND PROVINCIAL GOVERNMENTS COMMIT MONEY, RESOURCES AND MANPOWER. THANK YOU SO MUCH FOR ALL YOU ARE DOING! ♥OUR HEALTHCARE PROFESSIONALS ROCK!'

- Terri Ann, Leamington (22.06.2020)

