

# A DECADE OF BUILDING CARE





95,000<sub>sq ft</sub>  
of new space



58,687  
ER (Emergency Room)  
Visits 2013/14



2,700  
MRI scans done in its first year



A digital copy of the annual  
report is available at  
[cornwallhospital.ca](http://cornwallhospital.ca)

“I hope you share my sentiment when I say what a privilege it has been to be a part of the team that **built CCH!**”

JEANETTE DESPATIE, PRESIDENT AND CHIEF EXECUTIVE OFFICER



Cornwall Community Hospital has been *building care* for the past decade. The people – staff, physicians and volunteers – that make up Cornwall Hospital have considered the needs, planned for the gaps, responded to challenges and executed the strategies targeted at meeting the health care needs of our community.

We are well on our way to delivering a state-of-the-art facility that will serve our patients, staff and visitors for decades to come.

Our culture has been built on the ICARE values of integrity, compassion, accountability, respect and engagement. These values define how we will deliver care and interact with one another. Building on these values, staff and physicians across the organization have come together, several times over the past year, to work on Continuous Improvement (CI) projects. These Continuous Improvement initiatives, based on LEAN strategies, will ensure our sustainability going forward.

This year we experienced high patient volumes across the hospital, with visits to the emergency department exceeding 55,000. That is roughly 165 visits per day. We operated well over 100 per cent capacity in our inpatient units for most of the last quarter of the year. These pressures challenge us to continue to *build services* from obstetrics to geriatrics. Our surgical services define Cornwall Hospital as a leading acute-care provider in Eastern Ontario. With a full complement of surgeons and anesthesiologists we provide full emergency and trauma coverage 24 hours a day, 365 days a year. We respond to the critical needs of our smaller community hospitals

at the same time managing the on-site demands that present.

The addition of MRI services to our Bloomfield Diagnostic Centre of Excellence has had a very positive impact on patients. Demand for the service continues to grow; the new machine responded to 2,702 cases in its first year.

We know that our partnerships with community organizations are critical to meeting the needs of our patients. Cornwall Community Hospital has committed to working with health service providers and primary care practitioners across the community on the development of the Cornwall, Stormont, Glengarry, and Akwesasne Health Links project. This provincial strategy is aimed at improving the care and accessibility for high needs patients in our community.

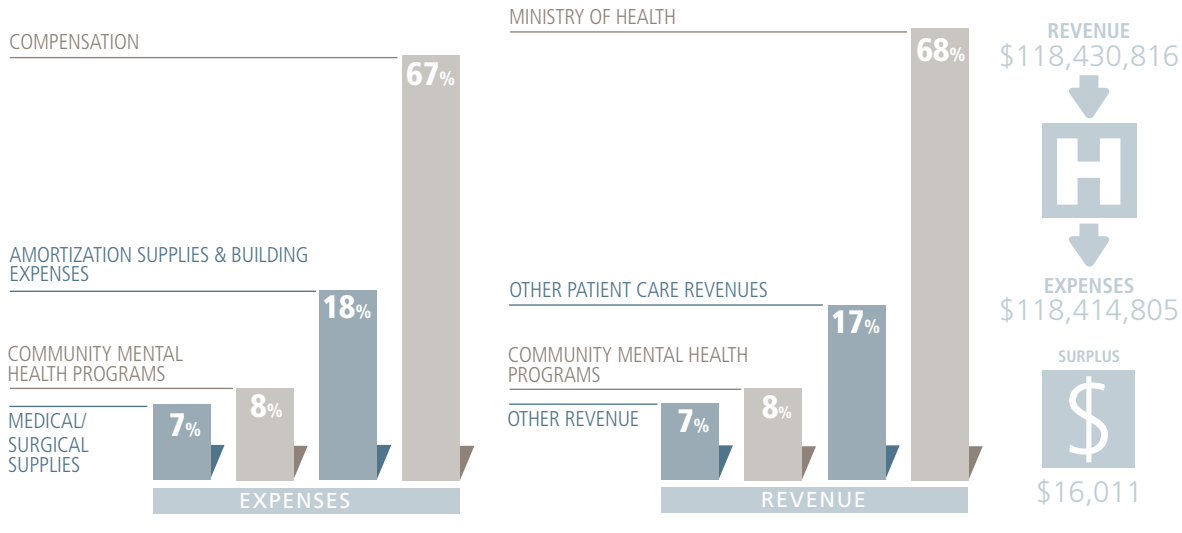
We were very pleased with the recent approvals from the Ministry of Health and Long Term Care to further develop our site and to bring our Community Addictions and Mental Health Teams to the McConnell property.

With our people and resources consolidated on one-site we embrace the opportunities and challenges that will present in the next decade. We are grateful to our partners and supporters as we continue on this journey.

Sincerely,

**Michael Turcotte**, Chair, Board of Directors

**Jeanette Despatie**, President and Chief Executive Officer



## BUILDING Culture

Three staff members from Child and Youth Counselling Services (CYCS), the Assault and Sexual Abuse Program (ASAP), and the Psychogeriatric Team were tasked with decreasing wait times in their respective programs using the skills they learned in their Lean training.

Diane Caron, Occupational Therapist for the Psychogeriatric Team, explained her experience as nothing but positive, “we achieved amazing results while implementing new processes that have seen wait times for screenings drop by 53 per cent.” Ms. Caron also estimated that cycle times (time it takes to see a client, get collateral information, and write a report) for assessments have decreased by 40 per cent, without having affected the quality of the interventions.

“There is a particular energy with projects like these... that creates momentum for change,” she added.

Keeping up with demand is a common challenge all hospitals face. In Ms. Caron’s case, what was once a 46-step process for clients to receive support has now been trimmed to 23 steps, making it possible to take in more clients faster. By creating a map of every step taken in the treatment system, the team was able to identify and rid the waste that was impeding the service’s progress. Ultimately, clients who are in need of help from the

psychogeriatric team now only see a service wait time of 23 days instead of the previous amount which had them waiting 37 days.



“We have seen wait times for screenings drop by 53 per cent.”

DIANE CARON, OCCUPATIONAL THERAPIST



“Through integration and transformation we have **built** capacity, improved quality, involved our community to a greater extent and have begun to create a seamless addiction and mental health service.”

CHRISTINE PENNEY, VICE-PRESIDENT, COMMUNITY PROGRAMS



## BUILDING Community

### Addiction Services

In 2013, Addiction Services of Eastern Ontario (ASEO) voluntarily integrated with the Cornwall Community Hospital. The integration initiative was occurring at the same time that Cornwall Hospital's Withdrawal Management Service was transforming from a residential model to a community-based model. Although these two service changes were not planned to occur simultaneously, they have resulted in system improvements that are highly responsive, with opportunities to expand services to fill unmet needs.

Prior to these changes there were three silos with three distinct operations with little intersection of staff or programming. Therefore, addiction and concurrent disordered clients often fell through gaps associated with moving from one agency to another. The new program, through its community outreach component, allows clients to safely withdraw from substances in their home environment. This approach ensures greater involvement of family and leads to opportunities to provide education, support, and referral for family members. Having family members understand and engage in the treatment plan enhances the client's ability to achieve success.

### Organ & Tissue Donation

Cornwall Community Hospital (CCH) is proud to join Trillium Gift of Life Network (TGLN) in working to save lives through organ and tissue donation. As a partner in Ontario's Routine Notification program, CCH is required to report every impending patient death to TGLN so that their specially trained staff can identify potential donors and approach families to re-affirm consent.

“One organ and tissue donor can save up to eight lives and transform as many as 75 others, explains Janice Beitel, Director of Hospital Programs, Education and Professional Practice and Education at TGLN. “Just one more donor can mean everything for the family of someone on the waiting list. The hospitals joining us in implementing routine notification are helping us save lives.”

“With education resources for staff, hospital development coordinators offering advice and expertise and 24/7 access to a donation physician specialist for consultation, organ and tissue donation has become a priority in our facility,” says Heather Arthur, Vice President of Patient Services and Chief Nursing Officer.





AT CCH IN THE LAST DECADE THERE WERE...

  
**500,000**  
 ER Visits

  
**6,000**  
 Babies born

  
**1,000,000**  
 Diagnostic procedures

  
**+60,000**  
 Acute discharges

  
 an average of  
**1,500**  
 cataract procedures/year

  
**+144 MILLION**  
 invested in building,  
 equipment, & technology

Ten years ago, we were two small hospitals. Today, we are the largest provider of care in the area. We responded to our community's needs and to Ontario's healthcare strategy by integrating services, facilities, systems and staff. The consolidation was complex but our people worked hard, always focusing on patient needs. In 2014, the consolidation will be complete with the entire acute-care team on McConnell site.

“We like to refer to it as *“the community’s magnet”* and we are confident that we are meeting the high volume demands of the community.”

JENNIFER BARKLEY, DIRECTOR OF DIAGNOSTIC SERVICES



## BUILDING Services

### MRI

“We like to refer to it as “the community’s magnet,” and we are confident that we are currently meeting the high volume demands of the community,” said Jennifer Barkley, Director of Diagnostic Services and so far, the community’s magnet has served just over 2700 patients in the area.

MRI scans are painless and create more detailed pictures of the body than you would get with an X-ray.

Wait times in the region have seen a drop for procedures like that now available in Cornwall. Barkley explained how wait times were not the only thing positively affected by introducing this new technology at CCH. “Along with expressing their appreciation for the building as a whole, patients have also been grateful for not having to make the commute to Ottawa or Kingston to have their scans done.

### Women and Children’s Health

Much like the hospital’s exterior makeover, the WCH department has seen its fair share of upgrades as well. Now boasting more comfortable rooms with added amenities such as larger tubs, new flat screen TVs, couches for family members to relax on, impressive nurseries with upgraded life safety systems, and new artwork to its hallways, the unit is “delivering” on the

hospital’s strategic direction of excellence in quality, patient safety and service delivery.

Advanced technologies and a home-like environment to give birth, along with more resources to keep professionals up-to-date are not the only things that the WCH unit has been working on. “We are proud of the physical improvements made to the department, but we are even more encouraged about what is happening within the workplace culture. Staff engagement has been on the rise; as a team, our goal is for CCH to be the birthplace of choice for young families in the area,” said Suzanne Menard, Advance Practice Nurse in the WCH Department

In keeping with patient focused care, a diverse healthcare team is available to support the individual requests of patients and families. Members of the specially trained team include midwives, breastfeeding experts, social workers, pharmacists, respiratory therapists, an advance practice nurse and of course nurses and physicians. In addition, we have 24/7 anesthetics coverage for epidurals.

“Thank you for your incredible support over the past decade and we look forward to continuing the journey with you as we start the next 10 years.”

ERIN KILLORAN, EXECUTIVE DIRECTOR, CORNWALL HOSPITAL FOUNDATION



Great communities *build* the best hospitals. The Cornwall Community Hospital and Foundation are extremely proud of this region for what we have been able to accomplish over the past 10 years. Through great passion and generous donations both large and small, our community is now benefiting from the new west wing, state-of-the-art emergency department, six operating theatres and the MRI machine. To continue the momentum of this success and ensure that we are able to continue to meet healthcare needs for years to come, CCH Foundation will aim to enhance and strengthen our relationships with members of the community. With donors, volunteers and staff this engaged, we can leave a legacy of excellent medical care.

This year we continued to see an outpouring of generosity from residents of this region, and for that we are most appreciative. We were able to replace two ultrasound machines, and continue to transfer funds to CCH for the *To Your Health!* and *Our Hospital, Our Future* campaigns.

In the years ahead our focus will be on continuing to replace additional ultrasound machines as well as support CCH with the integration and equipment for the Community Addictions & Mental Health Services department.

Thank you for your incredible support over the past decade and we look forward to continuing the journey with you as we start the next 10 years.

Sincerely,

**Allan Wilson**, Chair of the Board of Directors  
**Erin Killoran**, Executive Director

2013-2014

