

**Annual Report of the Chief of Staff
Tuesday, June 22, 2021**

Introductory remarks

It is my pleasure again this year to address you at our Annual General Meeting and speak to you on behalf of the Medical Staff of the hospital.

Covid-19

We have had a busy year with the Pandemic still demanding much of our attention. A year ago at this time, we were 3 months into the pandemic and were worrying that there might be a second wave. Well we are now just coming out of the third wave, our second lockdown and our second mandatory ramp down of surgical services.

Since the pandemic began 15 months ago, we have been able to continue to provide excellent patient care and keep our staff safe, and a lot of the credit for this comes from the tremendous amount of work, effort and guidance that our Infection, Prevention and Control and our Occupation Health Teams have provided. They have instructed us on the correct use of PPE and played a key role in organizing the vaccine clinic for our hospital staff. I know I speak on behalf of all the physicians when I say Thank You to each of you.

As we begin to focus our attention on the Recovery Phase in the hospital sector, we are hopeful that we will soon see this pandemic in our rear view mirrors. We need to continue to follow all the Public Health measures as the race between the variants and the vaccines is underway. We have now ramped up our surgical activity to its pre-Covid levels and are successfully and quickly eliminating our backlogs. The backlog for some surgeries such as cataracts in our region remains very high. We have been fortunate to be able to offer some operating room time to our partner hospitals to shorten the wait times for their patients.

The generosity of businesses and individuals in the community in appreciation for the care we deliver at the hospital has been remarkable. All the physicians are grateful for your thoughtfulness.

This is our second year in a row, that we have met virtually. Platforms like ZOOM have afforded us the ability to remain connected during the pandemic-in fact have really been a lifeline for communication not only within our organization but also with our regional, provincial, federal and global partners as we battle the pandemic. It has allowed primary care physicians to connect with their patients and for consultants to see referrals in a timely fashion. When we

sadly had to tightly restrict visitation it let patients and families connect. On a personal note, it allowed me to stay connected to my family and friends as I'm sure it did for each of you. Without this tool managing the pandemic would have been impossible. As our new normal evolves, it is hard to imagine that connecting virtually will not remain with us in some capacity.

Even though we have been remained focused on the Pandemic, we were able to remain active and productive on some of the more normal activities that are essential for continuing to provide high quality care to our patients.

Recruitment/Retention/Retirement:

This has been a very successful year in stabilizing and expanding our physician human resources both in the community and at the hospital.

1) Family Medicine: Primary Care

- 6 new Family Physicians have joined practices in Perth and have been privileges at the hospital
- 3 Family Physicians are in the process of joining the family medicine group in Smiths Falls, and one more in Perth.
- Impact for unattached patients: one metric that has been tracked since 2016 is the number of unattached patients coming to the emergency room 2016. At the Smiths Falls site, this has improved form a high of 12% of patients to 7% and in Perth from a high of 9% to 4%.

2) Specialists:

- Two internal medicine specialists joined the hospital in July of last year. Excellent positive impact on patient care with the expansion of consultation services. Neither Dr Wei or Dr Pamphile had much of an opportunity to ease into their new roles but quickly became immersed in a busy service. They have been an excellent addition to our staff.
- After more than 30 years in practice, Dr Roney, our urologist is retiring in a week. When he came to our hospital, there was not a urology program, so he built one from the ground up-very busy and full practice providing exceptional medical and surgical patient care. He will be missed by his colleagues but we know he will be enjoying his retirement, spending time with his family and going fishing.
- We are very happy to announce that Dr Jeremy Setterfield, a urologist from Pembroke has joined our staff and will take over Dr Roney's practice as of July

Regional Health Information System:

- With our South East regional partners: Kingston Health Sciences Center, Providence Care, Brockville, Lennox and Addington and Quinte we have continued to advance this transformative project over the past year.

- The rigorous competitive procurement and negotiations phases have been completed and Cerner has been selected as our provider
- All hospital boards have agreed to participate in its implementation and as of now, we will be collectively organizing all the activities and steps required for a successful launch of the project
- Covid has demonstrated to us the importance and necessity of being able to communicate vital patient information accurately and rapidly when we have needed to urgently transfer our patients to a critical care unit at a tertiary center when they require a higher level of care.
- It is very exciting and timely to be so much closer to realizing our goal of implementing a system that will allow clinicians to view in real time their patients' medical record no matter where they are in their medical journey.
- As key stakeholders and end users of this project, physicians will continue to actively participate in all stages of the implementation of the project.

Strategic Planning:

In January, our Board hosted a 2 day virtual, facilitated retreat to begin the planning process for our next Strategic Plan beginning in 2022.

As key partners in both the development and successful execution of our future plan, physicians enthusiastically participated and contributed to the discussions. It was a great opportunity for us to meet and interact with the board members and other stakeholders include our Patient and Family Advisors. The two way conversations generated many ideas and was a great opportunity to hear the perspectives of everyone.

The physicians are keen to continue the dialogue as the new Strategic Plan takes shape.

Revision of our Professional Staff Bylaws:

Although seemingly mundane in comparison to the other activates this year, revising and updates our Professional Staff Bylaws which are the rules that privileged physicians must agree to abide by, was a big project that was overdue. I could not have accomplished this task without the excellent guidance of one of our former board members and lawyer, Cheryl Beckett and the valuable and knowledgeable input from our CEO, Dr Guppy. They were both instrumental in helping me complete this. Both the members of the Medical Staff and the Medical Advisory Committee had the opportunity to comment on the revisions before they were recommended to the Board for approval.

Closing Remarks:

Despite the pandemic, the highly successful and creative fundraising activities of the Smiths Falls and GWM foundations allowed the hospital to purchase almost everything on last year's Capital Equipment wish list. The physicians wish to thank you so much for all your efforts as we now have either replaced or purchased state of the art equipment that allows us to continue to provide high quality care for our patients and gives us a competitive edge when it comes to

recruiting new clinicians. Now that you have become one hospital foundation, we look forward to collaborating in any way we can to help with your fundraising activities.

Our Auxiliaries also need to be congratulated for continuing to fundraise and purchase equipment for the hospital. It has been a challenging year, as your volunteers have not been on site to help with patient care. Your presence has been missed and we look forward to seeing you soon.

For me, it remains a pleasure to be able to continue to work with such a strong Senior Leadership Team. Our CEO Dr Guppy, our CFO Diane Hodgins who stated here about 9 months ago in the midst of the pandemic and Nancy Shaw our VP of Clinical Services have been amazing. They are always firmly grounded in providing direction and making decisions focused on what is best for our patients and our staff. They have been tireless during this pandemic and truly deserve a round of virtual applause.

As Dr Guppy is leaving us at the end of the summer, I would like to take this opportunity to thank him for being a wonderful colleague and mentor to me. His breadth of knowledge on almost all aspects of health care, his tireless advocacy on behalf of this hospital both regionally but also at the provincial and ministry level, his pursuit of finding stable funding for our hospital, and his involvement in driving the creation of our Ontario Health Team to name only a few things have put PSFDH on the map. John F. Kennedy made the quote "rising tides raise all boats" famous. Without a doubt, Dr Guppy has been our rising tide. Thank you for everything you have done on behalf of our hospital, our patients and our community. On behalf of my medical colleagues, I wish you all the best in your new endeavors.

My final good bye is to Donna Howard, our Board Chair who is completing her term as of today. Your leadership has steered us successfully through some challenging times. I admire the amount of behind the scenes time and effort you have put in to your position on behalf of the hospital. Throughout your tenure, your commitment to improving and increasing physician engagement with the board has been successful. We know that the Board regards us as valued stakeholders not just bystanders. Our relationship is stronger than it has been in many years. And we have you to thank for that. We wish you a well-deserved relaxing and restful summer before you take on new challenges.

Thank you for your attention

Stay safe and enjoy the summer.

Respectfully submitted,
Kate Stolee
COS, PSFDH