Building a Better Hospital

A Capital Campaign Case for Support
Norfolk General Hospital Foundation

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Welcome to Norfolk General Hospital

Norfolk General Hospital (NGH) is a great community hospital, a dynamic and forward-thinking full-service hospital large enough to have advanced technology yet small enough to offer patients, staff and volunteers a sense of community. We’re family!

We’re also busy, because NGH’s catchment area is sizeable. As one of the largest counties in the province by square mile, Norfolk’s 64,000 residents are spread out across a number of communities, including Simcoe, Waterford, Port Rowan, Delhi and Port Dover. NGH treats summer visitors and migrant workers as well. We record about 47,600 outpatient visits per annum, including some 30,000 to our Emergency Department alone. Approximately 4,100 patients are admitted to NGH each year and, on average, 333 babies are delivered.

NGH is the region’s medical care hub. In fact, NGH provides approximately 53% of the in-patient hospital care for area residents, with the balance of service provided by hospitals in Brantford, Hamilton and London. Due to a shortage of family physicians locally, and as a rural hospital serving the migrant community and tourists, NGH has a large number of patients who come to the ER for primary care. More than twenty percent of those annual visits to the ER are for urgent or even life-threatening care.

NGH has been committed to caring for our region’s communities, residents and visitors since 1925. When we first opened, NGH had just 23 beds. Today, 90 years later, the tradition of care thrives, as NGH serves the residents of Norfolk County and surrounding area with over 100 beds in a state-of-the-art medical facility.

“Our mission is to relieve illness and suffering, and help people live healthier lives. Our vision is to be an inspiring model of what an exceptional health care experience should be!”

We work with our patients, their families, our staff, our volunteers and our healthcare partners to achieve a healthier community. And we feel privileged to be part of a community that eagerly gives back. NGH can proudly claim the highest rates of volunteerism in the province.

“I am so proud to say that Norfolk General is my local hospital. They have been taking exceptionally good care of my family for over ten years.”

Stephen Rapciwicz
Last year 439 active volunteers gave over 33,000 hours of their time and raised almost a $100,000 for NGH and for the Norfolk Hospital Nursing Home. Thanks to the generous and enthusiastic support of the community, NGH is a modern hospital, equipped to provide patients with a diverse range of advanced surgical and clinical services close to home, including diagnostic imaging, breast screening, obstetrics, rehabilitation services, respiratory services, and complex and palliative care.

Quality health care, close to home, means that Norfolk residents can enjoy the benefits of reduced travel, faster diagnoses, earlier treatments and discharges with high-tech equipment, such as our 64-slice Computed Tomography (CT) Scanner and Digital Mammography unit.

Our recently renovated ER provides the very best triage and emergency services, and we are proud of our state-of-the-art, six-bed Intensive Care Unit, fully equipped with the latest in cardiac equipment. Our recently renovated digital X-ray suite boasts up-to-the-minute digital technology, and our new critical care portable ultrasound allows the internal medicine team and our emergency physicians to detect potentially life-threatening issues quickly.

Our Operating Room (OR) is equipped with laparoscopic surgical equipment. Some 5,500 procedures are performed annually in four theatres and in our endoscopy suite. Recently, we revitalized our OR with some great new equipment, including anaesthetic and post-anaesthetic monitors and colonoscopes.

Our Laboratory has been recognized as a leader in quality, performing some 250,000 tests annually. We have a highly recognized Diabetes Educational Program and an aggressive Infection Control Program.

The modern hospital is a “smart” hospital — equipped, connected and able to provide effective, efficient care and ensure patient safety as never before. Norfolk General Hospital is in every sense of the word a smart hospital, leading the way in medical IT systems, from point-of-care diagnostics to electronic patient record keeping.

We value innovation and we actively seek out and evaluate new evidence-based practices and technologies. For hospitals like Norfolk General, located in smaller municipal or rural
areas of the province, staying current with contemporary developments in the delivery of health care is crucial. Adopting and implementing the latest technologies and trends in modern medicine ensures that we remain relevant and vital to our communities.

Executive Summary

Now, Norfolk General must turn its attention to the pressing need to revitalize the hospital’s Obstetrical Unit. Our Unit is equipped for Optimal Level 1 obstetrical care, with the most advanced technology and with MOREOB* certified labour and delivery staff providing excellent, continuous support and monitoring for mother and baby.

However, the unit itself must be upgraded to align with 21st century labour and delivery room norms and practices, which have changed significantly in the decades since our labour and delivery room area was designed and built.

We must also renovate and expand our Minimally Invasive Surgery (MIS) and Surgical Day Care areas to accommodate the demand for laparoscopic and endoscopic procedures, which are performed with increasing regularity at NGH, and to ensure a more comfortable, convenient and confidential experience for our patients. Our Foundation is turning to the community to fund these revitalization and renovation projects with a combined $11 million dollar price tag.

Labour & Delivery - Great Expectations

Across the continent and around the world, hospitals everywhere, in large urban centres or small rural cities, have been renovating their obstetrical departments to align with evolving practices in labour, delivery and recovery care. These renovations, while pleasing to the eye, are more than cosmetic. New technologies, new research and new attitudes are driving new concepts and practices.

Not so long ago expectant mothers would begin labour in one room but were then hastened to an adjacent room for the actual delivery. They would then be transferred to a hospital room to recover. The infants would be brought to the room for feedings and visits but stay in the hospital nursery the rest of the time. This was standard procedure for decades.
In today’s hospitals and clinics, labour and delivery take place in one room, which contains all necessary medical equipment and is comfortable and welcoming for the mother and her support people. Provided there are no issues or complications during delivery, modern-day hospital routines have moved away from the old separation paradigm to “cohabitation,” or what is referred to as the “mother-baby dyad,” which simply means that mother and baby are a pair. When a mother and her newborn are viewed as one, then separating them makes little sense.

The benefits to both mother and infant are numerous, with skin-to-skin contact being one of the key reasons for keeping mum and baby together immediately. Skin-to-skin contact means that mum’s natural body heat can reduce heat loss and regulate the baby’s temperature, a critical issue for newborns. The non-separation of mum and baby also promotes attachment and bonding, breastfeeding success, and enhances family-centred care. Patient satisfaction is increased and for baby there are significant benefits. Crying decreases and infants feel less discomfort during procedures.

Countless organizations, including Ontario’s Provincial Council for Maternal and Child Health, recommend the mother-baby dyad care model. The evidence-based research is endorsed by the World Health Organization (WHO), the Baby Friendly Hospital Initiative (BFHI), the Canadian Paediatric Society (CPS), the Neonatal Resuscitation Program (NRP), the Society of Obstetricians and Gynaecologists of Canada (SOGC) and is enshrined in Ontario’s Excellent Care for All Act.

This is changing how labour, delivery and recovery rooms, also known as LDR rooms, are designed in hospitals and clinics. They are more commonly known as “birthing rooms.” Birthing rooms are designed to attend to the needs of women expected to have uncomplicated labour and delivery, and to allow for new moms to have their babies and their partners by their side immediately after birth and “room in” with them throughout their stay in hospital.

“Moms who have their babies at NGH tell me time and again about the fabulous nurses, the exceptional experience and love and support they receive from staff. Every day, I am very proud to be entrusted with the care of so many moms and babies and I love my work very much. There is no question that I love delivering babies!"

Dr. Nancy Gabel
Chief of Staff, NGH
Clinical treatments are carried out at the bedside, making well-baby nurseries obsolete. Essentially, we are bringing the resources to the infant rather than the infant to the resources. A less institutional setting is favoured, where even intensive care equipment is located in multifunctional rooms behind cabinets and walls that are homelike and less clinical.

Birthing Rooms for Norfolk General!

In addition to the compassionate care of staff and the love of their families, expectant women need access to comfortable facilities to support their physical and emotional well-being throughout childbirth. They need to feel confident that they are giving their babies the best possible start in life. Today’s birthing rooms provide that sense of well-being. They are private, well-appointed and spacious suites decorated in a homelike, comfortable fashion with specially equipped beds that can be adjusted for delivery. Research shows that the colour, shape, layout and accoutrements of a hospital room have a direct impact on a patient’s health.

In other words, pleasant rooms aren’t only more comfortable — they’re therapeutic. For expectant mothers, less clinical and more comfortable surroundings calm and soothe. Other accommodating design features in today’s birthing rooms include a personal shower for the privacy and comfort of the expectant mother, a bed for her partner or support person, and often a hydrotherapy tub for pain management.

Labour and delivery methods today put mom and baby first, ensuring safety, security and comfort for both mother and child. The best birthing rooms are family-centred, where the latest technology and a pleasing environment provide a joyful experience for baby, mum and family. We are excited to report that four new and spacious birthing rooms are envisioned for NGH, thanks to the additional three spaces that will become available to us by renovating.

“Thanks to your support, NGH will continue in its commitment to providing on-going excellent care for women’s health for now and the future.” Dr. Ferguson
Birthing rooms benefit staff as well, by improving hospital workflow. Eliminating the need to transfer patients between rooms and newborns from ward to nursery means efficient use of space, time and energies. Resources can be focused on patient care and training takes place in one location rather than across several locations.

First impressions matter. The new reality for all hospitals is that expectant parents do shop around and often visit several hospitals before making the choice that is right for them. At NGH, for example, dedicated staff take soon-to-be mothers and their family on a tour of the Obstetrical Unit to prepare them for the day of delivery. Tours offer these families choice, and in a very real sense that means hospitals are in competition.

As a small hospital we already have the advantage of flexibility. In the past, we have been able to accommodate expectant moms in ways that would have been virtually impossible in larger hospitals, where systems are unalterable and certain decisions out of the attending team’s purview.

Our labour and delivery area, while equipped with the latest technology and staffed by highly skilled and considerate physicians and nurses, does not physically reflect NGH’s overall excellence of care. By revitalizing and updating our labour and delivery facilities and equipment, expectant women in our community and their partners will feel confident and relaxed, safe and secure in a nurturing, welcoming and healing space.

**Minimally Invasive Surgery at Norfolk General**

Minimally Invasive Surgery, or “key hole surgery,” is less painful, improves speed of patient recovery and results in shorter hospital stays. Numerous medical procedures can now be performed in MIS operating suites by means of laparoscopic surgery. Thin instruments equipped with cameras are inserted through tiny, dime-sized incisions in the body, allowing surgeons to repair or remove tissue guided by live video feed displayed on monitors. At NGH, for example, our surgical team regularly repairs hernias and performs cholecystectomies (gallbladder removal), bowel resections, hysterectomies, appendectomies and bariatric surgery.

Laparoscopic surgery offers patients a number of welcome benefits: Smaller incisions mean there is less trauma to the tissues and therefore less pain and far less blood loss. Because most incisions just take a stitch or two to close, scarring from surgery is minimal. Patients
also enjoy a shorter hospital stay. Most patients are scheduled as outpatient surgery and can be discharged within a 24-hour period. Recovery from traditional surgeries typically takes six to eight weeks, whereas patients who have undergone a laparoscopic procedure recover faster and are able to return to their normal routine often in as little as a week.

We are performing more MIS procedures every year at NGH. In the last calendar year, between April 2013 and March 2014, we performed 616 laparoscopic surgeries, averaging over 50 a month. At present, our MIS equipment is a cart system, much like a large toolbox on wheels. However, in today’s hospitals, all of the MIS equipment — including the monitors —is suspended from the ceiling by means of moveable overhead booms, keeping the equipment conveniently out of the way while allowing the surgical team to work efficiently and focus wholly on the patient.

MIS procedures are on the rise in every modern hospital, including NGH. We want to make sure that we can accommodate this growing trend with dedicated MIS operating suites and the most efficient MIS equipment in use today. Laparoscopic surgery promises faster recovery times and better quality of life after surgery. Having modern MIS equipment and suites at NGH will also help us to recruit and retain outstanding surgeons for Norfolk County.

“Our hospital is so important to so many people and it is important that we continue to support it.”

_Susan Thurston, Ontario Power Generation_
**Surgical Day Care and Endoscopy at Norfolk General**

As the name suggests, Surgical Day Care is designed for patients who are having surgical procedures that do not typically require an overnight admission to the hospital. Same-day surgery means less time spent in the hospital, less time lost at work and the ability to return home for post-operative recovery. Receiving medical services in a same-day setting has become popular and preferred as more and more patients and families welcome the ambulatory approach to health care.

“At NGH last year, our outpatient OR cases doubled our inpatient OR cases.

Re-imagining the Obstetrical Unit has also offered NGH an opportunity to rethink available hospital space overall. We must maximize our hospital’s existing footprint for optimal efficiency and improved patient care. Renovating and expanding our Surgical Day Care unit is essential. An expanded Surgical Day Care area at NGH will be able to accommodate the pre- and post-operative rooms. Renovations will enhance layout and improve patient flow for our medical staff and larger rooms will offer our patients more privacy, confidentiality and comfort. Renovations will also accommodate our growing endoscopy unit.

Endoscopy has become a game-changing diagnostic procedure in modern medicine because it allows a physician to perform internal examinations on the patient without having to resort to making surgical incisions. Flexible tubes fitted with small cameras on the end, known as endoscopes, are now used routinely to visually examine and diagnose issues and even allow doctors to biopsy tissue that is deemed suspicious. Polyps can be removed, certain conditions treated, and surgeons can efficiently follow up on

“Give. It is important to be on the cutting edge of technology. My children were born here. My oldest Liam was an emergency C-section. The surgeon at the time said if we waited 15-20 minutes more we would have lost both Liam and my wife, Cheryl. It is extremely important to have such a great facility minutes away.”

*Grey Harvey, donor and grateful patient*
the success of other operations and procedures. Endoscopy offers patients shorter hospital stays and improved outcomes.

On any given month between April 2013 and March 2014, some 250 to 300 endoscopies were performed at NGH, an annual total of 3,049. Given that we are performing more endoscopies every year, our plans to renovate the Surgical Day Care unit while renovating the Obstetrical unit makes sense financially. Currently, endoscopies at NGH are performed in converted patient rooms, which are relatively small and cramped spaces for such procedures. The physical limitations of these rooms are increasingly compromising to quality care. The renovations we make today, however, will serve us for years to come. And by continuing to make the core equipment purchases we need to support our endoscopy program at NGH, we can be ready for the future by wisely planning ahead.

“The new scope is the latest technology and is being put to very good use. Upgrading our high volume endo suite will provide continued best available patient care for diagnosis and treatment.” - Dr. Al-Aqeel
Ensuring Excellent Local Health Care

The Norfolk General Hospital Foundation (NGHF) is the not-for-profit charitable arm of NGH. Established in 1987, the Foundation independently raises funds for the benefit of Norfolk General Hospital and the programs and services that it provides. Our Norfolk General Hospital Foundation Charity Golf Classic, for example, has contributed nearly $2 million to NGH since its inception with $1 million of that raised in the last 5 years. An impressive amount of money considering it has been raised in a small rural community. Tournament dollars have recently supported the Digital Telemetry, Operating Room renovations, patient safety lifts, digital mammography and digital x-ray suite.

“The nurses were incredible. The nurses go out of the way every day for patients. When you come here, you need to know you will be taken care of — you are in good hands.”

Karen Murchie Stone

The Foundation plays a pivotal role in supporting excellence in patient care at NGH. Our vision is to constantly invest in Norfolk General Hospital by meeting tomorrow’s capital needs today.

But we cannot achieve this without the support of the community!

Indeed, the support of the community has enabled the Foundation to fund the purchase of many capital items over the years, items that would not have been secured otherwise, and which have consistently helped to make NGH into the full-service hospital it is today. The Ministry of Health and Long-Term Care provides some funding for replacement equipment; however, rising costs of providing quality health care along with a weak economy and provincial deficit have led to almost all government funding being needed to maintain existing hospital services. That means less and less for new services and/or capital improvements.

To illustrate, this year our Foundation’s Charity Golf Classic tournament committee is participating in this capital campaign by pledging to raise $200,000 so that Norfolk General can purchase new and much-needed beds, which will be distributed throughout our hospital at various locations according to need.
Our capital improvement plans for the Obstetrical Unit are necessary if we are to continue to offer local families quality obstetric services close to home. Families expecting the birth of a child experience enough stress without having to travel a significant distance when delivery is imminent. The renovations we are planning will enhance Norfolk’s appeal as a superb local choice for LDR services in our region.

And we need to adapt an operating room at Norfolk General Hospital for state-of-the-art Minimally Invasive Surgery. This will offer our patients close-to-home access to advanced medical procedures and enable our surgical team to make NGH a centre of excellence for this non-invasive technique.

We also need to renovate our Surgical Day Care area to accommodate the increasing number of outpatient surgeries and procedures now performed at NGH on a daily basis.

In order to undertake these renovations and to purchase new equipment, the Norfolk General Hospital Foundation must raise $11 million. However, these renovations and acquisitions are priceless to the patients and their families who turn to NGH for quality health care close to home. Just ask the expectant young mother who learns that NGH can offer her and her baby a modern, fully equipped and comfortable birthing room. Or the senior citizen who learns that he can have an MIS procedure done locally instead of travelling to a hospital hours away from his home and family.

The cost of not undertaking these renovations or acquiring essential equipment is too great. The cost is limited local access to a multitude of medical procedures, an increased need to travel to other centres for these surgeries or unnecessary delays in diagnoses. We want to ensure that you and your families share the benefits of the medical research, innovation and trends now readily available to other communities and regions around this province and across the country.

Norfolk is our hospital, our community, our county. We can be proud of what we have achieved thus far. Let’s work together again to support our doctors, nurses, staff and health care professionals so they can continue to deliver excellent health care close to home.
The MORE® Program (Managing Obstetric Risk Effectively) is an inter-professional patient safety program that aims to decrease the number of adverse events and errors in obstetrics. For more information, please visit: http://www.moreob.com/

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