



Strategic Plan 2016 to 2019

Embracing the Future



EMBRACING THE HEALTH AND HEARTS OF THE COMMUNITY

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Overview

Every three years, Haldimand War Memorial Hospital (HWMH) and Edgewater Gardens Long-term Care home (EG) embark on a new strategic planning cycle. As part of this process we examine our performance, we study the health care environment, we determine where we should build on past successes, and we ask our stakeholders - including our community - for their advice. This Strategic Plan is for the three-year period from 2016 to 2019 and it represents the fourth joint Strategic Plan between HWMH and EG.

Strategic Plans typically include:

- Vision – our long-term goal
- Mission – our purpose and why we exist
- Values – the personal ethics that guide our actions
- An assessment of our strengths and opportunities
- Strategy – our game plan
- Strategic Initiatives – our priorities and how are we going to accomplish what needs to be done

Our vision, mission, and values were updated and approved by the Board of Directors in March of 2016 based on significant feedback we received from patients, residents, family members, volunteers, employees, physicians, and many health care and community partners. We heard that our vision statement needed to be crisp and inspirational and that our mission statement needed to be shorter and easier to remember. We are confident that you will agree our revised statements accomplish these goals.

Our Strategic Plan is based on a number of assumptions, including the following:

- Fiscal resources will continue to be strained but we will find ways of breaking even;
- We will be able to attract and retain the talent necessary to execute the Strategic Plan; and
- There will be ongoing government and community support necessary to achieve our strategic directions.

Given our strengths, management believes that these assumptions are reasonable. The strengths and opportunities as identified by the Board will be kept in focus throughout the next three-year period. We will continue to capitalize on our strengths while systematically eliminating our weaknesses. The Board of Directors will discuss opportunities on a regular basis and we will work to develop mitigation strategies that represent an appropriate response to risk.

We will continue to build collaborative relationships and, in particular, we will maintain our excellent relationship with the Local Health Integration Network (LHIN) in order to ensure our goals are aligned with the LHIN's goals.

Thank you for your interest in Haldimand War Memorial Hospital and Edgewater Gardens. We are here for you.

Haldimand War Memorial Hospital & Edgewater Gardens

VISION

Best care, every person, every time.

MISSION

Our excellence in health care is guided by our patients and residents, their families, research, and our highly skilled team of professionals. We provide that care in a safe and supportive environment, within a vibrant, rural community.

VALUES

- **Compassion:** We are known for exceptional caring and compassion.
- **Respect:** We respect the dignity of every person under our care and with whom we work.
- **Honesty:** We act with honesty, integrity, and transparency.
- **Teamwork:** We value the knowledge, opinions, and diversity of our team.



EMBRACING THE HEALTH AND HEARTS OF THE COMMUNITY

Strengths and Opportunities

To help inform how best to approach this Strategic Plan, we compiled a list of our strengths and opportunities.

Our strengths include the following:

- Dedicated staff, volunteers, and physicians
- Excellent core services (e.g., Laboratory, Diagnostic Imaging, Emergency, Inpatient Unit, etc.)
- Strong community ties
- Excellent reputation
- One of the lowest Emergency Department wait times in Ontario
- Significant, recent investment in high-tech equipment (e.g., CT scanner, cardiac monitors, intravenous therapy pumps)
- Strong governance
- Strengthened community communication through HeartBeats, Board committees, open houses, patient surveys
- Free parking
- Managerial efficiencies through shared positions
- Good relationships with health care partners
- Good relationships with schools
- Flexibility and adaptability
- Long list of visiting specialists so patients can receive care in their community (e.g., cataract surgery)
- Ability to attract recent health care graduates
- Provision of a continuum care, including acute care, complex care, respite care at the hospital; long-term care at Edgewater Gardens; and independent living for seniors at Village by the Grand
- Ability to provide spacious rental properties to key partners such as Haldimand Family Health Team

We can use the above strengths to realize the following opportunities:

- Supporting system transformation (see "*The Patients First Act, 2016*")
- Taking full advantage of a new Education Centre to be located above the new Emergency Department. We will collaborate with our health care and education partners to provide education sessions and/or grand rounds in this new Centre.
- Creation of an outpatient village in the old Emergency Department space
- Health Links
- Vacant land, available to support growth and development opportunities
- Consideration of a Child Care Centre to help support staff and assist with staff recruitment and retention

At the same time as we implement a strategic plan, we must begin developing a risk management strategy to mitigate risks that stem from insufficient staffing backup, old technology and being too paper-based, pressures on operational funding, and maintaining an old hospital building that dates from 1961.

Strategic Directions and Action Plan

Our Strategic Plan for 2016-2019 includes five strategic directions, or main themes, that will guide our actions over the next three years. They are:

- I Enhancing the patient/resident experience
- II Supporting and developing those who serve
- III Engaging the community
- IV Ensuring a financially sustainable future
- V Achieving system transformation

Each of our five strategic directions has a set of specific strategic goals. These goals are outlined below.

I Enhancing the Patient/Resident Experience

Strategic Goals:

- (a) Create new services or enhance existing ones;
- (b) Embed a culture of quality and safety;
- (c) Achieve our strategy for a Senior Friendly campus;
- (d) Improve accessibility.

Create new services or enhance existing ones

Emergency Department: There is a significant amount of excitement and enthusiasm surrounding the upcoming construction of a new Emergency Department (ED). The new ED will have double the space of the current ED, new technology and new processes. This will allow us to significantly enhance the patient experience and maximize patient safety and staff satisfaction. At the time of this printing, the hospital has not yet received final approval from the Ministry of Health and Long-Term Care, but we are told that approval is imminent.



Dr. Jeff Remington, Chief, Emergency Department

Outpatient Village: Once the Emergency Department moves from its old space to its new space, we will immediately begin transitioning the old space into an “Outpatient Village.” This area will include a wide variety of public services that includes the Haldimand Norfolk Diabetes Program and many specialist services such as psychiatry, cardiology, rheumatology, geriatrics, etc.

Dermatology: We will establish a new Dermatology Clinic. Typically there are long wait lists for accessing a Dermatologist, and having a Dermatology Clinic in the hospital will shorten wait lists and reduce the need to travel to larger centers for care.

Primary Care Nursing: We will introduce a model of Primary Care Nursing for our inpatients which will enhance communication, continuity of care, and improve patient outcomes.



Nurse Jim Morrisey, helping to brighten a patient's day.

Mammography: We will achieve Mammography Accreditation and will seek participation in the Ontario Breast Screening Program.

Poverty Reduction: Poverty is a significant issue in our community and creates many barriers related to one's ability to access health services. We will continue to be part of the “Bridges Out Of Poverty” movement and will help our partners adopt models and processes that will be more effective at working with people who are struggling with poverty, and all the issues poverty brings.

Increased Parking: Parking is always a challenge on our property. Once the new Emergency Department has been constructed, we will move certain programs that will allow us to raze our house at 418 Broad Street and create an additional 16 parking spaces, including additional accessible parking spaces.

Eye Care: We will build on our successful cataract surgery program by collaborating with the Dunnville Lions Club to create a Lions Club Eye Clinic.

Featured at right is Ophthalmologist Dr. Jesh Sharda, receiving the hospital's Innovation Award for his introduction of a cataract surgery program.



Embed a culture of quality and safety

Quality Improvement Plan: The Ontario Hospital Association has defined quality as “doing the right thing, at the right time, in the right way, for the right person - and having the best possible results.” At HWMH and EG we have adopted this definition and as we move forward with our mission and vision, we must ensure quality is a top priority in everything we do. HWMH is required by the Excellent Care for All Act (ECFAA) to create a Quality Improvement Plan (QIP). This plan identifies key quality indicators, and ensures we continually monitor and improve in these areas. Each year a new QIP is created which helps to ensure we continually work on important quality indicators.

For the first time in 2016 we have presented a consolidated QIP for our campus. To help support success in achieving our many performance indicators, we will actively engage staff in a review of the quarterly scorecard, allowing their knowledge and skills to advance quality of care even further.

Accreditation: We will maintain our Exemplary Accreditation status with Accreditation Canada that we achieved in 2013 when surveyors return to review our processes in 2017.

Senior Friendly

We will achieve our strategy for a Senior Friendly campus. This will include the following activities:

- Consulting with architects to ensure our new ED is Senior Friendly
- Implementing tools for screening and detection in relation to the 3-Ds (Delirium, Dementia, and Depression)
- Our residents do not live in our workplace, we work in their home. To that end, Edgewater will improve the care it provides for residents and especially residents

with dementia. The goal will be to move towards a model of care implemented successfully by Dr. David Sheard across long-term care homes in the United Kingdom. Focus will be on adapting the environment, staff and interactions to promote resident well being.

- Applying the Senior Friendly lens throughout our environment
- Continue to improve our signage
- Continue to include agencies such as the Alzheimer’s Society, Literacy Haldimand, and Senior Support Services in environmental audits and patient/resident care
- Upgrade handrails to current approved standards
- Implement seniors days in the cafeteria, with fixed price menu items, roll back days, etc.



Edgewater residents enjoy an outing to Gage Park in Hamilton.

Improve Accessibility

We are committed to the continual improvement of access to facilities, policies, programs, practices and services for patients, residents and their family members, as well as staff, volunteers and members of the community. The participation of people with disabilities in the development and review of our annual accessibility plans will be an ongoing approach. Barriers that will be addressed as part of this strategic plan include:

- Continually updating signage as needed, with a focus on simplifying signs for those with visual and cognitive deficits;
- Providing staff education related to attitudinal barriers, focusing on patients and residents who suffer from addictions and mental health issues;
- Ensuring the accessibility standards are met throughout the planning of our new emergency department.

II Supporting and developing those who serve

The phrase “those who serve” includes many people. Anyone who works to support the health and hearts of people in our community is covered by this phrase. Specifically, we mean employees, medical staff, visiting professionals, Board members, our strategic partners, volunteers, donors, students, and the friends and family of our patients and residents.

Strategic Goals:

- (a) Recruit, retain, and develop people to support excellence in service delivery
- (b) Promote our campus as a teaching centre for rural health
- (c) Foster the safest working environment possible
- (d) Recruit additional physicians as needs arise

Recruit, Retain, and Develop

Talent Management: It is becoming increasingly difficult to recruit health care professionals. We will recruit, retain, and develop people to support excellence in service delivery. This will include enhancing our Talent Management Program, which was introduced in 2015/16 as a pilot project.

Employee Wellness: We know that healthy living leads to positive outcomes, both physically and mentally. Our Health and Wellness Program will aim to inspire our staff to lead healthier lives through education on nutrition; challenge our staff to focus on daily physical activity; and emphasize the benefits of our smoking cessation program. We will fine-tune our already busy employee wellness program calendar and increase employee participation.

Child Care: With our recent transition to a younger workforce, we will survey our employees to explore the possibility of introducing a Child Care Centre on our campus.

Staff Retention: We will increase the number of staff education opportunities. We will continue to enhance the effectiveness of our performance review processes. We will explore new ways of communicating with our staff. Our employee satisfaction rate in 2016 was 83% and we want to increase this even further.



Edgewater employees receive their ten-year awards at our Annual Awards Dinner in 2016

Teaching

Education Centre: We will promote our campus as a teaching centre for rural health and maximize the use of our future Education Centre by hosting more in-house education sessions and reaching out to colleges and universities. We will continue to work on maximizing the number of secondary and post-secondary student placements, and we will increase the number of affiliation agreements with colleges and universities.

Safe Working Environment

We pride ourselves on our safety record and will continue to foster the safest working environment possible through the following activities:

- Continuing to promote safety education and training resources that will change behaviours through daily routines
- Recognizing and celebrating safe work practices that support the ability to reduce safety risks
- Setting safety targets to monitor and evaluate performance, and assess opportunities for continuous improvement
- Offering additional education sessions regarding safety topics such as working alone, working with high risk patients and residents, etc.
- Streamlining processes for monthly safety inspections and safety talks
- Increasing the number of certified staff on the Joint Occupational Health and Safety Committee

Physician Recruitment

While the Ontario Government plans to license approximately 700 physicians each and every year in Ontario, according to the Ontario Medical Association, there are still about 800,000 people in the province who do not have a family physician. We continue to hear from people in Haldimand County who have difficulty in accessing primary care.

To ensure that our Medical Staff has sufficient human resources to help achieve this strategic plan, we will work towards recruiting additional physicians by engaging in the following activities:

- Advertising in the Annual McMaster Medical Journal that goes to all graduates
- Maximizing placements of medical students and residents, and encouraging them to pursue a career in Haldimand County
- Working with Haldimand County and Haldimand Chambers of Commerce to encourage physicians and other health professionals to make Haldimand County a place to live and work
- Collaborate with Haldimand Family Health Team to recruit physicians



Chief of Surgery, Dr. Darrell Baker

III Engaging the Community

Strategic Goals:

- (a) Maximize effective communication with all community organizations and stakeholders;
- (b) Ensure the best possible relationships with all of our health care partners;
- (c) Take strategic steps to educate the public regarding ownership for maximizing personal health.

Maximize Effective Communication

Effective communication is critical to accomplishing all of our strategic goals. We will maximize effective communication with all community organizations and stakeholders through multiple methods and avenues.

HeartBeats: In the fall of 2014 we introduced a very successful quarterly publication called "HeartBeats." Each edition contains an update of activities at the hospital and Edgewater, a column on personal health matters, an employee profile, and an article for each of the Volunteer Association and the Dunnville Hospital and Healthcare Foundation. We have received excellent feedback on this newsletter and therefore will continue to publish HeartBeats on a quarterly basis.

Open Houses: We will continue to host semi-annual Open Houses for the community. We began hosting these Open Houses for the general public in 2014 and we find these to be excellent opportunities to share information, answer questions and provide clarity on high-profile issues.

Board Committees: Our decision making has been enhanced by inviting applicants from the community to serve as voting members on Board committees. These committees include Governance and Strategic Planning, Finance and Audit, Quality and Risk Management, and Ethics. We have found that community members strengthen our committees, and we will continue to seek out energetic and insightful people to fill these roles.

Patient and Family Advisory Council: We will recruit people from the community to form our first “Patient and Family Advisory Council” that will provide patient perspectives, feedback on the care provided both in and out of the hospital, and advice on how to improve and enhance the patient experience.

Involvement with related organizations: The hospital and Edgewater would not have the great reputations they enjoy today were it not for the excellent work carried out by the Volunteer Association and Dunnville Hospital and Healthcare Foundation. We will continue to ensure that we have active participation in the work of both of these outstanding organizations.

Long-time volunteer Betty Madill is the creative mind behind supplying the hospital gift shop with outstanding gift items. “The Hidden Gem” is one of the Volunteer Association’s long-running success stories.



Health Care Partners

We will ensure the best possible relationships with all of our health care partners and will communicate with them on a regular basis. Now, more than ever, health care providers can not survive and thrive in silos and we must seek out opportunities for collaboration as much as possible. We involve our partners in strategic planning and all other key decisions that need to get made. We will also continue to invite our partners to Board and staff educational sessions for the benefit of our community.

Public Education

We will take strategic steps to educate the public regarding ownership for maximizing personal health. For example, tobacco use continues to be a serious issue for Haldimand County. We have a smoking rate of approximately 25%, compared to an Ontario average of 19%. Through our Nurse Practitioner-led “Stop Smoking Clinic” we will continue to educate and work with individuals to help them give up the use of tobacco products. In 2013, we became the first publicly funded organization in Haldimand County to choose to make its property smoke free. Over the next three years, we will continue to encourage Haldimand County to make all municipally-owned properties smoke free. In addition, we will partner with Haldimand Norfolk Public Health and the Ottawa Hospital to provide ongoing smoking cessation support in our community, including free nicotine replacement therapy.

Once our new Emergency Department project has been completed we will invite local groups to use the Education Centre located above the new ED to host their own educational programs (e.g., Public Health, Alzheimer’s Society, addiction and mental health organizations, Family Health Team, etc.).

IV Ensuring a Financially Sustainable Future

Strategic Goals:

- (a) Maintain balanced budgets and ensure we live within our means into the future;
- (b) Achieve performance and volumes indicators as identified in the Hospital Service Accountability Agreement and the Long-Term Care Accountability Agreement.

Balanced Budgets and Accountability Agreements

We are legally bound to achieve positive financial outcomes every year and we intend to do just that. We will maintain balanced budgets for both the hospital and Edgewater and ensure we live within our means into the future. Some of the activities we will engage in to ensure financial success include the following:

- Engage the staff in key areas in the LEAN process (a method that identifies efficiencies and eliminates unnecessary steps in a process) to look for ways to minimize our costs and our workload
- Maintain adequate staffing levels and continue with an Attendance Management Program to help reduce sick time and overtime costs
- Participate in LHIN-wide initiatives such as the Accounts Payable Collaboration that will result in efficiencies at a lower cost
- Edgewater will refer all requests for respite care to the hospital to help the hospital maximize its non-government revenue
- Offer additional services to our tenants on a fee-for-service basis
- Continue to fill long-term care beds in order to achieve 97% occupancy
- Ensure accurate charting at Edgewater that will allow us to maximize our Resource Intensity Weights in order to maximize our revenue
- Establish attainable goals and work with all staff to achieve these goals

V Achieving System Transformation

Strategic Goals:

- (a) Collaborate and provide leadership to achieve the Ontario Government’s Bill 210, *The Patients First Act*, for system transformation;
- (b) Engage in partnerships that will improve care, advance our systems, and create efficiencies;
- (c) Introduce cost-saving technologies that enhance our processes and improve the system for patients and residents.

“Patients First:”

At the time of publishing this Strategic Plan, the Ontario Government has presented Bill 210, *The Patients First Act*, for first reading, but it has not yet been passed into law. However, the Bill provides an excellent indication of improvements to Ontario’s health care system being promoted by the Ontario Government.



Nurse Kelly Newell giving support to an inpatient.

System Integrator: In March 2016 we requested, and were granted, base funding necessary to hire a System Integrator to help achieve the desired outcomes in “Patients First.” On April 1, 2016, we hired a full-time System Integrator who will be a key part of our management team and will collaborate and provide leadership to achieve a successful system transformation. Our System Integrator will help us improve key performance indicators, advance LHIN priorities at the sub-region level, explore opportunities for new partnerships that will optimize efficiencies, and identify and address barriers to system transformation. We will support the Hamilton Niagara Haldimand Brant LHIN by offering to provide system leadership in our community.

Haldimand Health Link: Over the past year we have made significant advancements in supporting individuals who use the health care system the most, ensuring that coordinated care plans are created and used by all health providers, and involve patients in determining how their care will be received. We will continue as the lead organization for Haldimand Health Link.

Strategic Partnerships

We will continue to engage in partnerships that will improve care, advance our systems, and create efficiencies. For example, we will:

- Collaborate with the Pain and Palliative Specialist at CCAC to improve end of life care
- Collaborate with LHIN hospitals to centralize Accounts Payable
- Continue to participate in other back office initiatives to optimize efficiencies

As examples, some of our strategic partners include the following:

Haldimand Family Health Team:

Haldimand Family Health Team and Haldimand War Memorial Hospital are equally and fully committed to supporting Ontario's health system transformation as represented in *The Patients First Act, 2016*. To that end both organizations have agreed to collaborate closely in achieving improvements to health service delivery in our community. All physicians, allied health professionals, administrative staff and management staff from both organizations will endeavour to work together in an integrated fashion. As much as possible, each organization will provide one another with mutual support. Together, both parties will work collaboratively with Community Care Access Centre in order to achieve an effective, seamless, and patient-centred approach across hospital care, primary care and home care.

Integrated Comprehensive Care Program:

Our hospital is partnering with all other hospitals in our LHIN on an Integrated Comprehensive Care (ICC) Program. In this initiative, all patients hospitalized due to Chronic Obstructive Pulmonary Disease (COPD) or Congestive Heart Failure (CHF) will be provided with the necessary home care supports to safely transition them from hospital to home. This will require strong partnerships between the hospital, CCAC, family doctors, and others. The ICC program aims to improve the patients' health care experience and management of their condition and to reduce hospital admissions, readmissions and emergency department visits.

Shared Services West:

Haldimand War Memorial Hospital and Edgewater Gardens acknowledge that working in isolation does not serve the best interests of our patients and residents. We understand that by working collaboratively with others we can bridge the funding gap, allowing us to fulfil our vision of *best care, every person, every time*. Our relationship with Shared Services West (SSW) is a shining example of doing just that.

SSW is a shared services organization that provides supply chain services to over a dozen health care organizations, helping them to achieve the greatest value possible in the purchase of their goods and services. HWMH and EG have partnered with SSW for over five years and have entered into their second contractual agreement with SSW. Over the next three years, we will work together to maximize the number of purchases we make through standardized, group contracts, thus expanding our common commitment to driving value through strategic sourcing.

Regional Laboratory Network:

We have been a part of the CoLabs Laboratory Medicine Network since 2014. CoLabs is a collaborative community of leading Canadian healthcare practitioners and researchers whose mission is to provide quality, innovative, sustainable laboratory medicine services for our patients and the communities we serve.

CoLabs is one of Canada's largest Laboratory Medicine Networks serving the regions of Brant, Burlington, Haldimand, Hamilton, Niagara and most of Norfolk. CoLabs supports 8 hospital organizations, with 17 licensed hospital laboratories and 1,300 staff members working together, collaboratively, to streamline, standardize processes and continually improve the quality of service for our patients. HWMH will continue to work with CoLabs to pursue all of these goals.

Business Opportunities:

We will seize business opportunities that advance our mission. For example, we will increase services for ultrasound through new equipment and expanded hours that will improve patient service and increase hospital revenue.

Technology

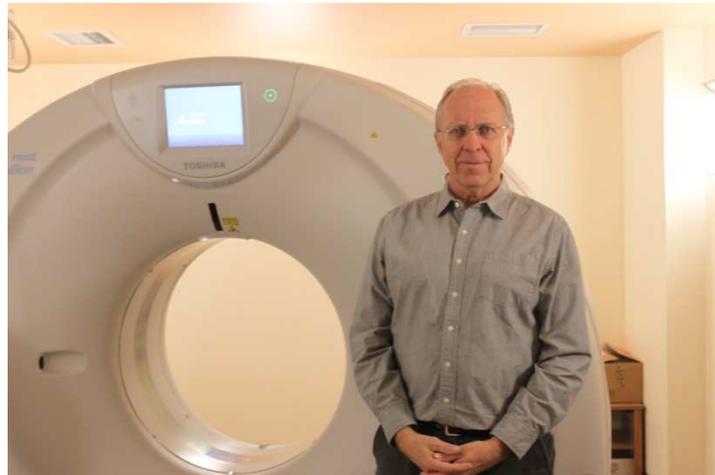
We will explore and, where appropriate, introduce cost-saving technologies that will enhance our processes and improve the system for patients and residents.

LHIN-wide Health Information System: Ontario is relatively unsophisticated in its use of Health Information Systems. In general, health care providers in our LHIN under-invest in information technology and there remains an excessive use of paper-based systems. Currently, hospitals across the Hamilton Niagara Haldimand Brant LHIN are exploring a single, common solution to creating an advanced Health Information System. We will fully participate in this process and do everything we can to invest in the final solution. A LHIN-wide Health Information System would have multiple, significant benefits, including the maintenance of a system of "one patient one record" for our region; save time for health care professionals trying to access information; leverage information to standardize care, integrate the patient care path, ease data sharing and create back office efficiencies; provide financial benefits since there would be efficiencies through consolidation and greater negotiating power through economies of scale. As a small health care provider, we would not have the scale required to implement and operate a high functioning Health Information System on our own.

ClinicalConnect: ClinicalConnect is the largest patient-specific database in North America and was developed by experts at Hamilton Health Sciences. Through this system, our staff and physicians can access all hospital and home care records for most patients who enter our hospital. We will continue to promote the use of ClinicalConnect for real-time access to patient health information.

Diagnostic Imaging: Radiologists today use a Picture Archiving and Communication System (also known as PACS) to view and report on images created using x-ray, ultrasound, mammography, CT, bone density, etc. Our PACS system is old and uncommon and creates functionality challenges rendering it incapable of serving as a long-term solution. We will partner with one or more health care organizations to acquire access to a new PACS and Radiology Information System to advance the quality and timeliness of imaging reporting.

Dr. Greg Mitton, Chief of Radiology, stands in front of our Toshiba CT Scanner, Haldimand County's first CT Scanner, acquired in 2013 with generous support from Dunnville Hospital and Healthcare Foundation.



Bedside Internet Access: More patients today than ever before are savvy when it comes to using computers and related technologies. Hospital inpatients and Edgewater residents would benefit by having access to the internet for all kinds of reasons, perhaps most importantly for staying connected with loved ones. Therefore, by 2019 we will have secure, wireless internet access for patient and resident use at all bedsides.

Conclusion

Haldimand War Memorial Hospital and Edgewater Gardens are proud of our accomplishments to date and we are committed to living up to our vision of “Best care, every person, every time.”

Our five strategic directions will be carefully monitored and reported throughout each year. Management will work with staff at all levels of the organization and with all our stakeholders to assist them in understanding the nature of this Strategic Plan and how their individual roles support its successful outcome.

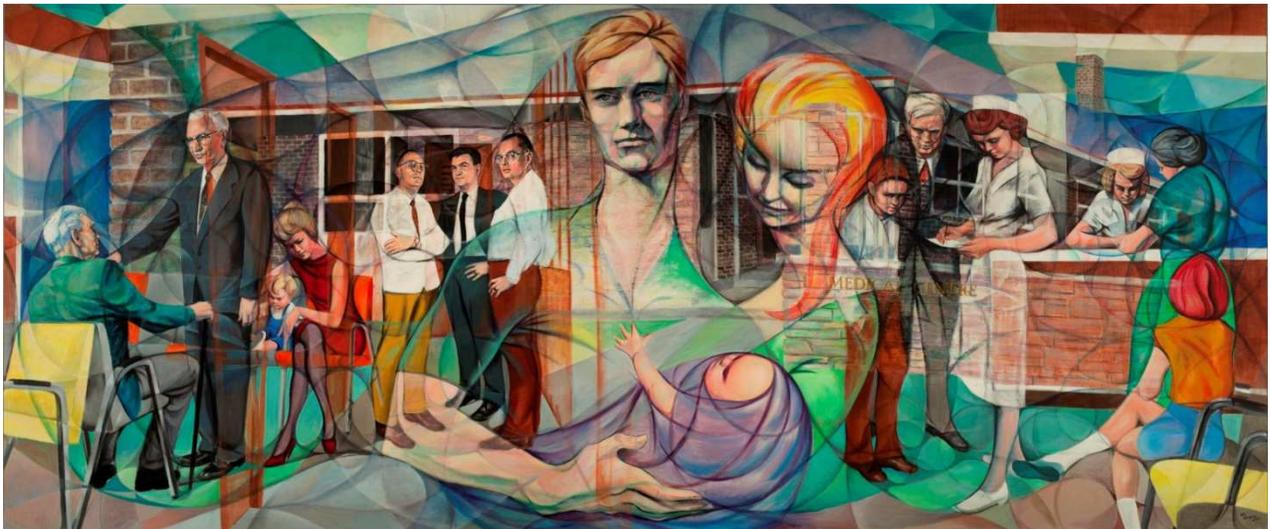
We are confident that we have the necessary governance, management team, employees and physicians, volunteers, physical plant and determination to make this Strategic Plan a success.



Dr. Dalia Bernard examines a young patient in our Emergency Department.

Contact

Please contact David Montgomery, President and CEO, at dmontgomery@hwmh.ca or (905) 774-7431, extension 1212 should you wish to ask questions about this Strategic Plan or provide feedback. Your voice matters!



The above mural was painted by Mr. Anthony Forsey (1926 – 2004) in 1961 and given to Haldimand War Memorial Hospital. At only 13, Mr. Forsey began to attend an art school in Gloucestershire, England and later graduated from the Birmingham School of Art and the Royal College of Art in London. In 1951 he immigrated to Canada to teach at the then Ryerson Institute of Technology in Toronto. In 1957, he and his wife Pat, along with sons David and Steven, chose to settle in Dunnville. Mr. Forsey shared his love of art with students at Dunnville Secondary School until his retirement in 1984. His mural masterfully places the patient and family at the very centre of what we do.



EMBRACING THE HEALTH AND HEARTS OF THE COMMUNITY