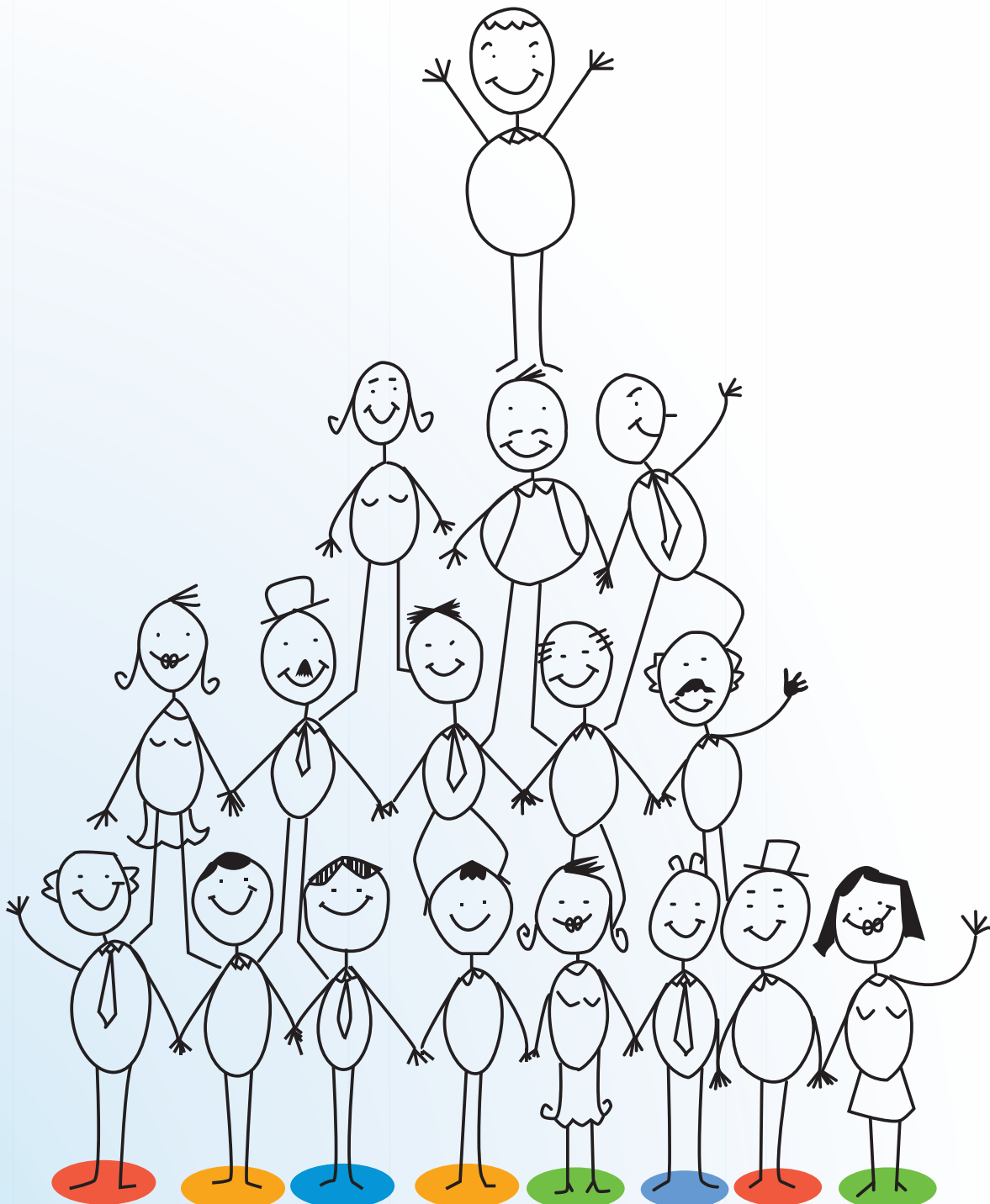


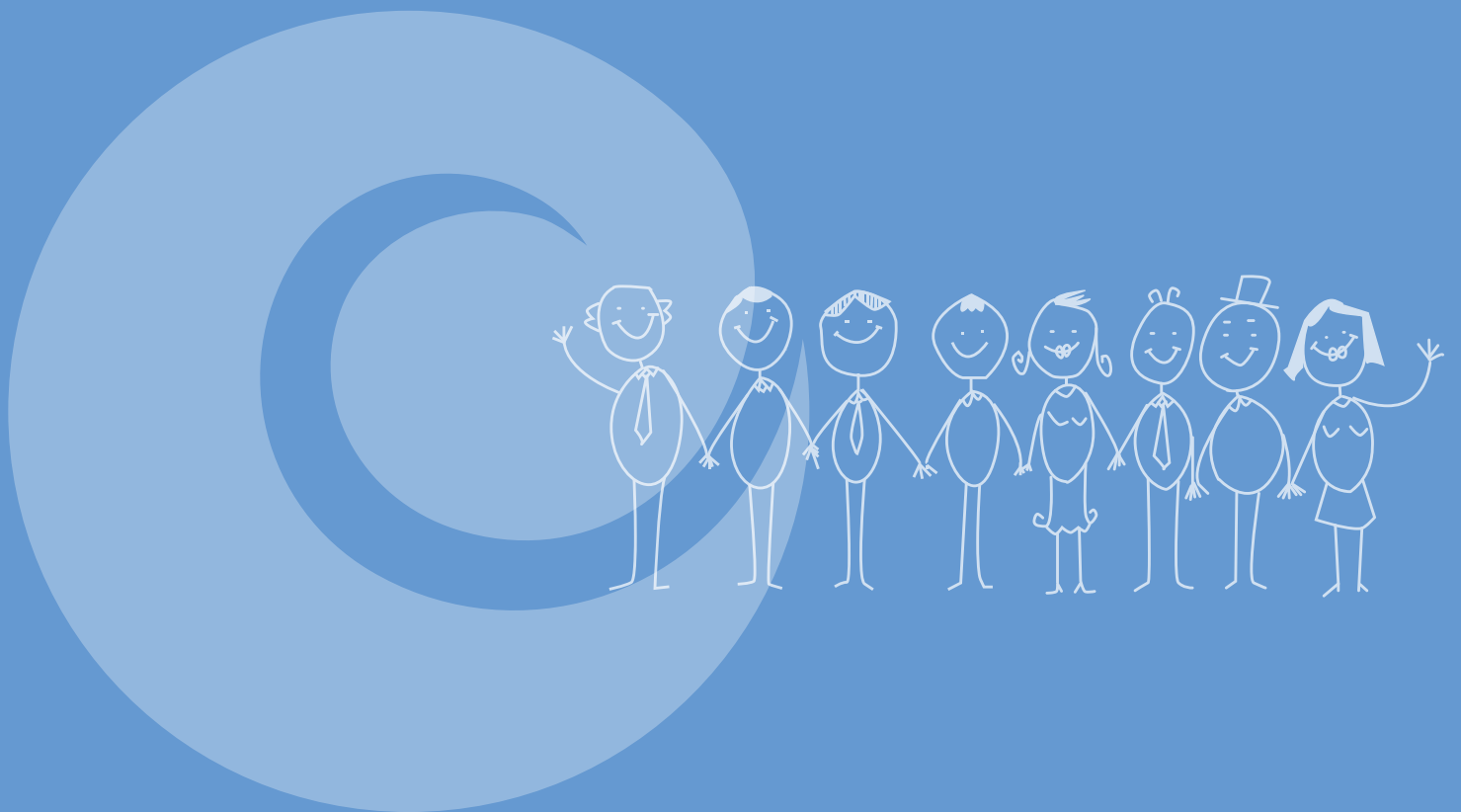


Belleville and Quinte West
Community
Health Centre

Improving Our Care Making a Difference

2013-2014 Annual Report







PRESIDENT'S MESSAGE

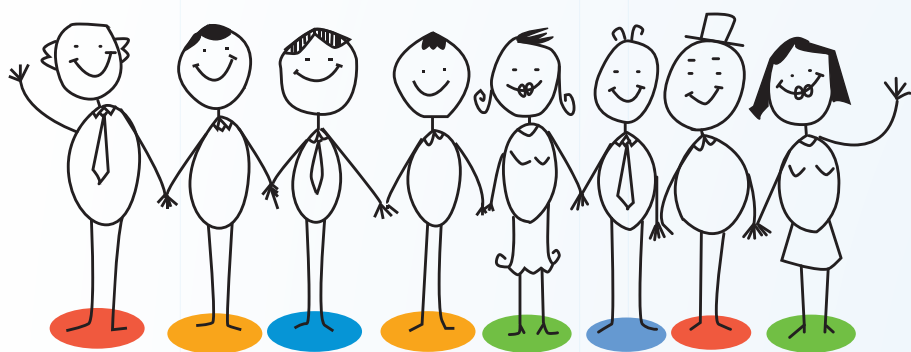
Michael Piercy, President

It is my privilege to provide a report on the activities of the Board of Directors for the fiscal year ending on March 31, 2014.

As the organization matures, the Board recognized the need to undertake a review of our vision and mission statements. The Board firmly believes that these statements are the foundational building blocks which give direction to all the programs and services provided by our Community Health Centre. We began this work with a Board-led community engagement and received wonderful support from our clients and staff. The information gathered was a valuable first step in a renewed exploration of the fundamental rationale for the CHC. The Board hosted a 'visioning day' event attended by clients, staff and Board members to better define the language of our vision and mission statements. We continue to work to ensure our CHC is an effective, growing and learning organization, rooted in values that contribute to wellness and health in Belleville and Quinte West.

Over the past year, the Board has continued to work on governance issues and are in the process of re-evaluating our strategic plan. We continue with the work of the Quality Assurance Risk Management sub-committee of the Board to ensure that we are monitoring and supporting the work of the Centre's staff as appropriate. The Board's previous direction to make community-based primary care a functional focus and support local work in the field of an integrated primary health care system has continued as best demonstrated by our role in Quinte Health Link. Operational activities of the CHC remain the responsibility of the Executive Director, Marsha Stephen, but the Board continues to focus on providing direction and support. The provision of dental care at the Belleville site and the initial steps for an opiate replacement clinic partnership in Quinte West are just two examples of how our Executive Director implements the CHC model of care that deals with the most complex and multi-faceted clients.

The Board has met with a number of successes and challenges in our endeavour to address the social determinants of health in our community in this time of continued financial pressure on health care resources. The Board recognizes that as a society we have to focus limited resources to where they will have the greatest return. I am pleased to report that the Belleville and Quinte West CHC has moved through the first phase of the Accreditation



Canada: the Primer Accreditation. This external evaluation of the organization has validated the actions taken to implement services and programs for the betterment of the residents of our communities. As citizens of Ontario, we must all understand that quality comprehensive care is cheaper in the long run. The CHC model fundamentally addresses these issues and structures our work to be delivered by teams, not individual practitioners, for clients' complex needs.

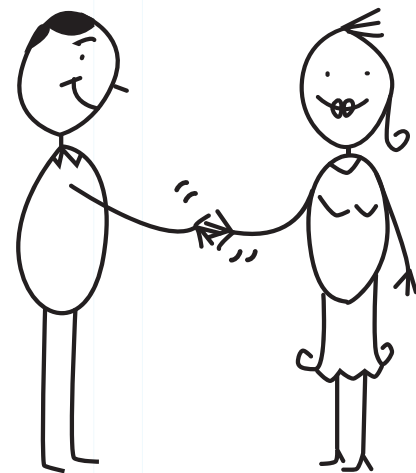
The announcement of monies from the Capital Branch of the Ministry of Health and Long Term Care for the building of a permanent Quinte West site has been extremely well received. The formal process has encouraged all concerned to take the time to plan for our new physical space and how future activities and services will be accommodated. Although the process at times seems to be lengthy, the Board is looking forward to the time when the two sites of the Belleville and Quinte West CHC are able to provide the services to our communities we KNOW the staff are capable of delivering.

We thank the South East LHIN, the Association of Ontario Health Centres (AOHC) and individuals for all the assistance and encouragement they have provided over the year.

I am sorry to report that Kim Egan – one of our longest serving members – has resigned from the Board. Kim has been a consistently well-respected and capable Officer of the Board. I have volunteered Kim for numerous tasks and taken advantage of both her skills and willingness to contribute her time throughout her tenure. I believe the entire Board will miss her insight and perspective at the Board table. We all wish her continued success.

On a personal note: I have had the extraordinary opportunity to work with the talented and dedicated individuals who make up the Centre's Board of Governors. Their commitment in terms of the countless volunteer hours they have contributed in support of the improvement of health care within our community defines citizenship responsibility, and I take great pride sharing their accomplishments.

To all my Board colleagues – Thank You!





EXECUTIVE DIRECTOR'S REPORT

Marsha Stephen, Executive Director

Since we opened our doors in 2010, we have been committed to creating an organizational culture focused on the delivery of high quality, safe, client-centred care.

The pursuit of excellence in care must be the cornerstone of everything we do, and so it's important to measure the quality of everything we do.

We have begun a rigorous process of quantifying our performance so we can effectively measure our quality of care. Measurement is more than numbers. We examined how we deliver programs and services to ensure we're truly focused on the needs of our clients, their families and the community.

Over the past year, we have built our capacity to improve quality from a number of different perspectives.

- We embarked on a community engagement initiative to better understand how clients and the community view the Centre and how they would like to be involved in the planning and evaluation of the programs and services we offer.
- We developed our first annual Quality Improvement Plan (QIP) that addressed a number of quality dimensions including access to care, integration of care, effectiveness of care, safety of care and satisfaction with care.
- We enhanced our electronic medical records to improve our data collection, measurement and reporting.
- We received approval to build our permanent home in Quinte West. The project will result in a new 15,000 square foot building at 70 Murphy Street to better serve that community.

- We introduced primary health care services on the Tyendinaga Mohawk Territory with a dedicated nurse practitioner who works on-site at the Mohawks of the Bay of Quinte Community Wellbeing Centre. This collaboration has allowed our Centre to extend our reach and offer increased access to health care through efficient use of a shared facility,
- We started a review of our vision, mission, values and strategic plan to ensure we are current with the ever changing health care environment.
- We successfully achieved accreditation on quality, safety and efficiency through Accreditation Canada, an independent, not-for-profit organization that works with the health care industry offering national standards and accreditation programs.

Throughout this report you will read about improvement activities and the results of those initiatives in terms of making a difference for the people we work with. In some instances, you will read about new programs that were implemented based on needs identified by the community. In others, you will learn about changes we've made to improve the health outcomes and experience for clients.

We are proud of our accomplishments, but we know the pursuit of improved quality never ends.

I would like to take the time to acknowledge our team – Board and staff – for your passion, dedication and commitment to help the Belleville & Quinte West CHC be the BEST WE CAN BE.

Marsha Stephen

ACCESS TO CARE EFFECTIVENESS OF CARE INTEGRATION OF CARE SAFETY OF CARE SATISFACTION WITH CARE

Our quality framework

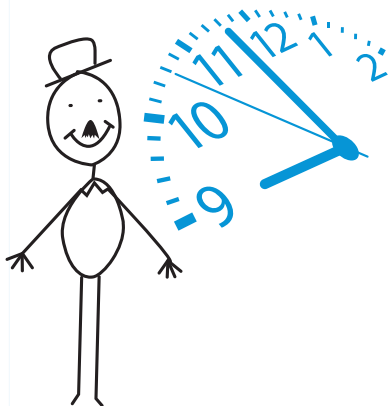
In order to offer the best possible care and service, we've identified five key components of quality where we can make a difference for our clients.

We have collected and analyzed data from all our operations to see where there are gaps and opportunities.

We've developed plans and expanded services to increase our quality of care. Here are some of the initiatives we've undertaken in the past 12 months.



ACCESS TO CARE



Increase in primary care clients, decrease in wait times

Since we opened our doors, we have been growing our capabilities and fine-tuning our processes to manage the requests from community members to become clients at the Centre. We have also been working to decrease wait times for appointments.

By September, 2013, our primary care team included four physicians and seven nurse practitioners. Our collaboration with the Mohawks of the Bay of Quinte Community Wellbeing Centre opened more opportunities for access to care. In October, 2013, we were able to begin a plan to not only increase the number of clients we would receive but also reduce the wait time for their first appointments.

During 2013-2014, we welcomed 1,017 new clients, compared to 445 in 2012-2013. As a result of additional staff and our efforts to expedite access to the Centre, our rate of new clients increased from an average of 58 per month at the start of the year to 138 per month during the last four months of 2013.

This achievement is encouraging; however, we still have work to do. We are enhancing our database system to allow us to better track applications, wait times, changes in client status and new applicant interest in our services. We've also learned some lessons about the inevitability of cancelled first appointments, and we're looking for ways we can overcome the delays they cause.

We know waiting lists will continue to exist. Our goal is to continue to minimize the wait time to become a client of the Centre and be more precise with applicants about the length of time between registration and a first appointment.

The role of community engagement

This year, the Centre embarked on a community engagement project like no other in our short history. We conducted phone interviews, held focus groups and distributed written surveys to our clients and the public to learn how we can best involve and serve them. In all, we consulted with more than 300 people who have provided us with valuable insight on awareness for the Centre within the community and how we can reach more people.

Reaching out

How can we best communicate with the people we want to help about who we are and what we do?

How can we best involve the community in our programs and operations?

What are the most important partnerships and alliances we can form to encourage more community engagement?

How can we tell if our community engagement is effective?

The information will be integrated into a plan for community engagement. At the same time, we realized we could start immediately to include people in the Centre's operations and governance. We invited clients and families who took part in our community engagement survey to participate in creating a renewed vision, mission and values for the Centre, to become involved on our Board of Directors' Quality and Risk Management Committee and to participate in the planning and design of our new building in Quinte West.

This is just the beginning. Respondents had lots of ideas on how they would like to work with us. We will continue our dialogue with them to ensure the opportunities we create together are meaningful.

Telemedicine brings specialists to clients

Imagine having an appointment with a health care professional from the Toronto Hospital for Sick Children, the Ottawa Heart Institute, the Markham Motion Disorder Clinic, the Toronto University Network, or seeing a specialist in Ottawa, Kingston or Peterborough without ever leaving Hastings and Prince Edward counties.

Imagine a full diagnostic examination using a special camera that can zoom in on an incision or wound, or a wireless stethoscope that can hear the lungs or heart.

That's telemedicine. It was introduced at the Centre last year through the Ontario Telemedicine Network (OTN) and the province's Open Ontario Plan. Since then, it has grown in breadth and depth at a rewarding pace.

Clients are able to access telemedicine appointments through a team of specially-trained nurses at 13 clinical sites in the region, including our Centre. We offer both live video sessions with specialists and a program for dermatology.

In 2013-2014, we provided telemedicine appointments for 206 clients who have used telemedicine services 451 times. These appointments saved our clients an estimated 564,000 km of driving and more than \$282,000 in transportation costs. In addition to these individual appointment savings, clients have been able to join group appointments to help them to manage mental health recovery, pain and chronic conditions.

Working with local hospitals for timely follow-up care

Improving our primary care to clients includes being there for them after they've been hospitalized. Clients struggling with chronic illness, in particular, require regular interactions with their care providers to prevent further complications.

This past year, we looked at the impact of the time between a client's hospital visit and when we receive a report about it several weeks later. Clients assume we have up-to-date records from the hospital, yet we can be missing current information.

We have taken steps to change that. By working more closely with local hospitals to receive emergency reports and discharge summaries, clients with diabetes, hypertension and other chronic conditions now have a

follow-up appointment with one of our primary care providers within 11 days of their hospitalization. Our goal is to further reduce the wait to seven days.

Since August 2013, our Chronic Disease Prevention Management nurse has reviewed 341 hospital emergency department reports or discharge summaries on clients. There were 108 incidents that involved chronic conditions. The follow-up that we've provided to these clients has been very well received.

This is just the start of enhanced cooperation and coordination between the Centre and local hospitals. We hope to increase our access to records so that we will be able to learn more about the reason for a hospital visit, any changes made to client treatment and measures to prevent the need for further hospital care so that we can help our clients maintain good health and improve their quality of life.



OTN Nursing Star

Earlier this year, the Ontario Telemedicine Network launched its second province-wide contest to select five telemedicine nurses who are excellent ambassadors for virtual care in Ontario. We are pleased and proud to announce that our telemedicine nurse Bev Putman was one of the winners!

The winning telemedicine nurses were chosen based on how they demonstrated they are contributing to the development and growth of this important new channel for health care delivery and education.

Bev helped launch the telemedicine program at the Centre. Her dedication and ongoing efforts to expand its reach and scope have made a difference in the lives of many clients. It's rewarding to be able to officially say she's a nursing star!

INTEGRATION OF CARE

Through formal coalitions and networks with a broad range of community partners, the Centre is able to bring our programs to community members and integrate them with the activities of other organizations for greater effectiveness.

We continue to strengthen this relationship with the community to build sustainable and responsive services and programming. We now participate on committees with approximately 30 organizations, agencies and networks to learn about and contribute to the support they offer and how it is delivered.

We partner with agencies including Public Health, the Canadian Mental Health Association, Children's Mental Health and Abigail's to facilitate education sessions on a wide range of topics that can enhance lifestyle, physical, emotional and social well-being.

Our community health team collects feedback from participants at the completion of each on-site program to determine their personal benefits and satisfaction. Our team then meets every six months to analyze and revise our programs as necessary to ensure we are meeting the needs of our clients and the community. Client satisfaction and health improvements are of the utmost importance.

Here's a look at some of our most popular programs and new activities introduced during the past year.



"I like learning different things in cooking classes, meeting other people and having fun. Community Kitchens is a fun place to learn how to make new foods, like salads and side dishes. I had kale for the first time, and it was really good."

Nutrition Education with Community Kitchens, Recipe Days and more

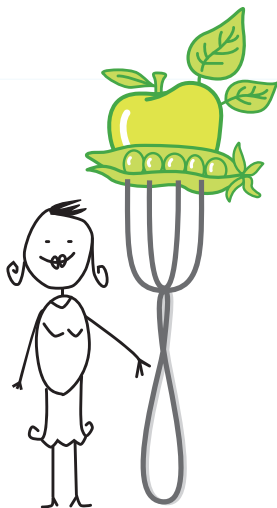
Nutrition education takes a number of forms and is continually growing. During the past year, in addition to one-on-one support, over 300 individuals attended nutrition information sessions led by our registered dietitians.

The interactive Community Kitchens classes provide hands-on guidance on how to plan and prepare healthy recipes. Participants team up in small groups to cook a budget-friendly meal based on Canada's Food Guide. More than cooking, the sessions are an opportunity for everyone to enjoy a good meal in an encouraging social environment. In response to the popularity and increase in demand for this program, we partnered with Smiley's Independent supermarket in Trenton so that classes could be held at the cooking facility in the store. They are now held once a month with an average of 15 clients at each session.

We've brought food preparation skills training and nutrition education to people by offering Recipe Days on a monthly basis at food banks. Here we introduce simple recipes using the food that recipients are commonly given. Recipes Days attract an average of 13 participants at the Care & Share Food Bank and an average of 25 people at the Food Bank and Salvation Army lunch program.

For new parents, we collaborate with host agencies and provide nutrition education in programs like Babies and Beyond and Food For You, Food For Two.





The Good Food Box

The Good Food Box program gives community members a chance to access fresh, affordable fruit and vegetables without social or economic barriers. It is coordinated through the Community Development Council of Quinte.

In September, 2012, our Belleville site became a Good Food Box depot, and we ordered seven food boxes for

18 family members. As recognition for the program has grown, we've been able to help more people. By March, 2014, we were ordering 63 food boxes for 69 family members.

Our Quinte West facility became a Good Food Box depot in December, 2013. Our first order was for 22 food boxes to serve 47 family members. Over three months, these numbers steadily grew. In March, 2014, we ordered 45 food boxes for 87 family members.



“Due to my financial and health circumstances, I find the Good Food baskets economical for the proper fruit and vegetables I need at a reasonable price.”

Bouncing Back from Anxiety and Depression

Workshops are held for eight weeks to teach participants how to manage their symptoms of anxiety and depression by recognizing the connection between thoughts, feelings and behaviours. Practical tools and strategies are offered along with support through the group and information about community resources.

Of the participants from whom both pre- and post-data were obtained, 81% experienced an improvement in the severity of their condition.



“It introduced me to a group that could understand what I was going through.”

WRAP

The Wellness Recovery Action Plan (WRAP) was introduced at the Centre this year in partnership with the Canadian Mental Health Association. The program guides participants through five key components of mental health recovery – hope, personal responsibility, education, self-advocacy and support – and teaches how to integrate them into day-to-day living.

“Mental health issues are a big problem with our society and more of this type of program is very important.”

THRIVE

THRIVE is a new regional program for women who are pregnant or parenting children under the age of six and are experiencing a problem with opioids or receiving methadone treatment. We work with the women to create a care plan that addresses their needs and link them to other resources that can help expand their social network and build their confidence as a parent.



“This course was very good for me, got lots of good ideas and met lots of new people.”

“Thank you to the facilitators. They were very helpful and presented the course in a safe, caring environment.”

“THRIVE has been a great program for my family and I, with great support from Sandy. This service has a welcoming nonjudgmental approach to help those like myself on methadone, and I couldn’t be more grateful for a service like this. The support and help with everyday items (such as a breast pump, milk and groceries) has been a great help, and we are so grateful. Thank you THRIVE for all your help since my son was born, from myself and my family.”

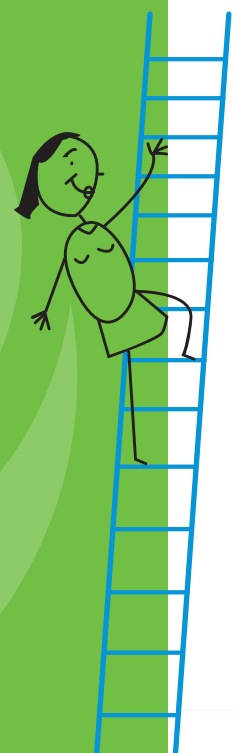
THRIVE in action

A young mother arrived at the Centre in the Fall without a family doctor and with several health conditions, including bipolar disorder. She was skipping doses of her bipolar medication to make it last. The client had been referred to the THRIVE program by staff at the Ontario Addiction Treatment Centre’s methadone clinic.

In less than six weeks after the referral, the woman received primary care services at the Centre and had consultations with a psychiatrist in the community.

With THRIVE’s support, the woman was able to travel to and from medical appointments without having to worry about her safety. She ultimately made a decision to leave an abusive relationship and move to a women’s shelter. She has since been able to visit her child, who had been placed in care, and is engaged in mediation to have regular access.

The young mother says she has been able to recognize her strengths and take action because she had someone who was responsive to her physical and emotional well-being and accepted her without judgment.



Exercise for all seasons

Based on its popularity, we expanded our Urban Poling program to three groups in both Belleville and Quinte West over the Spring and Fall, with more than 100 individuals taking part. Once the groups complete their five weeks of instruction, many participants continue with the activity on their own. Just watch for all those people you see walking with poles!

To provide an exercise program for the winter months, we worked with the Hastings and Prince Edward Counties Health Unit to offer an Indoor Walking program at Centennial Secondary School in Belleville. We had 30 walkers during our first four-month period and look forward to continuing the program next year.

Recognizing there are vulnerable or frail individuals who are not able to participate in mainstream exercise activities, a new Seated Exercise program is being introduced. The seated exercises are designed to improve strength, balance, flexibility and posture. Clients will have an opportunity to increase their knowledge, confidence and understanding of physical activity along with safe ways to incorporate exercise into their daily lives.



"I love getting out of the house and meeting new people."

Car Seat Clinics

Motor vehicle collisions are the number one cause of fatal injury among children, and it is estimated that almost 80% of child restraints in cars are installed or used incorrectly. We have been addressing this issue by hosting Car Seat Clinics throughout the community.

The Clinics have been very well attended. To meet the growing demand for this service, we have increased the number of clinics to three a month all year round. This has only been possible through partnerships with three local dealerships: West City Honda, Trenton Lange & Fetter Ford and Belleville Peter Smith GM. Through their support, we were able to book 110 appointments for Car Seat Clinics held at their locations last year and follow-up with one-on-one instruction as necessary.

Laundry and Shower

A program to use laundry and shower facilities at our Belleville site is now available for clients and community members in urgent need. Through this program, individuals are offered one-on-one support with our community resource worker who provides information about resources at the Centre and in the community. In the nine months since the laundry facilities were introduced, there have been 100 appointments for the program

Medication therapy optimization + protocols + proper disposal + education = better drug safety

Our pharmacy program is designed to provide clients with timely medication management assistance and to identify potential medication problems before a hospital visit is necessary. Ultimately, it's about safer use of drugs. This year, we focused on four initiatives to improve the quality of care and health for clients most at risk of requiring hospital services because of prescribed medication problems.

The first was medication therapy optimization. Our pharmacist evaluates the complete medication therapy regimes of our clients – including their prescription drugs, over-the-counter medication, vitamins and other herbal treatments – to optimize use of their medication and decrease medication-

related problems. We conduct interviews with clients to understand their drug therapy issues so we can suggest a safe plan for use of the drugs they need. Each case is unique. In one instance, medication was restarted for a client as it was inappropriately being withheld.

We developed a Chronic Pain Management Protocol to have a uniform approach to helping clients reduce their dependency on opioid and benzodiazepine if these medications are not warranted medically or for the safety of the clients.

Medication Cabinet Clean Up is a Hastings and Prince Edward Harm Reduction Task Force program that was incorporated at the Centre. By offering proper disposal buckets on site to collect unused or expired medication, we can protect our clients from using old and unnecessary drugs, and also help the community and environment with waste issues.

The figures are gratifying, and they don't tell the whole story. The comments we receive provide us with impressions and observations that give us insight into what we're doing right and where we might make changes. It was rewarding to see what our clients wrote this year. "Friendly and knowledgeable staff" was mentioned again and again as the feature most liked about the Centre. Access was another factor clients appreciated: not having to wait for appointments and not feeling rushed.

Responses in the survey indicate that our clients are also increasingly feeling more involved. Sixteen respondents in 2012-2013 reported they didn't feel they had a say in a program they were part of. This year, that number has been reduced to two.

Finally, education. We launched a number of "lunch and learn" seminars for primary care providers, clients and the community on a wide range of subjects. Topics have included hypertension guidelines, spirometry (breathing test) interpretation, management and treatment of anxiety and depression in aboriginal populations, diabetes and new treatment options.

Presentations have also been made to clinical staff and clients through organized events and workshops. The most popular was on medication safety provided for the Belleville Recreation Centre's senior's program.

Through these initiatives, we're seeing a higher level of safe best practices by our clients who take prescription drugs.

"Even though I was scared, the very caring treatment helped me be successful and feel good."

Clients are more satisfied, more involved

We want input from our clients as we evaluate and plan activities. Every year, we conduct a survey to measure client satisfaction with our performance and the impact we've had on health and wellness so that we can set targets for improvements.

This year's survey results reveal that we have improved. In our 2012-2013 survey, 67.4% of respondents were very satisfied with our service and 28.6% were satisfied. In 2013-2014, there was a significant increase in clients who were very satisfied at 83.9%, followed by 15.4% who were satisfied. This means that less than 1% of our clients are dissatisfied with our services!

What we heard

"I feel the Centre is very important to my mental and physical health."

- 99% of clients felt the quality of their life was improved by the clinical services or programs they attended

"The staff are always so cheerful and encouraging."

- 99% of clients felt they had a chance to be involved in decisions about their health care

"Staff provides a friendly source of great help with many of life's problems."

- 96% of clients felt they were given information on how to improve their health and well-being.



On behalf of the Finance Committee and the entire Board of the Belleville and Quinte West Community Health Centre, I am pleased to present the highlights from our financial statements for the twelve months ending March 31, 2014.

This is the third year of our fully annualized operational budget from the South East LHIN/ Ministry of Health and Long Term Care. Both the Belleville and Quinte West sites continue to operate smoothly with new programs being offered to service the community. Additional funding to support the regional pharmacist program and to support the South East LHIN Quinte Health Link project was received. Operating funds received during the year were used to deliver effective programs and services to our communities.

The balance sheet has total assets of \$3,480,466 at March 31, 2014. Operating dollars unspent as of March 31, 2014, amount to \$421,218, which is to be paid back to the Ministry of Health. This is shown in the liability section as subsidies repayable. In 2013-2014 we received the initial funding for our new Capital building in Quinte West. The excess cash was invested in a GIC to be held until the funds are required. An amount of \$1 million is shown in short term investments with the offset to deferred revenue.

The Finance Committee had a busy year, and we would like to thank Priya Abeyirigunawardena, Director of Finance and Administration, and Marsha Stephen, Executive Director, for their experience, guidance and commitment to ensure that all filings and work was completed in a timely manner.

Many thanks to Welch LLP who provided their professional services as our Auditors for 2013-2014. A full set of audited financial statements is available on our website at www.bqwhc.com

Kim A. Egan, CMA, Treasurer

Statement of Revenue, Expenditure and Net Assets

(as excerpted from the audited Financial Statements)

	2013-2014	2012-2013
Revenue	\$ 7,067,303	\$ 5,876,675
Expenditures	\$ 6,695,907	\$ 5,883,180
Excess (deficiency) of revenue over expenditure, before under noted item	\$ 371,396	\$ -6,505
Less: Subsidies repayable	\$ -421,218	\$ -72,134
Add: Contributions for the purchase of land	\$ 329,555	\$ 0
	\$ 279,733	\$ -78,639
Net Assets, beginning of the year	\$ 160,653	\$ 239,292
Net Assets, end of year	\$ 440,386	\$ 160,653

Statement of Financial Position

(as excerpted from the audited Financial Statements)

	2013-2014	2012-2013
Assets		
Current Assets		
Cash	\$ 1,087,127	\$ 280,790
Short-term investment	\$ 1,000,000	\$ -
Accounts receivable	\$ 45,370	\$ 2,872
Government rebate recoverable	\$ 161,456	\$ 148,790
Prepaid expenses	\$ 23,237	\$ 5,703
	\$ 2,317,190	\$ 438,155
Tangible Capital Assets	\$ 1,095,511	\$ 852,056
Intangible Capital Assets	\$ 67,765	\$ 84,707
	\$ 3,480,466	\$ 1,374,918

Liabilities and Net Assets

Current Liabilities

Accounts payable and accrued liabilities	\$ 337,978	\$ 330,572
Government remittances payable	\$ 33,587	\$ 25,734
Deferred revenue	\$ 1,524,407	\$ 8,736
Subsidies repayable	\$ 421,218	\$ 73,113
	\$ 2,317,190	\$ 438,155

Deferred Contributions – related to capital assets

	\$ 722,890	\$ 776,110
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Net Assets –

Invested in tangible and intangible capital assets - internally restricted	\$ 440,386	\$ 160,653
Unrestricted	\$ -	\$ -
	\$ 3,480,466	\$ 1,374,918

BOARD AND STAFF*

Priya Abeysirigunawardena,
Director of Finance & Administration
Jennifer Allan, Registered Dietitian
Amy Allore, Social Worker
Antonia Benton, Nurse Practitioner
Ciara Brown, Physician
Susanne Chatten,
Registered Practical Nurse
Robert Crutchfield, Dentist
Rosaleen Cutler,
Director of Clinical Services
Jan Dearing, Bookkeeper
Janine DeVries St-Jacques,
Executive Assistant
Pauline Douglas, Nurse Practitioner
Laura Erwin, Registered Nurse
Patrick Esperanzate, Physician
Margaret Flynn,
Director of Community Health,
Planning & Integration
Sandra Forcier, Thrive Counsellor
Vicki Forestell, Medical Secretary
Pamela Garrison, Registered
Practical Nurse - Telemedicine
Robert Goodall, Physician
Sarah Graham,
Registered Practical Nurse
Jessica Hedley, Registered Nurse
Chanse Holder, Physician
Shailesh Karthik,
Information Technologist
Natasha Kerr, Medical Secretary
Jessica Lyon,
Registered Practical Nurse
Linda MacPherson,
Dental Assistant
Anne McDermid, Nurse Practitioner
Dora Morales, Physician
Carrol Nugent, Medical Receptionist
Fiona Parent, Medical Secretary
Brandy Phillips, Administrative
Support - Oral Health

Debbie Pilgrim, Registered
Nurse - Quinte Health Link
Beverley Putnam,
Registered Nurse - Telemedicine
Elaine Radway, Health Promoter
Sarah Richardson, Janitor
Valerie Robbins, Registered
Practical Nurse - Telemedicine
Valerie Roulston,
Human Resources Assistant
Allan Salsburg, Dentist
Fran Schmidt, Nurse Practitioner
Bianca Sclipa Barrett,
Health Promoter
Jennifer Searle, Nurse Practitioner
Luba Shepetycky, Pharmacist
Krista Smith, Nurse Practitioner
Dana Souriol, Dental Hygienist
Lisa St. Pierre, Medical Receptionist
Lois Stather, Registered Nurse
Jason Steele,
Facility Maintenance Coordinator
Marsha Stephen, Executive Director
Cheryl Swallow,
Community Resource Worker
Heather Sylvester-Giroux,
Registered Nurse - Telemedicine
Meghan Thain, Social Worker
Carla Vander Voort, Social Worker
Daniel Vernet, Director of
Decision Support Services
Katrina Vos, Program Secretary
Janet Whalen, Registered Nurse
Jennifer Whelan, Physician
Karen White, Registered Nurse
Mary Woodman, Project Manager -
Quinte Health Link
Christine Young,
Registered Dietitian

*As of March 31, 2014

Board of Directors 2013 - 2014

Michael Piercy, President
Lori Cooper,
Vice President/Secretary
Kim Egan, Treasurer
Brenda Pergantes
Katherine Stansfield
Ken Palmer
Gayle Parks
Sandie Sidsworth
Alan Mathany
Susan Hall
Alexandra Bell
(resigned November, 2013)
Brian Convey
(resigned October, 2013)

New members as of March 20, 2014

Deborah Golden
Karen Carswell

**Every One Matters.
Every Individual.
Every Family.
Every Community.**

www.bqwchc.com