

Annual Report 2021-22



In Pursuit of Clinical Excellence

Table of Contents

Hawkesbury and District General Hospital Report

Message from the Chair of the Board of Directors	_____	1
Message from the Chief Executive Officer	_____	3
Message from the Chief of Staff	_____	5
HGH Board of Directors 2021-22	_____	7
HGH Financial Statement	_____	8
Statistics	_____	9

HGH Foundation Report

Message from the Foundation Chair	_____	11
Foundation 2021-22 Board of Directors	_____	13
Foundation Financial Statement	_____	14

Message from the Chair of the Board of Directors



In 2021-22, the COVID-19 pandemic remained a top concern at HGH, requiring the development, modification, and ongoing implementation of action plans to address it.

After two years of managing the pandemic, teams in all sectors deserve our utmost appreciation for their dedication and excellence in working under these difficult conditions. This spring slowdown is a welcome relief and we look forward to a permanent return to normal operations.

The official opening of the New HGH celebrated in April 2022 in the presence of several dignitaries unveiled the increase in specialty services as a result of the redevelopment project. In addition to doubling the size of the hospital, all medical equipment and health information technology have been renewed. What a great step forward for our region! This project has allowed us to think big and we continue to look to the future and imagine further improvements.

Over the past few years, the HGH Board of Directors, and the medical and communications team have invested significant efforts in making the hospital better known in the western part of the Prescott-Russell region. And these efforts have paid off as we are seeing an increase in the number of referrals made by family physicians to the ambulatory care clinics and in the number of patients coming from that area. Increasingly, people are recognizing the importance of HGH's regional role and appreciating access to specialty care close to home.

In the fall of 2021, the Board of Directors gathered a panel of healthcare experts in order to review our systems, optimize processes and improve quality of care. In its report, the panel made several recommendations to address organizational culture and structures as well as administrative and quality systems. These recommendations will guide our actions for the next 5 to 10 years. In fact, at the operational level, the implementation of some recommendations on just culture and the training of team leaders has already started.

At the leadership level, the Board has implemented plans to recruit a new Chief Executive Officer and a new Chief of Staff. These two key positions are expected to be filled in the fall of 2022.

On behalf of the Board of Directors, employees, physicians, volunteers, patients and families, as well as the entire Prescott-Russell community, I would like to extend my warmest thanks to Mr. Marc LeBoutillier and Dr. Julie Maranda for their years of service, their excellent work and their great dedication to our hospital. These two visionaries have been instrumental in transforming HGH into a full-service regional hospital centred on quality and compassionate care.

Daniel Gatien

Chair

Message from the Chief Executive Officer



After serving HGH for 15 years, I'm proud to submit my final annual report as Chief Executive Officer.

On April 21, 2022, we finally celebrated the official opening of the New HGH with a ribbon-cutting ceremony. Completed in 2022, the ophthalmology program and the second endoscopy suite were the final elements of this ambitious project that started in 2013. With a \$200 million investment in infrastructure, medical equipment and state-of-the-art health information technology, our local community hospital transformed into a full-service regional hospital. The population of Prescott-Russell and surrounding areas now benefits from improved access to a full range of specialized health care.

Since March 2020, the management of the global COVID-19 pandemic has mobilized the entire HGH team. We have made every effort to effectively address the day-to-day challenges of maintaining care delivery as well as patient safety and infection control. Our sense of innovation was key in adjusting to the pressures of the pandemic and meeting the provincial government and public health requirements. Thanks to our teams' hard work, we were successful in maintaining all core services and meeting the needs of the population. It was a challenging time for all employees and physicians due to the heavy and intense workload.

An unprecedented labour shortage is affecting the entire Ontarian and Canadian healthcare system, and impacting all of our services. To overcome this major crisis and guard as much as possible against its negative impacts, we are trying to anticipate needs and have implemented medium and long-term strategies, such as strengthening partnerships with the Faculty of Health Sciences of the University of Ottawa and Collège La Cité. The thorough management of human resources functions and regional collaboration

have enabled us to avoid service closures. Nevertheless, we anticipate that this shortage will continue to be a demanding challenge over the next few years.

In November 2022, as every four years, Accreditation Canada will visit HGH. In order to prepare for this continuous quality improvement exercise and to maintain our rating of excellence, we have retained the services of a panel of experts. Between June and December 2021, the experts assessed all aspects of the organization and developed a series of recommendations to implement over the next three years to enhance our quality management systems. Carrying out these recommendations will bring HGH to a level comparable to teaching hospitals in terms of clinical excellence, management systems and quality assurance processes. Since 2014, HGH has maintained the highest level awarded by Accreditation Canada: Accredited with Exemplary Standing.

HGH ends the fiscal year 2021-22 with a significant operating surplus, despite the uncertainties and financial pressures brought on by the pandemic. We have successfully secured our provincial and interprovincial funding through innovative strategies and sound financial management. Thus, our results position HGH as one of the most financially efficient hospitals in Ontario.

Our significant achievements, issues and challenges of the past few years have strengthened the engagement of our employees and physicians. In view of our sound financial position, our growing healthcare offerings, our team spirit and the support of our community, we can be optimistic about the future of HGH, our full-service regional hospital.

Marc LeBoutillier

Chief Executive Officer

Message from the Chief of Staff



Like the previous year, 2021-22 was also marked by the pandemic. But what mostly comes to mind when reflecting on this period is how our teams and our community rallied to manage the situation despite daily challenges, information bombardment, and worsening manpower shortages.

This year also marks the official opening of the New HGH. The transformation of our local community hospital into a full-service regional hospital brought changes of a magnitude that were hard to imagine at the onset in 2013. The redevelopment project was a major undertaking. But how did we get here from there?

Compassion, Innovation, Excellence. We are reminded of these words every time we enter the hospital. We can't miss them, as they are part of the HGH logo and are featured everywhere. These words have been guiding our decisions and embody everything our medical team does.

Compassion is the base of patient care, which we also use with staff and colleagues. That compassionate approach was felt in our recruitment efforts that grew the medical team from 60 to almost 200. And caring about our team paid off with physicians' high retention, satisfaction and above-average engagement rates. Building a compassionate and cohesive team also meant building relationships between disciplines, especially between nursing and medical, and with referring physicians and patients, involving them in the progress of the hospital with the aim of meeting their needs.

As the building expanded, we grew care teams in every sector, including the hospitalist group, Obstetrics, the Emergency Department and a dedicated critical care group. We modified workflows and shifts to reduce wait times and ensure that patients would be seen earlier in the day, receiving the full attention and compassion they deserve. The addition of on-call rooms allowed doctors and learners to rest in-house and stay close to patients if needed.

Innovation was a steady component of building our new hospital. We brought in new technologies and software to streamline practices, including for patient order sets, scheduling, performance management, credentialing, evidence-based practice support, research and education, standardized care and handover processes. When we launched Epic, our new health information system, we had a group of 10 STS (specialist training specialists) and we supported each other with the use of this new technology that greatly improved patient safety. During the pandemic, we contributed to various initiatives locally such as the evaluation centre and high-risk workflows, as well as regionally at various command centres.

Recruiting specialists and launching innovative programs is a long process. We succeeded in recruiting many new specialties such as obstetrics and gynecology, otorhinolaryngology, orthopedic surgery, urology and urogynecology, MAID (medical assistance in dying) providers, respirology, medical imaging, and ophthalmology, just to name a few. Our new cutting-edge equipment—quite often a first in the region—definitely facilitated medical recruitment. To help with the management of an increasing group of different specialties, we created program councils, more chief roles with expanded responsibilities, and engaged more physicians in the operational committees of the hospital.

And through it all, we strived to always improve clinical excellence. We have launched several performance and quality improvement initiatives such as ED wait times and medical directives, medication reconciliation, OR efficiency, post-op infection rate reductions, and standardized medical team meetings among others. Our dedication to high-quality care allowed us to reach the highest level of accreditation for a hospital. Thanks to our academic affiliation with the University of Ottawa, we are now a recognized medical training centre. Onsite continuing medical education training such as ACLS (Advanced Cardiac Life Support), CHEO day and rural trauma course play a critical role in clinical excellence.

Serving as Chief of Staff for nine years while *Building the New HGH* has been a rewarding and exciting journey. I'm proud of what our medical team has accomplished and I'm looking forward to celebrating the ongoing growth of the hospital.

Dr. Julie Maranda
Chief of Staff

Board of Directors 2021-22



Daniel Gatien
Chair



Guy Yelle
Vice-Chair



Judith Anne LaRocque
Treasurer
June - December 2021



Lucie Charlebois
Treasurer
January - June 2022



Robert O. Brunet
Director



Derek Duval
Director



Nicole Lafrenière-Davis
Director



Marco Lalonde
Director



Sylvette Leroux
Director



Neil Levac
Director



Anne-Marie Maheu
Director



Sébastien Racine
Director



Joanne Séguin
Director



Dr. Michel Thibodeau
President of
Medical Staff



Dr. Julie Maranda
Chief of Staff



Ginette Ferguson
VP, Clinical Programs
and Chief Nursing
Executive



Marc LeBoutillier
CEO



Nathalie Ladouceur
Chair of the
HGH Foundation

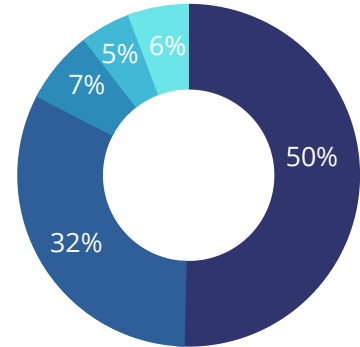
Financial Statement 2021-22

From April 1, 2021 to March 31, 2022

Revenue

\$

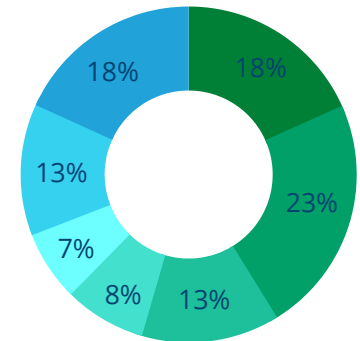
Ontario Ministry of Health	55,193,955
Other Sources	35,286,429
Ontario Health Insurance Plan	7,562,632
Recoveries and Other Revenues	5,193,077
Others	6,330,279
Total Revenue	109,566,372



Expenses





\$

Inpatient	18,967,100
Diagnostic Services	19,051,848
Ambulatory Care	23,840,407
Support Services	13,870,956
Social Services	8,192,341
Administration	7,039,459
Others	13,202,190
Total Expenses	104,164,301



Statistics

From April 1 to March 31

	2019-20	2020-21	2021-22
Newborns 	477	473	497
Inpatient Days 	26,946	24,986	24,183
Surgical Procedures 	6,962	6,461	6,891
Emergency Visits 	48,135	35,666	43,481



2021-22 Report of the HGH Foundation

Message from the Chair of the Board of Directors



In the midst of another year of the pandemic and moments of uncertainty for us all, the HGH Foundation's donors have shown loyal and unwavering support for our hospital, its physicians and staff. A strong mast during what has sometimes presented as a rough COVID-19 storm, you might say that our donors were a constant source of support and light for HGH—and that is truly the case.

Thanks to our generous community, the HGH Foundation's campaign, There's No Place Like Home, has received donations and pledges representing one third of its \$2.8m fundraising goal.

This year alone, we have dispersed more than half a million dollars to our hospital! These funds have directly supported the expansion of services in mental health, orthopedic surgery, and ophthalmology, saving numerous patients the stress of travelling to Ottawa for procedures including hip and knee replacements and cataract surgery.

I have had the pleasure of speaking with many of you who have already benefited from these new services at HGH, and your comments are a constant reminder of the true and measurable impact that you, our donors, have on the lives of those in your own community.

The HGH Foundation team has settled into our new offices at HGH, and we are pleased to once again be welcoming donors in person. Despite the challenges of the pandemic, slowly but surely, life seems to be returning to normal, including the celebration of the upcoming 40th anniversary Golf Classic to benefit HGH.

Over the past two years, we have innovated and adjusted as necessary, launching thoughtful new ways to connect with you, including the Foundation's new e-newsletter, now sent quarterly.

I would be remiss not to acknowledge that this year marked an incredible 35 years since the HGH Foundation's inception. Created by a group of citizens in our community who cared about their hospital, I am grateful to each of you for following their lead and supporting the HGH Foundation over so many years. I am also continually inspired by your kindness, and the knowledge that together, we can ensure those we care about receive the very best of care closer to home.

Nathalie Ladouceur

Chair



Image from the campaign There's No Place Like Home

Board of Directors 2021-22



Nathalie Ladouceur
Chair



Donald Hay
Treasurer



Denis Desaulniers
First Vice-Chair



Andréanne Roy
Second Vice-Chair



Liza Boucher-Sutherland
Director



Suzanne Côté-Fournier
Director



Ginette Labelle
Director



Roch Laframboise
Director



Sylvie Lefebvre
Director



Reginald Levesque
Director



Sylvia Nayoung Han
Director



Manon Séguin
Director



Pierre Souigny
Director



Daniel Gatien
Chair of HGH
Board of
Directors



Mireille Lauzon-Dauth
Representative of
Friends of HGH



Marc LeBoutillier
HGH CEO



Erin Tabakman
Executive Director and
Secretary of HGH
Foundation

Financial Statement 2021-22

Results from April 1, 2021 to March 31, 2022

Revenue	\$
Donation Revenue	1,023,742
Other Revenue	27,775
Event Revenue	86,867
Total Revenue	1,138,384

Expenses	\$
General Fundraising Expenses	268,615
Event Expenses	39,635
Administrative Expenses	84,088
Total Expenses	392,338

Preliminary results. Pledges receivable not included.
Total expenses exclude contributions to HGH of \$552,040.

Net Assets as of March 31, 2022 in \$

■ Restricted: There's No Place Like Home Campaign	48,639
■ Restricted: Others	76,112
■ Unrestricted	1,831,083
Total Net Assets	1,955,834

