



Better Care Better Health

Annual Report
2020-21

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Report of the Chair of the Board of Directors



The pandemic and its aftermath have marked much of the activity over the past year, which has been arduous and a bearer of innovation. Collaboration and partnerships—using these two principles, HGH has been able to effectively meet the needs of the community while continuing to provide high-quality care to patients and their families, both in person and virtually.

In the spring of 2020, in partnership with the Eastern Ontario Health Unit, HGH opened two COVID-19 Assessment Centres, as well as a vaccination clinic in the spring of 2021. Showing its progressive nature, the hospital acquired a low-temperature freezer—the only one in Prescott-Russell—for vaccine storage, which allowed the undertaking of a regional vaccination campaign. The community praised these initiatives.

HGH has fully assumed its role as a regional leader in the pandemic management. Responsive to the needs of the community, the hospital deployed teams to assist with infection control in long-term care homes and contributed its expertise to various regional committees, both in wellness and in service planning, prevention and patient safety.

The implementation of the 2020-24 Strategic Plan entitled Exemplary Care by a Trusted Partner has been somewhat delayed by the pandemic and will rather be executed over three years. The plan focuses on three pillars: People, Service and Performance, to which a regional integration component will be added. As part of this plan, the hospital will take steps to significantly improve access to care, close to home. The plan also focuses on the consolidation and expansion of new programs and services as well as patient safety and satisfaction.

On the human resources front, the Board's Executive Succession Committee has appointed two new vice-presidents: Finance and Material Management as well as Clinical Programs and Chief Nursing Executive. In September 2020, to address financial challenges, the Board adopted an Optimization Plan leading to a 5.6% reduction in staff.

The HGH redevelopment project is officially completed. Over the past 10 years, our facility has evolved significantly and transformed into a full-service regional hospital comparable to large hospitals. Through this project, HGH is now widely recognized by the people of the communities we serve and by our partners.

As I conclude my first year as Chair of the Board of Directors, I would like to thank all employees and physicians for their excellent work and compassion for our patients and their families.



Daniel Gatien



Emergency Entrance

Report of the Chief Executive Officer



In the hospital records, 2020-21 will be remembered as the year of COVID-19 pandemic. All HGH operational areas were impacted by restructuring of services; increased health protocols and innovation. And through it all, we stayed the course with regard to our mission and favoured an approach that focuses on better care for better health.

In March 2020, after promptly implementing provincial orders and reorganizing our operations, we launched several initiatives including a COVID-19 inpatient unit, the Pandemic Command Centre, COVID-19 Assessment Centres in Hawkesbury and Casselman, and later, a vaccination clinic in Hawkesbury.

Regionally, we actively participated in the Regional Pandemic Coordinating Committee and assisted long-term care facilities by deploying staff and sharing our expertise in infection prevention and control.

Innovation was ever-present in all programs and services. In Mental Health and Addictions, we launched a Walk-in Counselling Clinic. We also worked with 50 partners to implement the Regional Coordinated Access Program, which allows clients to request a range of services from a single point of access.

Our Ambulatory Care clinics have gone virtual to minimize the risk of spreading the virus while providing continuity in the delivery of quality services. In fact, patients and physicians have quickly embraced this mode of consultation as a viable solution rather than a temporary measure. Our new Virtual Care Strategy aims to improve patient experience and access to care through technology.

We have strengthened our ties with referring physicians by making them more aware of the range of services available at HGH. For example, we prepared an information package on our new medical imaging and orthopedic equipment that allows us to perform some of the most advanced surgery and medical tests.

For our human resources, the year was filled with challenges: changes in processes, difficult health requirements, quarantines, outbreaks, increased staffing pressures, work-life balance, work from home and more. To help people manage their anxiety, we implemented a Wellness Program. The teamwork and dedication of the staff and physicians enabled us to go through this period of the pandemic and come out stronger.

With the completion of the hospital redevelopment project, we now fully reap the rewards: state-of-the-art equipment and technology, bright and comfortable rooms, and large spaces that allow us to adjust our services to meet the demand. And this modern environment has really helped us in the recruitment of a record number of employees, despite the high demand for staff in all sectors of the health care industry.

This pandemic will soon end, but our mission to provide high-quality care will continue.



Marc LeBoutillier



Ambulatory Clinics Waiting Area

Report of the Chief of Staff



Not surprisingly, the pandemic was last year's main topic. I'm proud to say that our medical team reacted with adaptability and resilience to the daily challenges. I'm also proud of the dedication to patient care and safety shown by our medical team that now stands at almost 200 credentialed physicians.

During this pandemic, our medical chiefs have all gone beyond their traditional role, being fully engaged and contributing to daily operations. Our medical chiefs are Dr. Marie-Ève Lizotte, Intensive Care; Dr. Richard McCall, Anesthesia; Dr. Stéphanie Paquette, Obstetrics; Dr. Michael D'Aquila, Hospitalists; Dr. Pierre Ferguson, Psychiatry; Dr. David-Olivier Chagnon, Medical Imaging and Dr. Valérie Dumais, Surgery. Two co-chiefs lead the Emergency Department: Dr. Michel Laflèche, also lead for COVID-related protocols, and Dr. Jean-François Borduas, lead for education and quality of care.

We had to put several projects on hold as our focus was to keep patients, caregivers and the community safe. The Emergency Department was completely reorganized to accommodate any potential COVID-infected patient overflow and divided into three zones to reduce the risk of virus transmission, which created efficiency challenges. Nonetheless, our key performance indicators improved significantly, and HGH was commended by Ontario Health for achieving the best improvement in the 90th percentile in ER Length of Stay among Ontario hospitals.

Epic, our health information system, has proven to be an invaluable tool under the circumstances. The system had many major upgrades and is still evolving as we continue the integration with other organizations such as the Ontario Laboratories Information System. Epic allowed us to make the switch to virtual care and ensured that physicians, specialists and patients had timely access to information and test results.

Moving from traditional office encounters to virtual ones raised many questions regarding technology, legal aspects and documentation. Again, our professionals adapted well, researching topics and finding innovative solutions. They also played a major role in supporting patients and alleviating their fears regarding this new care delivery model.

With anxiety, stress and isolation increasingly being felt within our communities, we have seen increases in mental health treatment and needs.

Our top-of-the-line surgical equipment really facilitated the recruitment and retention of surgical specialists. We welcomed several new orthopedic surgeons, including pediatric orthopedics and two specialists in hand surgery. In December, we launched the hip and knee replacement same day surgery program. For our patients, this is a real improvement in access to specialty care close to home. And there is more to come as we are planning for the future expansion of other specialties.

At the regional level, we continued to strengthen our relations with partners to improve access to care. For example, we worked with CHEO and The Ottawa Hospital to address surgical backlogs and we served on several regional committees.

We look forward to a stronger health care system as we recover from the pandemic.



Dr. Julie Maranda



Orthopedic Suite

Board of Directors 2020-21



Guy Yelle
Vice-Chair



Daniel Gatien
Chair



Judith Ann Larocque
Treasurer



Anik Léveillé
Director



Jo-anne Laviolette
Director



Nicole Lafrenière-Davis
Director



Marco Lalonde
Director



Sylvette Leroux
Director



François Bertrand
Director
To December 31, 2020



Neil Levac
Director



Lucie Charlebois
Director



Patrick Lalonde
Director



Nathalie Ladouceur
Chair of
HGH Foundation



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



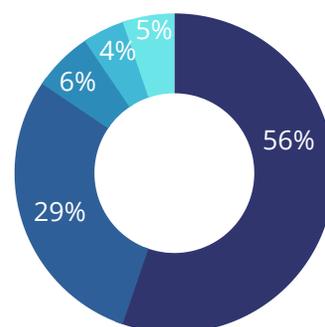
Suzanne Sauvé
Manager, Board
Operations

Financial Statement 2020-21

From April 1, 2020 to March 31, 2021

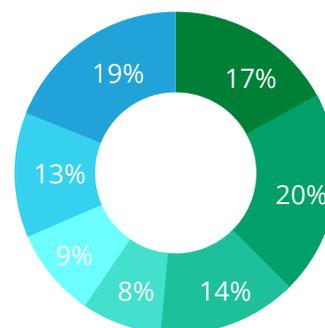
Revenues Millions \$

Ontario Ministry of Health	63,732
Other Sources	33,687
Ontario Health Insurance Plan	6,997
Recoveries and Other Revenues	4,885
Others	6,044
Total Revenues	115,345



Expenses Millions \$

Inpatients	19,387
Diagnostic Services	17,385
Ambulatory Care	21,028
Support Services	14,329
Social Services	8,232
Administration	9,180
Others	12,861
Total Expenses	102,402



Statistics

From April 1, 2020 to March 31, 2021

	2018-19	2019-20	2020-21
Newborns 	416	477	473
Inpatients Days 	27,024	26,946	24,986
Surgical Procedures 	6,985	6,962	6,461
Emergency Visits 	47,215	48,135	35,666



Hawkesbury and District General Hospital Foundation

Report of the Chair of the Board of Directors



As I reflect on this past year, I am filled with immense pride and appreciation for the incredible impact our donors have had on patient care at HGH.

Through the course of this year-long COVID-19 pandemic, our organization has successfully pivoted to a different way of connecting with the community. Although we could not welcome you to in-person fundraising events, the pandemic has brought our supporters together with an unprecedented desire to support our hospital, its staff and the community.

Thanks to our donors, patients at HGH not only reaped the benefit of the hospital's first MRI and brand-new CT scanner, but also our gift of over \$155,000 in equipment and supplies to support HGH in the fight against COVID-19. In fact, their generous contributions subsidized the purchase of our region's only ultra-low temperature freezer, which has housed vaccines for the hospital's patients, staff and the community at large.

Together, we have contributed an incredible \$11M to our hospital over the course of the HGH Foundation's last two major campaigns. And we are just getting started! We are now deeply committed to making the most of the hospital's new infrastructure to bring additional specialized health care services to HGH in the areas you have told us are important to you. Services like cataract surgery, hip and knee replacement and advanced mammography are just some of the funding priorities of our new campaign, *There's No Place Like Home*. With your help, our friends and family will no longer need to travel elsewhere for these kinds of vital services.

I feel so fortunate to be a first-hand witness to the power of a community that places such value on the best health care for its residents. My deepest thanks go to our donors for their ongoing generosity and support. What an immense difference they continue to make for HGH's patients!

A handwritten signature in black ink that reads "Nathalie Ladouceur".

Nathalie Ladouceur

Financial Statement 2020-21

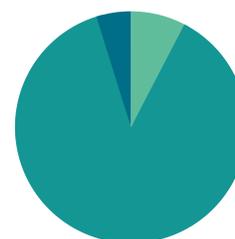
Results from April 1, 2020 to March 31, 2021 in \$

Revenue		Expenses	
Donation Revenue	1,146,755	General Fundraising Expenses	315,618
Other Revenue	281,924	Event Expenses	40,219
Event Revenue	76,705	Administrative Expenses	187,609
Total Revenue	1,505,384	Total Expenses	543,446

Preliminary results. Pledges receivable not included.
Total expenses exclude contributions to HGH of \$10,458,836.

Net Assets as of March 31, 2021 in \$

Restricted: There's No Place Like Home Campaign	155,407
Restricted: Others	98,249
Unrestricted	1,508,172*
Total Net Assets	1,761,828



*Unrestricted net assets are net of financing provided to the restricted funds in the amount of \$274,976.

Board of Directors 2020-21

Nathalie Ladouceur (Chair); Donald Hay (Treasurer);
Denis Desaulniers (1st Vice-Chair); Andréanne Roy (2nd Vice-Chair);
Liza Boucher-Sutherland; Joanne Gratton; Ginette Labelle; Roch Laframboise; Sylvie Lefebvre;
Angela Levac; Manon Séguin; Pierre Souligny

Ex-officio members: Erin Tabakman (Interim Executive Director and Secretary);
Daniel Gatien (Chair of HGH Board of Directors);
Mireille Lauzon-Dauth (Friends of HGH Representative);
Marc LeBoutillier (HGH CEO)