

Annual Report

2014 | 2015



Report of the Chair of the Board of Directors

The year 2014-2015 is an important milestone in HGHC's history. After a long planning process, the redevelopment project is finally underway. Since the sod turning ceremony in September 2014, the presence of heavy machinery and a crew of 80 workers on site brings the project to life for the community. The construction of the new HGHC will be completed in the summer of 2018.

The Board also laid the groundwork for two other major infrastructure projects. A new mental health and addictions centre, to open in 2016, will be built on land adjacent to the hospital. The centre will provide all related services in a purpose-built facility. Also, HGHC will soon operate in a high-tech environment with a new IT platform integrating electronic medical records and e-Health.

This new system will place HGHC on the same level as large academic hospitals in the province.

The Board was also involved in major quality improvement projects such as the annual quality plan, hospital accreditation and the introduction of a new care delivery model. It is with pride that HGHC was recently awarded the level Accredited with Exemplary Standing, the highest level of distinction achieved by only 20% of health facilities in Canada. Infrastructure Ontario also commended HGHC for the management of the redevelopment project, which consistently remains on time and on budget.

All members of the Board are strongly committed to building a new HGHC whose reputation will be based on high quality services in a modern and high technology environment. The future looks promising!



SUZANNE QUESNEL-GAUTHIER
Chair of the Board of Directors

Suzanne Quesnel-Gauthier

Report of the Chief Executive Officer

As construction work progresses noticeably, another worksite just as significant and critical to the future of HGH is also advancing.

Indeed, several ongoing internal initiatives in all areas of the organization are requiring the mobilization of staff and physicians. We're all busy reviewing systems and processes and planning programs and services. The goal is to achieve higher levels of clinical and financial performance while preparing HGH to play its new role as a full-service regional hospital. We call this internal worksite "Building the new HGH."

At the clinical level, we have developed new models of care in critical areas, targeting primarily the emergency and medical-surgery departments. Other initiatives focus on improving patient registration, reducing wait times and increasing services in medical and surgical specialty clinics.

At the organizational level, a new management structure was implemented. The integration of several new managers, retirements and the redeployment of experienced staff were challenging adjustments for our organization.

At the financial level, HGH is facing significant challenges with the new Ministry of Health's funding formula. Over the next three years, we will need to cut our operating costs by \$3.9 million, which represents 6% of our annual budget. The financial recovery should be completed without program reductions.

In terms of community services, HGH continues to implement its mental health and addictions program throughout Prescott-Russell, as evidenced by the opening of a satellite centre in Rockland in May 2014. In addition, we are currently working to expand our external diagnostic and therapeutic services to serve the family medicine groups across the region.

HGH is presently in a period of great change and transformation. I am amazed to see how a group of 600 employees and 100 physicians can carry out so many changes and face such challenges while pursuing their daily work with dedication to provide compassionate care to thousands of patients who come through our hospital each year.



MARC LEBOUTILLIER
Chief Executive Officer

A handwritten signature in black ink, appearing to read "M. LeBoutillier".

Marc LeBoutillier



Board of Directors

1st ROW: Suzanne Quesnel-Gauthier, Chair (L'Orignal) | Dre Julie Maranda, Chief of staff | Paule Doucet (L'Orignal) | Nicole Lafrenière-Davis (L'Orignal) | Nicole Deland, Treasurer (North Lancaster) | François Bertrand (Hawkesbury) | Suzanne Sauvé, Manager, Board Operations | Sébastien Racine (Casselman)

2nd ROW: Jacques Parisien (L'Orignal) | Yannick Charette (Orléans) | Marcel J. Dauth (Hawkesbury) | Marc LeBoutillier, Chief Executive Officer | Laurent Souigny (St-Isidore) | Michel Laferrière, Chair of HGH Foundation

ABSENCE: Jo-anne Laviolette (Casselman)

Report of the Chief of Staff

The official launch of the new HGH construction marked the year 2014-2015. During this period, the medical team's priority was to continue providing quality care for our patients while preparing for the new realities of a full-service regional hospital.

We had a successful year with medical recruitment and our team now includes 114 physicians. New specialists in surgery, orthopaedics, otorhinolaryngology, urology, ophthalmology, gynaecology and nephrology joined us to meet the needs for these services. Since the arrival of new emergency room physicians, Emergency Department Ambulatory Services (EDAS) are available 7 days a week, 14 hours a day. EDAS eases the demands of the main emergency room and allows patients to be seen more quickly.

Patients throughout the region now have a better access to HGH mental health and addictions services. A new centralized access line and triage system make it easier for family physicians to refer their patients to the appropriate resources. Wait times have decreased considerably with these improvements. The construction of a new psychiatric inpatient unit and outpatient clinic has started and will eventually provide greater access to mental health services.

Starting in 2016, surgeries and perioperative services will increase significantly. To prepare for the changes and in anticipation of the opening of the new surgical unit, we have created the Chief of Perioperative Services position occupied by Dr. Richard McCall.

Medical education is increasingly important at HGH. In 2014-2015, more than 70 students completed job shadowing and clinical placements. These placements represent 140 weeks of hospital training and 112,000 hours of medical teaching.

HGH physicians are proudly involved in the hospital's operations and serve on all committees. "Our objective is to always provide quality patient and family centered care."



Dr. Julie Maranda



DRE JULIE MARANDA
Chief of Staff

HGH Accredited with Exemplary Standing

Hawkesbury & District General Hospital (HGH) received Accreditation Canada's highest ranking: Accredited with Exemplary Standing. Only one in five healthcare organizations in Canada manages to obtain this level of accreditation.

This accreditation reflects the excellence and high degree of engagement and accountability demonstrated by all HGH staff and physicians. The accomplishment is true to our mission to provide compassionate care to our patients and families throughout the cycle of life. We can all be proud of this new milestone as we continue our efforts to adopt the practices and standards to deliver outstanding care to our patients.



The new HGH

The HGH major redevelopment project has finally been launched in 2014! In May, we evaluated the proposals from prequalified bidders and the contract was awarded in August to Bondfield Construction. The redevelopment project is managed according to the Alternative Financing and Procurement (AFP) model.

The new HGH is the largest construction project in Prescott-Russell since the advent of Highway 417. The \$160 million in infrastructure and equipment will give rise to a full-service regional hospital. The sod turning ceremony was held in September.

All work is thoroughly planned and executed in phases to meet the greatest challenge: to keep the hospital operational and safe at all times. Interdisciplinary task forces oversee different aspects of the project: information technology, operations, equipment and move management.

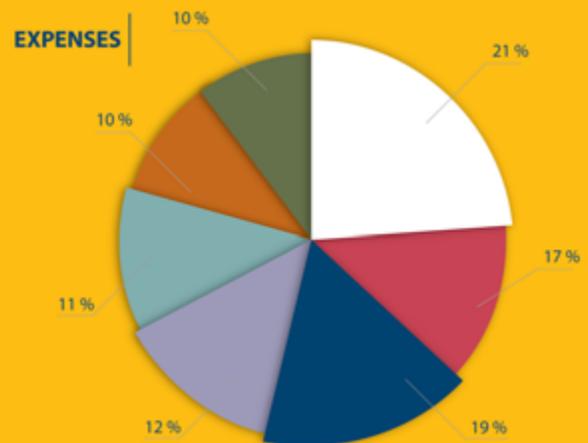
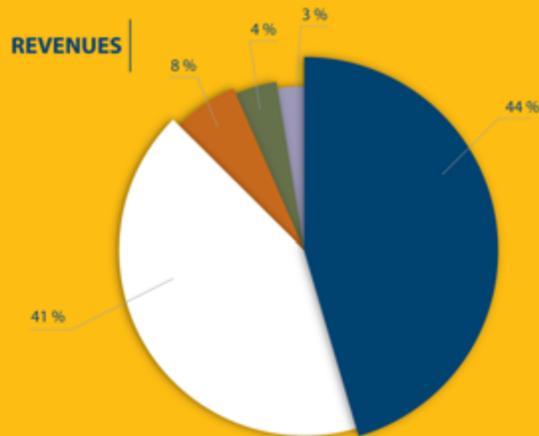


Overview of work

The first step was to prepare and secure the site for the general contractor. In April 2014, some of the administrative services moved to 750 Laurier Street to create vacant space to start the renovations. Then, the Annex was renovated and Hygiene & Sanitation and Security & Emergency Measures departments moved in. We installed a vertical lift module (VLM) for Material Management.

Outside, we installed underground conduits for water, sewers and electricity to accommodate the new construction and the hospital's future needs. We cleared the land east of the hospital to create space for the installation of heavy machinery and a 150-foot crane was erected. We also started the construction of the outpatient clinics new building, the operating theatre in the old courtyard and the main entrance canopy.

2014-2015 HGH Financial Statement



Revenues and expenses include Mental Health and Addictions.

Source of revenues	Amount
Ministry of Health of Ontario	\$29,352,000
Other Sources	\$27,285,000
Ontario Health Insurance Plan	\$4,946,000
Recoveries and Other Revenues	\$2,771,000
Others	\$1,877,000
Total Revenues	\$66,231,000

Expenses	Amount
Inpatients	\$13,670,000
Diagnostic and Therapeutic Services	\$11,139,000
Ambulatory Care	\$12,415,000
Support Services	\$8,246,000
Community Health and Social Services	\$7,236,000
Administration	\$6,441,000
Others	\$6,427,000
Total Expenses	\$65,574,000

Statistics

Sector	2013	2014	2015
Newborns	414	421	426
Inpatient Days – Adults	21,913	22,549	24,016
Surgical Procedures	4,182	5,732	5,487

Visits	2013	2014	2015
Emergency	37,237	38,713	39,311
Ambulatory Care	24,669	21,251	19,636
Mental Health and Addictions	10,885	13,873	13,685

Financial Statement of the HGH Foundation *(Preliminary results)*

Financial Statements 2014-2015	Amount
Revenues	\$1,121,735
Expenses	\$378,061

Net Assets as of March 31, 2015	Amount
Unrestricted	\$565,568
Restricted (Others)	\$657,018
Restricted (Endowment Funds)	\$20,000
Restricted (Major Campaign)	\$6,570,000

HGH Foundation

Word from the 2014-2015 Chairman

The start of the construction of our new hospital in 2014 was a defining moment for HGH. The Foundation contributed to the launch of this project by rallying the community, who generously donated \$7 million since 2006 for the new infrastructures. Public support was vital for the realization of the HGH redevelopment project.

At its 10th Radiotelethon held in November, the Foundation resumed its primary mission of raising funds for the acquisition of medical equipment. Through the generosity of many donors, \$306,088 will go directly towards the purchase of a new CT scan.

The Foundation would like to thank all donors, volunteers, Board members and staff for their commitment to improving healthcare services for our community. I am proud of the work accomplished during my four terms as Chair and I am confident that the Foundation will successfully meet its future challenges.



Michel Laferrière

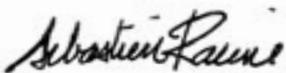


MICHEL LAFERRIÈRE
Chair

Word from 2015-2016 Chairman

The Foundation plays a key role in the community by connecting people with their hospital. As HGH is taking on a new regional mandate, the Foundation is called upon to promote the hospital and its services in Prescott-Russell and surrounding area.

After eight years on the hospital's Board of Directors, I'm pleased to continue to participate in the creation of the new HGH. The organization is built on solid foundations and our priority will be to continue on this path to provide more healthcare services closer to home. I believe that through the Foundation, the community has a strong means to directly contribute to the success of their new hospital.



Sébastien Racine



SÉBASTIEN RACINE
Chair

Board of Directors 2014-2015

Michel Laferrière, Chairman (Hawkesbury) | **Diane Matichak**, Vice-Chairperson (Hawkesbury-Est) | **Pierre-André Duchemin**, Vice-Chairperson (Hawkesbury) | **Don Hay**, Treasurer (Champlain) | **Pierre-Luc Byham**, Secretary (Hawkesbury)

MEMBERS: **Rachel Proudfoot** (Nation) | **Anik Léveill  ** (Champlain) | **Yves Jubinville** (Champlain) | **Jeannine Lefebvre** (Champlain) | **Micheline Sauv  ** (Champlain) | **Mireille Lauzon-Dauth** (Hawkesbury) | **Sylvie Lefebvre** (Champlain) | **Lorraine Larivi  re** (Hawkesbury)

EX-OFFICIO MEMBERS: **Suzanne Quesnel-Gauthier**, HGH Chair of the Board of Directors | **Luc S  guin**, Chief Information Officer IT/IS