



Serving our Community In a Time of Pandemic

Annual Report
2019-20



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Preamble

The fiscal year is closing on a global pandemic. In March 2020, the health system took an exceptional turn as all care providers needed to adapt and mobilize their resources to manage the COVID-19 pandemic.

At Hawkesbury and District General Hospital (HGH), within a few short weeks, we redesigned our systems and services to be capable of caring for a high volume of COVID-19 patients, if need be, and to meet new needs arising from the pandemic.

Our team spirit and our sense of innovation allowed us to react quickly and effectively to implement provincial directives, activate our Pandemic Command Centre and actively participate in the Regional Pandemic Coordination Committee as well as support long-term care facilities. Here is a brief overview of the preventative measures implemented by HGH in the spring of 2020.

All hospital operations were impacted by the restructuring of services and the increase in infection control and prevention measures, which included systematic screening of each person entering the hospital. We delayed elective surgeries and appointments and reduced activities in certain ambulatory care programs in order to redeploy staff to critical sectors.

We leveraged the potential of technology to facilitate virtual consultations in Mental Health and Addictions as well as in Ambulatory Clinics. In addition, we created a COVID-19 Acute Care Unit and reorganized the Emergency Department to reduce the risk of spreading the virus. All these operational changes required the review of our care protocols, procedures and emergency measures as well as a significant increase in mock exercises and training offered to staff and physicians.

In partnership with the Eastern Ontario Health Unit, we opened a COVID-19 Assessment Centre in Hawkesbury. We also lent a helping hand to the Prescott-Russell long-term care sector by deploying staff and expertise within long-term care institutions. The cooperation and communication amongst all partners paved the way for the success of these initiatives.

In this new reality where changes happen almost daily, ensuring the safety of our employees, physicians and patients has remained our priority. We have fully assumed our regional leadership for the well-being of our community.

As a healthcare sector leader, we are very proud of the work accomplished by our teams in these difficult conditions and uncertain times. More than ever, we are committed to our mission of promoting health and providing compassionate care for our communities through the cycle of life.

Report of the Chair of the Board of Directors



Visioning, completion of projects and planning were the focus of the latest Board of Directors' term.

Every four years, the Board undertakes a long-term vision exercise. In the spring of 2019, to guide our thinking on our next directions and ensure that they are aligned with the needs of our community, we reached out to more than 20 health and social services partners through a formal consultation. Branded the *Knowledge Café*, this consultation was part of our community engagement plan.

In October 2019, supported by the consultation results, we adopted four major End statements for our communities: Better access to care; Better Health; Positive experience and Seamless transitions. Each major End is linked to strategic directions presented in the *Strategic Framework 2020-24*.

The restructuring of Ontario's healthcare system is an issue that took centre stage during this mandate. In the summer of 2019, the province launched the Ontario Health Teams implementation process with the goal of forming a coordinated team of providers within a region to provide patient care. Thanks to the initiatives undertaken with our partners over the past few years in planning the future Prescott-Russell Community Health Care Centre and the *Knowledge Café*, we were able to submit the Prescott-Russell Health Team's application promptly, building on the existing collaborations. We also highlighted the rural character and the francophone aspect of our region, as well as the importance of these characteristics in patient and family-centred care.

After years of planning and work, HGH reaps the benefits of the completion of two major projects: the hospital redevelopment and the Epic health information system. Despite the many challenges with the general contractor, our organization was able to ensure the completion of the construction project for the fall of 2020. Furthermore, the Board will soon approve the governance agreement between the partners of the Atlas Alliance for the management of Epic, which has proven to be an extremely effective information technology instrument during the pandemic.

With a long-term vision in mind, the Board created an ad hoc committee on professional development and succession of the leadership team to ensure that the organization can continue to achieve its strategic objectives in view of future transitions within the Leadership Team.

Finally, I would like to thank and pay tribute to all HGH employees, physicians and volunteers. The commitment to care for the most vulnerable in our community, demonstrated every day of the year by our people and especially during this pandemic, is truly remarkable.



François Bertrand

Report of the Chief Executive Officer



During the past year, construction work on the redevelopment project returned to a normal level. The agreement signed with the insurance company Zurich, trustee for the work completion, ensures the project will end in the fall of 2020. Despite the delay of more than two years from the original construction schedule, the project will be completed on budget while meeting all quality standards. At the opening of each new unit, our clientele has nothing but praise for our modern and efficient infrastructure.

We are pursuing our objectives of improving access to specialty care close to home by constantly developing new programs and services. The orthopedic program launched in June 2019 is a huge benefit for Prescott-Russell residents and saves them many trips to Ottawa. In Medical Imaging, we have added three new pieces of advanced equipment in fluoroscopy, computed tomography and magnetic resonance imaging. In addition, we will soon open a third operating room and a second room in endoscopy. We recently completed the construction of a new wing for the external Cardiology Department, as well as the renovation of the Medical-Surgical Unit.

In terms of continuous quality and performance improvement, we have integrated the Lean management model, which includes a structured approach to problem solving. We have formed multidisciplinary groups tasked with the improvement of workflows and care processes in key areas of the hospital, resulting in better financial and operational performance, and increased patient satisfaction. For example, thanks to the Bed Management Project, we managed to reduce the length of stay and improve patient outcomes and experience. We are also continuing to implement measures to improve the quality and the level of medical and nursing care in critical sectors, including the Emergency Department and the Intensive Care Unit.

In terms of human resources, we consolidated care teams and completed the staffing of clinical management teams. Engagement rates of employees and physicians remain high, and the annual survey results also indicate high levels of job satisfaction and inter-professional collaboration.

HGH is standing out as a leader in the planning of the future of healthcare in our region. We are continuing our service decentralization efforts to offer more local ambulatory care in the western part of our territory. To this end, we aim to build a Community Healthcare Centre in Casselman in 2022-23. Led by HGH, this project brings together four other partners from the local health system.

In 2019, the province launched a major restructuring of the health system. We collaborated with 20 Prescott-Russell partners to develop a future model of integration and collaboration. This initiative is called the Prescott-Russell Health Team and aims to streamline care coordination within the local health system. Our Health Team would result in better management of activities and resources amongst all Prescott-Russell care providers. As leader of this initiative, HGH benefitted from exceptional collaboration from all local partners. When the government makes decisions on the configuration of the regional structure, we will be well prepared to adjust to the evolution of the system.

It is thus with great pride and a true sense of accomplishment that our institution is assuming its new future as a full-service regional hospital.


Marc LeBoutillier

Report of the Chief of Staff



As our hospital keeps on growing and providing more services closer to home for our patients, I'm proud to be leading our medical team of 150 physicians striving to be on the cutting edge of healthcare.

Our current group of medical chiefs includes Dr. Nicolas Lupien, Emergency Medicine; Dr. Marie-Eve Lizotte, Intensive Care; Dr. Richard McCall, Anesthesia; Dr. Stéphanie Paquette, Obstetrics; Dr. Michael D'Aquila, Hospitalists; Dr. Michel Thibodeau, Internal Medicine; Dr. Pierre Ferguson, Psychiatry; Dr. David-Olivier Chagnon, Medical Imaging and Dr. Valérie Dumais, Surgery.

June 2019 marked the much-anticipated launch of Epic, our new health information system. The implementation was quite challenging with the complex workflows brought by the electronic medical record (EMR). But after mastering the steep learning curve and becoming more adept with the system, we all agree that there is no turning back. The patient safety and quality improvements provided by the new EMR are beyond expectations. For example, the completion of the medication reconciliation process now reaches almost 100%, which translates into less medication errors and better patient outcomes. Notifications of critical test results sent immediately to physicians' mobile devices; the prompt reporting to referring care providers, and the patient access to their record through MyChart are other significant advantages of the system.

The Emergency Department (ED) recruitment progressed well and we now have a full crew of ED physicians. The ED Intensive Committee is still actively working to increase efficiency and reduce wait times. With the department now fully open, we developed new standard workflows to best utilize the extra space afforded by the new waiting room, EDAS rooms, and the extra physicians, leading to shorter wait times to see a physician.

The Patient Access Project launched in the fall includes a bed management component aimed at improving the bed utilization in order to get the right patient, in the right bed, at the right time. To this end, we recruited more hospitalists and a nurse practitioner forming an extra on-call group. They can round on patients earlier in the day, spend more time and communicate with each patient, and plan discharges earlier in the day. Through teamwork, proactive care plans and discharge planning, we are seeing faster bed turnover times, which means that admitted patients are brought up to a room immediately instead of lying on a stretcher in the ED hallway, thus ending the "hallway medicine" as directed by the province.

We have seen increases in volumes in several of our programs, namely in orthopedics thanks to more clinic days and a broader scope of surgical procedures, including certain fracture repairs and joint arthroscopy. And we anticipate more growth when our third operating room and second endoscopy room open in the near future. In obstetrics, 477 moms, babies and families experienced our bright, spacious and modern Family Birthing Centre. We are looking forward to the expansion of our ear, nose and throat (ENT) and anesthesiology groups later this summer.

The COVID-19 pandemic has brought many changes to our operations. We have adjusted well to these uncertain times to ensure that we can keep on providing safe and compassionate care for our patients and their families.

A handwritten signature in black ink that reads "Julie Maranda". The signature is fluid and cursive.

Dr. Julie Maranda

2019-20 Board of Directors



Jo-anne Laviolette
Vice-Chair



François Bertrand
Chair, Board of Directors



Daniel Gatién
Treasurer



Anik Léveillé



Nicole Deland



Nicole Lafrenière-Davis



Marco Lalonde



Judith Anne LaRoque



Sylvette Leroux



Neil Levac



Guy Yelle



Patrick Lalonde



Nathalie Ladouceur
Foundation Chair



Doctor Michel Thibodeau
Chair, Medical Staff



Doctor Julie Maranda
Chief of Staff /
Vice-President,
Clinical Programs
(interim)



Julie Milks
Chief Nursing
Executive (interim)



Marc LeBoutillier
Chief Executive
Officer and Secretary
of the Board

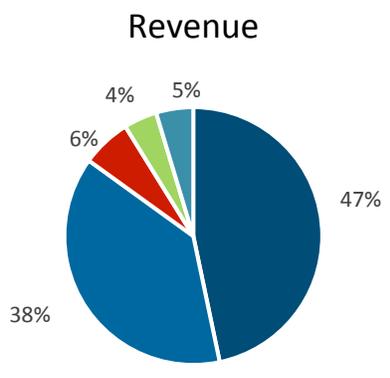


Suzanne Sauvé
Manager, Board
Operations

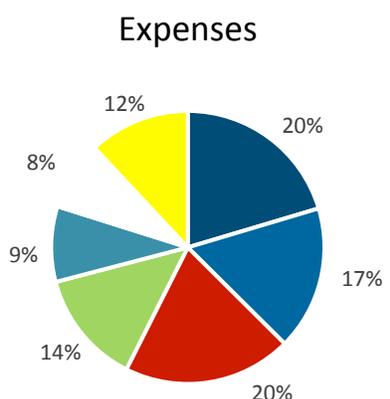


HGH 2019-20 Financial Statement

REVENUE	Millions \$	%
Ministry of Health Ontario	43,865	47%
Other Sources	35,921	38%
Ontario Health Insurance Plan	5,827	6%
Recoveries and Other Revenues	3,920	4%
Others	4,376	5%
TOTAL REVENUE	93,909	100%



EXPENSES	Millions \$	%
Inpatients	18,965	20%
Diagnostic and Therapeutic Services	15,883	17%
Ambulatory Care	18,578	20%
Support Services	12,564	14%
Community Health and Social Services	8,311	9%
Administration	7,604	8%
Others	11,134	12%
TOTAL EXPENSES	93,039	100%



STATISTICS	2018	2019	2020
Newborns	422	416	477
Inpatient Days - Adults	25,710	27,024	26,946
Surgical Procedures	5,644	6,985	6,962
Emergency Visits	56,581	47,215	48,135

HGH Foundation - Report of the Chair of the Board of Directors



What a wonderful year we had at the HGH Foundation! In January 2020, we invited our donors and partners to celebrate the conclusion of the Access 2018 Campaign aimed at raising \$4 million to help the hospital acquire its first magnetic resonance imaging machine and a new CT scan. Thanks to this successful campaign, thousands of patients will no longer need to travel to large cities to access these pieces of advanced equipment.

During the reception, we provided guided tours of the hospital for our donors so they could see the results of their generosity. We could definitely feel the enthusiasm and the community spirit during this gathering. What a successful outcome for our region!

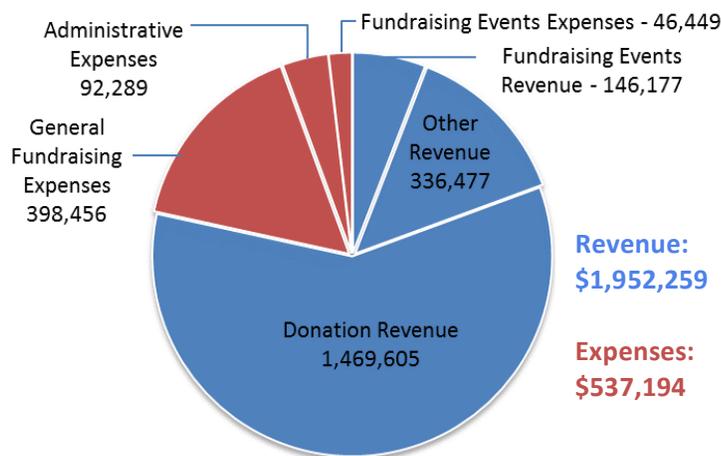
We sincerely wish to thank all donors, partners and volunteers that contributed to the success of this campaign; we were deeply touched by their expressions of solidarity. Moreover, since the start of the pandemic, we witnessed once again the extreme generosity of our community. People did not sit and wait. They spontaneously called to offer time, material, expertise and so many other resources. What a show of engagement for our hospital!

The healthcare needs of our population continue to increase. That's the reason why we are launching the new *There's No Place Like Home* fundraising campaign. The objective is to help HGH provide access to more specialty care close to home, namely in orthopedic surgery, ophthalmology, urology and nuclear medicine.

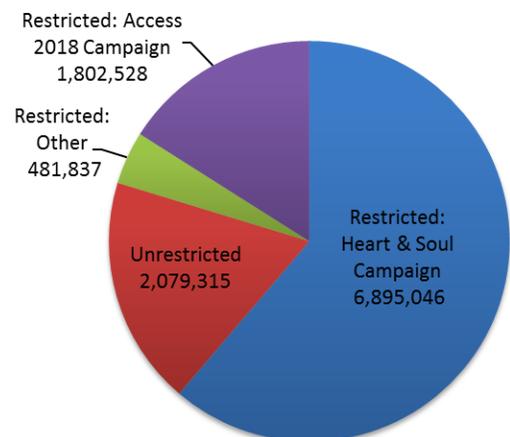
At the close of my first year as Chair of the HGH Foundation Board of Directors, I am amazed by the generosity and the engagement of our community that contributes to building our hospital to ensure a better future for all. Thank you.


Nathalie Ladouceur

2019-20 Operations in \$



Net Assets as of March 31, 2020 in \$



Preliminary results. Total expenses exclude contributions to HGH of \$750,000. Pledges receivable not included.

Board of Directors 2019-20: Nathalie Ladouceur (Chair); Donald Hay (Treasurer); Jacques Parisien (1st Vice-Chairman); Denis Desaulniers (2nd Vice-Chairman); Sébastien Racine (Past President); Joanne Gratton; Lorraine Larivière; Jeannine Lefebvre; Angela Levac; Maxime Myre; Andréanne Roy; Manon Séguin.

Ex-officio members: Pierre-Luc Byham (Executive Director and Secretary); François Bertrand (Chair of HGH Board of Directors); Mireille Lauzon-Dauth (Friends of HGH Representative); Marc LeBoutillier (HGH CEO).