



# Innovating with people

Annual Report 2023-2024



[hgh.ca](http://hgh.ca)



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## **Our vision**

Dedicated people pursuing healthcare excellence through teamwork, innovation and leadership.

## **Our mission**

To promote health and provide compassionate care for our communities through the cycle of life.

## **Our values**

Respect  
Quality  
Collaboration  
Integrity  
Compassion

# A Word from the Chair of the Board



**Guy Yelle**  
Chair of the Board of Directors

The year 2023-2024 has been a landmark period for Hawkesbury and District General Hospital (HGH). We have experienced periods of development, challenge, and change, always marked by our unwavering commitment to excellence in care and the well-being of our patients, employees, physicians, and community.

In this period of transition, it is worth noting that our current strategic plan will come to an end in December 2024. The Board of Directors has taken proactive steps to begin the first stages of preparing our next strategic plan, aware of the crucial importance of this deadline.

An in-depth reflection was undertaken on HGH's mission, vision, and values. This reflection has been carried out in several phases, integrating a diversity of perspectives to ensure that our future strategic direction is based on a comprehensive and inclusive understanding of the needs and aspirations of all our stakeholders.

First, the Board of Directors carried out an initial reflection, laying the foundation for a structured review. Next, the Leadership team contributed its expertise and vision to enrich this process. We also conducted an internal review with our management team, employees, and physicians, gathering valuable input from those at the heart of our operations. Finally, we have extended this review to our community and partners, ensuring that all relevant voices are heard and considered.

This comprehensive review will enable us to revise our mission, vision, and values, serving as essential foundations for our next strategic plan 2025-2029. We are convinced that these new directions will strengthen our ability to respond to the changing needs of our employees, patients, and community, while continuing our pursuit of excellence.

In parallel with this strategic reflection, the Board of Directors has undertaken a review of our by-laws. The goal is to align our practices with recent legislative changes and improve the efficiency of our governance. We have also completed a review of the Board's committee structure, with the aim of optimizing our decision-making processes and simplifying our governance procedures.

I would like to express my gratitude to all of you for your ongoing commitment and dedication to HGH. Working together, we continue to build a resilient, innovative, and forward-looking hospital, always at the service of our patients and our community.

With gratitude and optimism for the future,

A handwritten signature in black ink, appearing to read 'Guy Yelle', written in a cursive style.



# A Word from the Chief Executive officer



**Frédéric Beauchemin**  
Chief Executive Officer

Reflecting on the past year, I am proud to acknowledge HGH's transformative journey. The year 2023-2024 marked a period of significant change, characterized by a restructuring initiative based on four pillars: finances, human resources, operations, and professional practice.

This strategic realignment underscores our commitment to the HGH's future vision, emphasizing the equal importance of professional practice and other aspects of hospital operations. We also redefined the role of medical department heads to improve the synergy of interdisciplinary teams across the hospital. We recognize that our strength lies not only in our medical and clinical excellence, but also in the dedication and expertise of all our employees and physicians.

Throughout the year, we implemented several policy changes in human resources to enhance employee wellness and recognition. This included reviewing the vacation allocation for non-unionized employees, revamping our employee recognition program to highlight the invaluable contributions of our team members, undertaking a comprehensive review of remuneration and salary bands to attract top-tier talent, and advocating to the government for the repealing of Bill 124, which we believe is crucial for fostering a competitive and fair working environment. It is essential to spotlight those who truly shape our hospital's identity and success: our employees.

Looking ahead, we have already initiated preparations for the HGH's next strategic plan. This process includes consulting our employees to ensure that their voices are heard in shaping our organization's mission, vision, and values. Their insight is invaluable as we strive to evolve and adapt to our community's changing needs.

As our current strategic plan draws to a close in December 2024, I would like to thank the Board of Directors for their proactive efforts in establishing the framework for our upcoming strategic plan, which will cover the years 2025 through 2029. This proactive approach highlights our commitment to continuous improvement and exceptional healthcare services.

Our ongoing commitment to excellence also led us to migrate Microsoft 365 Tenant to a regional security operational centre responsible for protecting healthcare organizations from cyber threats. Additionally, we were delighted to welcome new members to our Leadership team, enhancing our management capabilities and strengthening our leadership to effectively guide HGH into the future.

I would like to sincerely thank each and every one of our stakeholders for their efforts and their unwavering passion for HGH. Together, we are creating a hospital that is robust, forward-thinking, and committed to meeting the community's needs.

With heartfelt gratitude and excitement for the future,

A handwritten signature in black ink, reading "Frédéric Beauchemin". The signature is written in a cursive, flowing style.

# A Word from the Chief of Staff



**Dr Paul E. Beaulé**

MD FAAOS FRCSC CHE

Chief of Staff

Professor of Surgery,  
University of Ottawa

The year 2023-2024 has been a period of significant transformation for HGH. As Chief of Staff, I had the honor of overseeing crucial initiatives to structure and strengthen our medical team, ensuring optimal synergy with the management team and all our services.

The restructuring of our medical team has been guided by our desire to provide exceptional quality of care while optimizing efficiency and interdisciplinary collaboration. Our new quarterly Medical Affairs newsletter highlights these efforts with the physicians' association. We have redefined roles and responsibilities within the medical departments, fostering greater cohesion and communication between the different services. This comprehensive approach has enabled us to respond in a more agile and concerted way to the needs of our patients and our community.

Close collaboration with the management team was essential in this process. Together, we have worked to align our strategic objectives, ensuring that medical, clinical, and administrative decisions are mutually supportive for the wellness of our patients, employees, and physicians. This synergy has been particularly evident in our efforts to improve professional and operational practices, integrating the perspectives of our physicians from the outset of decision-making processes.

The year was also marked by the adoption of new policies designed to enhance the wellness and recognition of our doctors. We have put in place specific initiatives to promote a healthy and rewarding working environment, recognizing the invaluable efforts and contributions of every member of the medical team.

Looking to the future, we are already engaged in the preparation of the next HGH strategic plan, which will cover the years 2025 through 2029. This preparation is the fruit of collective reflection involving not only the management team, but also our physicians, employees, and partners. Their contribution is essential to defining a shared vision and ambitious objectives that reflect the evolving needs of our community.

I would like to express my sincere thanks to all those who, through their commitment and expertise, have contributed to making this year a success. Together with our Medical Affairs team, we are building an efficient, innovative, and forward-looking hospital, always at the service of our patients and their families, as well as our community.

With sincere thanks and continued commitment,

# Board of Directors 2023- 2024



**Guy Yelle**  
Chair



**Lucie Charlebois**  
Vice-Chair



**Marco Lalonde**  
Treasurer



**Robert O. Brunet**  
Director



**Derek Duval**  
Director



**Yves Deschamps**  
Director

## Ex-officio Members

**Frédéric Beauchemin**  
Chief Executive Officer and  
Secretary

**Dr Paul E. Beaulé**  
Chief of Staff

**France Paquet**  
Chief Nursing Executive and  
Vice-President of  
Professional Practice



# Board of Directors 2023- 2024



**Sylvain Labrie**  
Director



**Anne Laflamme**  
Director



**Neil Levac**  
Director



**Pierre Morin**  
Director



**Sébastien Racine**  
Director



**Joanne Séguin**  
Director



**Dr. George King**  
President of Medical Staff  
Ex-officio member



**Nathalie Ladouceur**  
President of the HGH Foundation  
Ex-officio member

# *Executive management team*



**France Paquet**  
Chief Nursing Executive and  
Vice-President of Professional Practice



**Imrana Jeffrey**  
Chief Performance and Quality Officer  
and Vice-President, Operations



**Jeremy Roberts**  
Chief Financial Officer and Vice-President,  
Facilities



**Freda Stolz**  
Chief Human Resources Officer

# *HGH at the service of the community*

## **New Post-Surgical Monitoring Program**

Launched this year, the Post Surgical Home Monitoring Program, a partnership between the Hawkesbury and District General Hospital (HGH) and the Prescott-Russell and Ottawa Paramedical Services, aims to improve the transition from hospital to home. For the first 14 days following discharge, patients now benefit from continuous support, 24 hours a day, 7 days a week.

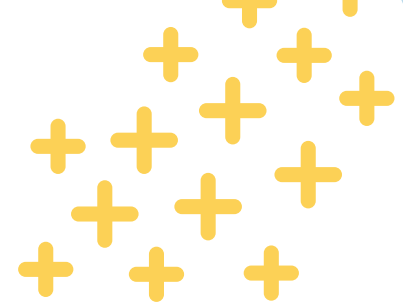
Following transurethral resection of the prostate (TURP) or gynecological surgery, when the patient is discharged, the local community paramedic service is informed and takes charge of medical follow-up. It makes home visits for assessments and remains available in the event of surgery-related health problems.

Prior to surgery, patients have a telephone or virtual appointment with a member of the HGH telemedicine team to fully understand the program. Once registered, they can download the telemonitoring application to their mobile device.

For the first two days, patients complete a daily health questionnaire on the app. For the following days, a questionnaire is available to inform the team of the patient's state of health. Responses are reviewed by a specialized team 24/7, providing personalized follow-up by phone, video, or messaging.

Although the confidentiality and security of patients' personal information is of the utmost importance and is the subject of rigorous policies, no measure can guarantee absolute protection.

HGH is proud to offer innovative solutions to meet the needs of our community and enhance the patient care experience. This post-surgical telemonitoring program illustrates our commitment to providing high-quality, accessible, and personalized healthcare.



## *Did you know that?*

Last summer, we conducted a survey to gauge the interest of HGH employees in taking language courses to improve their French and/or English skills. The response was very positive!

To support the personal and professional development of our employees, as well as to continue offering quality bilingual services to patients, their families, and our community, we are delighted to announce that since March 1, 2024, 40 employees have had the opportunity to register for the Rosetta Stone platform free of charge.

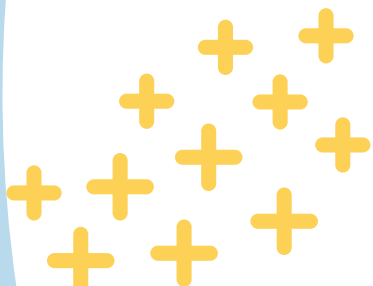
This program offers healthcare-specific courses, flexible learning online or via mobile app, and group tutoring available 24/7!

## *Did you know that?*

At HGH, we value the recognition of our employees and celebrate their vital contributions. This year, we launched a new Rewards and Recognition Program to honor those who reflect our values and support our organizational goals.

This program includes awards such as the Star of the Month, for employees who spread a positive attitude, and the Meritas, which rewards excellence in five categories: Quality, Collaboration, Integrity and Respect, Compassion, and Innovation.

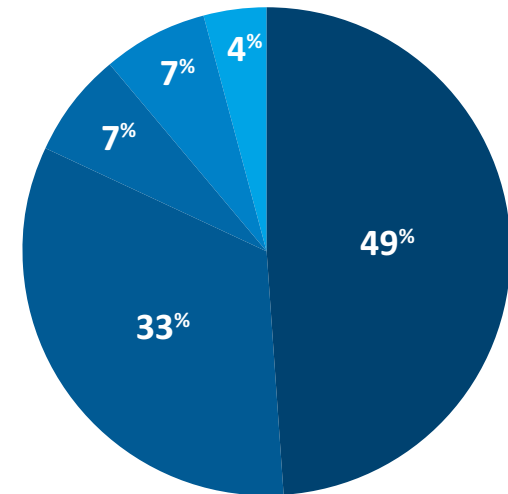
All active employees can be nominated by their colleagues, doctors, and volunteers. Nominations are made via an online form. Let's work together to promote a culture of collaboration and innovation!



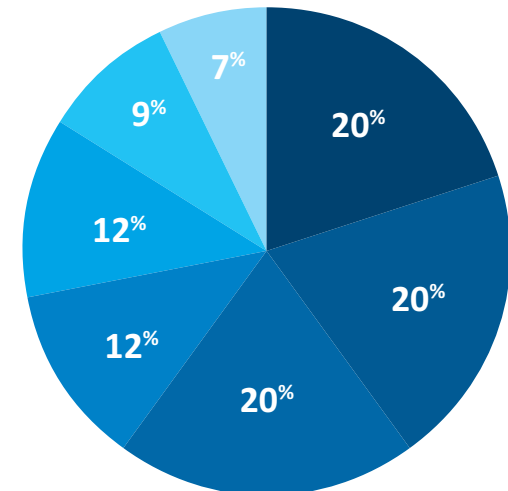
# Financial report 2023- 2024

From April 1, 2023, to March 31, 2024

Revenue		\$
Ontario Ministry of Health		65,702,345
Other Financing		44,444,827
Ontario Health Insurance Plan		8,879,090
Recoveries and Other Revenue		5,570,730
Other		9,209,293
<b>Total Revenue</b>		<b>133,806,285</b>



Expenses		\$
Hospitalized Patients		25,373,856
Diagnostic and Therapeutic Services		25,543,509
Outpatient Care		25,815,360
Support Services		15,643,204
Social and Community Services		9,243,962
Administration		11,524,969
Other		13,968,448
<b>Total Expenses</b>		<b>127,113,308</b>





# Statistics

From April 1, 2023, to March 31, 2024

**Newborns: 457**



**Patient days: 24 651**



**Surgical procedures: 8 632**



**Visits Emergency services: 44 844**





There's No Place Like Home

# Annual report 2023-2024

Hawkesbury and District General Hospital Foundation

# Message from the Board President and Executive Director



**Nathalie Ladouceur**  
Board President,  
HGH Foundation

Dear members of the Hawkesbury and District General Hospital community,

We are pleased to present the HGH Foundation's annual report for this year, a testament to our remarkable progress together. The impact of our donor community on the hospital has been of considerable importance, continually enabling HGH to offer additional and expanded services to its patients.

The HGH's ability to enhance its services is a direct result of the generosity of our donors. Your contributions have not only helped HGH maintain its incredible level of care but also allowed it to continue innovating and developing in the areas that most benefit the health and well-being of all those who depend on the hospital for care.

This year, thanks to you, the HGH Foundation contributed close to \$1.2 million to our hospital! This included the purchase of new 3D mammography equipment, which arrived in January, providing a significant advancement in the fight against breast cancer. This state-of-the-art technology will provide patients with more advanced screening to help ensure earlier detection and better outcomes for those suffering from the disease. This is just one example of the life-saving impact your donations have had on patients this past year.

We are deeply grateful for your continued support and commitment to our hospital. Together, we are making a difference in the lives of patients - our neighbors, friends, and family! We hope you will continue this journey with us to ensure those we all know and love so that they can receive the very best care at our HGH.

With much appreciation,

Two handwritten signatures in black ink. The first signature is 'Nathalie Ladouceur' and the second is 'E. Tabakman'.



**Erin Tabakman**  
Executive Director,  
HGH Foundation

**2023-2024**

# ***Board of Directors of the HGH Foundation***



**Nathalie Ladouceur**  
President



**Pierre Souigny**  
First Vice-President



**Denis Desaulniers**  
Second Vice-President



**Don Hay**  
Treasurer



**Alex Beaudry**  
Director



**Suzanne Côté-Fournier**  
Director



**Ginette Labelle**  
Director



**Sylvie Lefebvre**  
Director



**Dr. Julie Maranda**  
Director



**Sylvia Nayoung Han**  
Director

# *HGH Foundation Administrative Team*



**Erin Tabakman**  
Executive Director



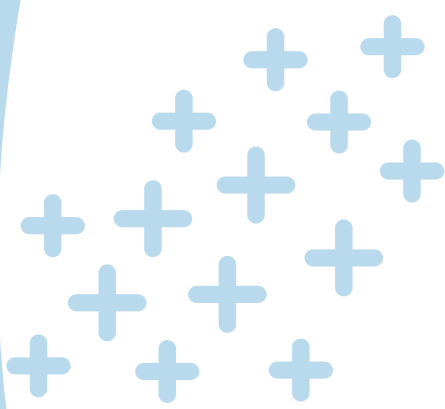
**Eve de Grosbois**  
Donor Relations Officer



**Ashley Tillotson**  
Philanthropic  
Projects Coordinator



**Natacha Wathier Jean-Louis**  
Administrative Assistant





# HGH FOUNDATION IMPACT REPORT

THANKS TO YOU!

Thanks to your generous donations, the HGH Foundation contributed to the following important initiatives for our hospital this year.

**\$ 830,000**

to purchase a new 3D mammography machine and related equipment for the diagnosis and treatment of breast cancer. Earlier detection = better outcomes!!

**\$ 228,000**

towards purchasing ophthalmology equipment to provide additional diagnosis and treatment of eye conditions for patients at HGH.

**\$ 81,000**

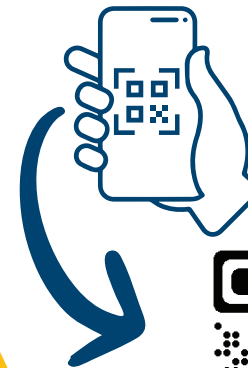
in funding for specific HGH departments, including mental health, chemotherapy, palliative care, and dialysis.

**\$ 48,750**

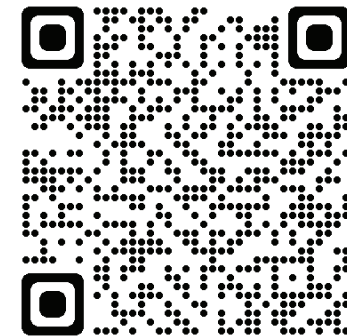
towards scholarship funding for future healthcare professionals at both the university and college level.



The HGH Foundation team celebrates the arrival of the new mammography unit in January 2024.



Want to see the new mammography unit in action? Scan the code below with your phone to view the video.



# 2023-2024 HGH FOUNDATION FINANCIAL REPORT

From April 1, 2023, to March 31, 2024

*Your generosity makes a difference!*

Revenue		\$
Donation Revenue		1,150,989
Other Revenue		137,495
Event Revenue		241,304
<b>Total Revenue</b>		<b>1,529,788</b>
Expenses		\$
General Fundraising Expenses		351,467
Event Expenses		105,067
Administrative Expenses		90,336
<b>Total Expenses</b>		<b>546,870</b>
Preliminary results. Pledges not included. Total expenses exclude contributions to HGH of \$1,195,997.		
Net assets as of March 31, 2024 in \$		\$
Restricted: There's No Place Like Home campaign		(591,551)
Restricted: Others		65,952
Unrestricted		2,456,035
<b>Total Net Assets</b>		<b>1,930,436</b>

## Ways you can give :

- One-time Gifts
- Monthly Giving
- Memorial Giving
- Legacy & Planned Giving
- Attend our Special Events
- Donate Your Time

*To make a donation and enhance the patient care experience, you can visit our website, call us, or come see us at the office.*

**HGH Foundation**  
1111, Ghislain Street  
Hawkesbury, ON K6A 3G5

Phone: 613-632-1111, ext. 21101  
foundation@hgh.ca

**FOLLOW US ON SOCIAL NETWORKS:**





**Devoted**  
**For Life**

[HGH.ca/careers](https://www.hgh.ca/careers)