

WELLINGTON HEALTH CARE ALLIANCE

ANNUAL REPORT 23/24

Groves Memorial
Community Hospital

Palmerston and
District Hospital

Louise Marshall
Hospital

MESSAGE FROM THE PRESIDENT & CEO AND BOARD CHAIRS

We are pleased to share the 2023/24 Wellington Health Care Alliance Annual Report, which highlights our organization's recent achievements and activities.

Over the past twelve months, we have made great strides in health care recruitment and planning for clinical services to meet the future health care needs of our rural Wellington communities. Empowering a meaningful patient journey is at the centre of everything we do, and we have made investments to help support several new initiatives to grow our relationships with patients and involve them in their care. We continue to build on advancing a culture of team wellness through supporting staff's continued education and fostering a team engaged in quality care.

All this success is possible because of invaluable support from our local health care partners, hospital foundations, donors, board of directors and volunteers, who are integral to our achievements. Finally, we would like to extend our appreciation to the amazing team of WHCA staff and physicians for the work and care they provide to each one of our patients and care partners.



Angela Stanley
WHCA, President & CEO










Carrie Hurst
NWHC, Board Chair



Gilles Madore
GMCH, Board Chair

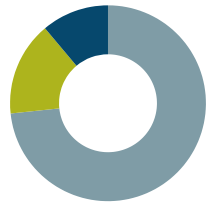
STATS OF INTEREST

 EMERGENCY DEPARTMENT VISITS	GMCH 21,311 NWHC 24,662
GMCH 1,157 NWHC 1,077	 ONCOLOGY VISITS
 HOSPITAL ADMISSIONS	GMCH 3,210 NWHC 1,178
GMCH 5.7 days NWHC 7.1 days	 AVG LENGTH OF STAY
 PROCEDURES (SURGICAL/ ENDO)	GMCH 2,923 NWHC 1,320
GMCH 1,100 NWHC 793	 LAB PROCEDURES
 BIRTHS	GMCH 585

FINANCIALS

North Wellington Health Care

LOUISE MARSHALL HOSPITAL | PALMERSTON AND DISTRICT HOSPITAL



SOURCES OF REVENUE

Province of Ontario Funding	\$23,240,406
Physician Emergency & On Call	\$4,927,968
Patient & Miscellaneous	\$3,524,223

TOTAL REVENUE **\$31,692,597**



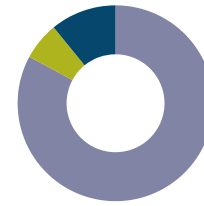
EXPENSES BY TYPE

Staff Salary & Benefits	\$17,856,548
Medical Staff & Physician Fees	\$5,493,743
Drugs and Medical Supplies	\$1,617,726
Other Expenses	\$6,850,570

TOTAL EXPENSES **\$31,818,587**

NWHC SURPLUS (\$125,990)

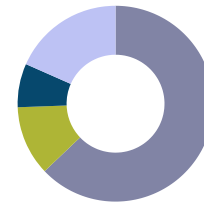
Groves Memorial Community Hospital



SOURCES OF REVENUE

Province of Ontario Funding	\$34,976,267
Physician Emergency & On Call	\$2,643,103
Patient & Miscellaneous	\$4,593,469

TOTAL REVENUE **\$42,212,839**



EXPENSES BY TYPE

Staff Salary & Benefits	\$28,201,773
Medical Staff & Physician Fees	\$5,167,634
Drugs and Medical Supplies	\$3,227,358
Other Expenses	\$8,243,493

TOTAL EXPENSES **\$44,840,258**

GMCH SURPLUS (\$2,627,419)

HOSPITAL BOARD OF DIRECTORS

North Wellington Health Care

Carrie Hurst (*Board Chair*)

Michael O'Dwyer (*Board Vice Chair*)

Dale Small (*Treasurer/Past Board Chair*)

Jocelyn Alves

Roslyn Fortier

Brenda Holliday

Nikki Lobsinger

Brian Milne

Judy Dirksen (*Town of Minto Representative*)

Sherry Burke (*Township of Wellington North Representative*)

Dr. Christine Peterkin (*Chief of Staff*)

Dr. Alex Goytisoló (*President of Professional Staff Association*)

Groves Memorial Community Hospital

Gilles Madore (*Board Chair, JEC Chair*)

Tom Barlow (*Board Vice Chair*)

David Reichart (*Treasurer*)

Jackie Ranahan (*Past Board Chair*)

Gillian Alton

Kevin Shanahan

Pamela Nicoletatos

Craig MacGregor

Linda Benallick (*GHVA President*)

Diane Ballantyne (*Wellington County Rep*)

Jennifer Adams (*Township of Centre Wellington (TCW) Rep*)

Kimberley Jefferson (*TCW Rep*)

Bronwynne Wilton (*TCW Rep*)

Dr. Matthew Westendorp (*Ex-Officio, Chief of Staff*)

Dr. Amanda Wagler (*Ex-Officio, President of Professional Staff Association*)

GMCH COMMUNITY MEMBERS

Gord Feniak Amy Shields

Richard Wright Howard Dobson

Wellington Health Care Alliance Senior Management Team

Angela Stanley (*Board Secretary/President & CEO*), Kate Kobbés (*VP Clinical Services & CNE*), James McDevitt (*Chief Financial Officer*), Richard Al (*VP, Infrastructure & Diagnostics / CIO*), Alicia Johnson (*Acting Chief Human Resources Officer*)



Together, advancing a culture of team wellness

Care Cart for Staff

In August 2023, the Wellington Health Care Alliance Leadership Team members began a new wellness initiative – snack cart. Every other week, members of the team push the snack cart around the hospitals at all three sites delivering treats to our hardworking staff and physicians. Snack carts roll out on different days of the week to help ensure we can catch staff working on various shifts and snack baskets are prepared for night staff and stored in various areas around the hospitals.



PDH Snack Cart



GMCH Snack Cart



LMH Snack Cart

Supporting Continuous Growth

Helping nurses stay current on their skills is not only important, it is required. Throughout the year education sessions take place at each of the WHCA hospital sites. At North Wellington Health Care, Skills Fair days are offered to nurses providing a range of topics, including maintaining professional practice, review of clinical skills, recent updates/changes, and resources available. Nursing staff consistently provide positive feedback, noting that these sessions are valuable for their ongoing education.

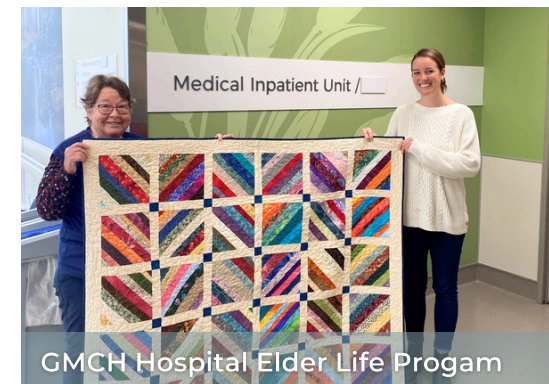
At Groves Hospital, a Senior Friendly Health Care (SFH) and Alternate Level of Care (ALC) Committee has been relaunched to update ALC initiatives. As part of this, the hospital has re-established teaching during general orientation for new staff and incorporated a regular schedule of 'Senior Friendly' topics, such as delirium, into the regular Teaching Tuesday schedule offered. Gentle Persuasive Approach Training (GPA) is ongoing for all new front-line staff that teaches how to understand and support patients with dementia and responsive behaviours.



PDH Skills Day



LMH Skills Day



GMCH Hospital Elder Life Program



Together, enriching partnerships and growing community relationships

Keeping Pace with Health Care Recruitment Needs

Over the past year we have made great strides in health care recruitment. New family physicians were recruited to each of the Mount Forest, Upper Grand, and Minto-Mapleton Family Health Organizations. In May, the Minto-Mapleton Family Health Team launched a new nurse practitioner-led clinic in the communities of Clifford and Harriston, providing additional primary health care to hundreds of additional residents.

As Centre Wellington continues to grow, the model for care is evolving with the addition of a new hospital inpatient care physician role referred to as "hospitalists." Over the past year, 15 new doctors have been recruited to care for inpatients in this role. We have also successfully recruited two new general surgeons, one new OBGYN, and several new Emergency Department physicians at Groves Hospital. As there continues to be a shortage of family physicians, we have increased our efforts to market internationally. Many Canadians are studying overseas, and the hope is to recruit these new graduates to return home to work.

Wellington Health Care Alliance (WHCA) is crucial in nurturing future nurses through its Clinical Extern Program (CEN). This program allows nursing students in their second, third, or final year to gain hands-on experience under the supervision of WHCA nurses in various clinical areas. The paid CEN role acts as a transitional position, helping students build clinical skills, specialty knowledge, and self-confidence as they move from student to registered nurse. After completing their education, WHCA has had great success in hiring these externs for full or part-time roles. The CEN program has helped to enhance the health care workforce and improves patient care, benefiting both the externs and the community.



Dr. Rana, General Surgeon at GMCH



Karah, LMH Clinical Extern



Minto-Mapleton Family Health Team



Scout at Louise Marshall Hospital

Making a "PAW"sitive Difference

Wellington Health Care Alliance is partnering with the St. John Ambulance Therapy Dog Program that reaches out to thousands of people across Canada daily bringing comfort, joy, and companionship to members of the community who are sick, lonely, reside in long-term care and mental health facilities; are in hospitals, schools, and library settings. Staff and patients will reap the therapeutic benefits of the unconditional companionship of our new four-legged friend. On-site training is underway for our new furry friends before the program officially launches in July.



Together, nurturing our Alliance ecosystem

Building for the Future

The Palmerston and District Hospital (PDH) emergency department underwent a significant refresh thanks to the generous support of the PDH foundation. The project included the replacement of worn flooring and new waiting area furniture, as well as the creation of an alcove to store equipment and supplies.

In addition, Groves Hospital patients and visitors can now enjoy the facilities' Healing Garden and Memorial Forest. Thanks to support from the Groves Hospital Foundation, the installation of the new paved path allows patients, visitors, and staff easy access from the front of the hospital to the back gardens.

Finally, Louise Marshall Hospital (LMH) recently completed renovations to the palliative care suite, where patients receive end-of-life care. Through the unwavering support of the Mount Forest LMH Foundation, a new lighting system, furniture and paint provide a home-like environment for both the patients and their loved ones.



GMCH Healing Garden Path



LMH Palliative Suite



PDH Emergency Room



Clinical Service Planning

Clinical services planning in a hospital involves strategically organizing and developing medical (acute care) services to effectively meet the future health care needs of the community. Over the past year, Wellington Health Care Alliance (WHCA) staff and physicians have collaborated to assess current and future health care demands. This assessment includes examining existing hospital services, emerging themes, and opportunities as they relate to clinical services and visioning future state options. Additional factors considered was to review the population growth, and demographics in our municipalities. Through this exercise, the team can identify the types and levels of services required to meet the community's needs. Work will continue over the next year to ensure WHCA provides high-quality patient care, optimizes operational efficiency, and enhances the overall health care delivery system.



Together, empowering a meaningful patient journey

Growing Relationships with our Patients

In September 2023, Wellington Health Care Alliance (WHCA) moved to a completely digital Patient Experience survey for both Inpatient and Emergency Department (ED). Before this, patient experience surveys were strictly paper-based and only a few hundred were sent out yearly due to high costs.

If a WHCA patient consents to emails, they will be sent an electronic link. WHCA is working on QR code handouts to be given to patients who received care in the ED and inpatient upon discharge. Response rates have increased tremendously; as of April 24, 2024, has been 51% for the Inpatient Survey and 27% for the Emergency Department Survey.



Transforming How we Collect Patient Information

A new digital wait list system was launched at Wellington Health Care Alliance in April 2024. The Novari ATC™ surgical wait list management software allows surgeons and surgical staff members to use a standardized wait list platform to seamlessly coordinate and schedule procedures throughout the entire health care network.

It's an important technological solution that helps maximize efficient usage of the operating rooms, assists in the organization's efforts to have patients receive surgical care in their recommended clinical window and it allows the hospitals to operate as a cohesive network.



GROVES HOSPITAL FOUNDATION



This Fiscal Year (April 1, 2023-March 31, 2024) was a very exciting one! Our generous community donated **\$2.45M** to fund vital upgrades at Groves. This allowed us to purchase **51 new items** of equipment and technology for GMCH; supporting 21 patient care areas. We also reached the incredible milestone of **\$40M** donated by our community, in total, since 2002.

Local businesses, schools, children, community groups, churches, firefighters, and service clubs held many unique fundraising events to benefit Groves. Groves Hospital Volunteer Association continued to make gifts towards their \$1M pledge. Local individuals, families, and businesses continued to Give to Groves; all showing amazing support for our hospital. We had our first ever Wedding Fundraiser, and our highest ever response to our Holiday Mailing (**over \$300,000**)! Thanks to a generous donation from Bill & Cheryl Rowe & Family, we launched the “Groves Baby Onesie” program. Each baby born at GMCH now receives a special onesie, welcoming them to our community. **We are incredibly grateful to all of our donors and volunteers for their ongoing support of our hospital!**

We launched a Campaign for a new CT Scanner, as our current, donor-funded, one has reached 15 years of service and is at end-of-life. Our goal is **\$2M** to fund a brand-new Scanner. We continue to fundraise annually to meet the needs of Groves Hospital. This includes new items of equipment and technological tools, but also upgrades to the facility/grounds of the hospital, and maintenance of the building. **Your support ensures we are able to continue to provide first-class rural patient care, close to home, at GMCH. Thank you.**

Looking forward, we have entered the planning stages for a new Strategic Plan for 2024-28. It will inform our fundraising plan and overall strategic direction for the coming years. **We are grateful for another wonderful year and excited for the year ahead!**

Board of Directors

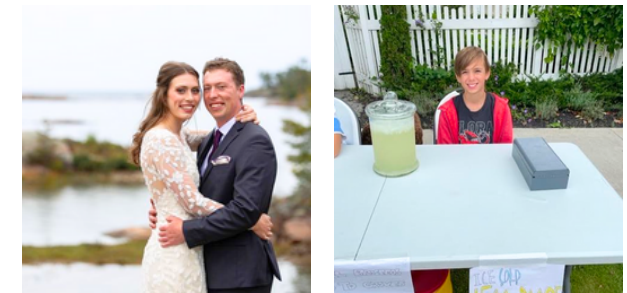
Barbara Evoy (*Chair*)
Ilse VanderMeulen (*Vice-Chair*)
Adrian Carreiro (*Treasurer*)
Nate Martin
Allan Hons

Butch Medemblik
Lisa MacDonald
Dr. Keegan Quadros
Cindy Lindsay
Lynda White

Cheryl Rowe
Dr. Clarissa Burke
Pamela Stumpf
Elnor Walsh Jones

Foundation Staff

Lori Arsenault (*Executive Director*)
Bonnie Bois (*Office & Data Administrator*)
Sarah Sheehan (*Communications & Donor Relations*)



GROVES HOSPITAL VOLUNTEER ASSOCIATION

For more than 90 years, the Groves Hospital Volunteer Association (GHVA) has provided services and funds to support the patients and families of our community. GHVA fundraising efforts include the hospital Gift Shop, New to You (NTY) Thrift Store, and holding various events throughout the year.



Volunteers representing GHVA at Lions Home Show

200+ VOLUNTEERS



New To You volunteers



Gift shop now open Monday to Saturday 11:00am - 3:00pm



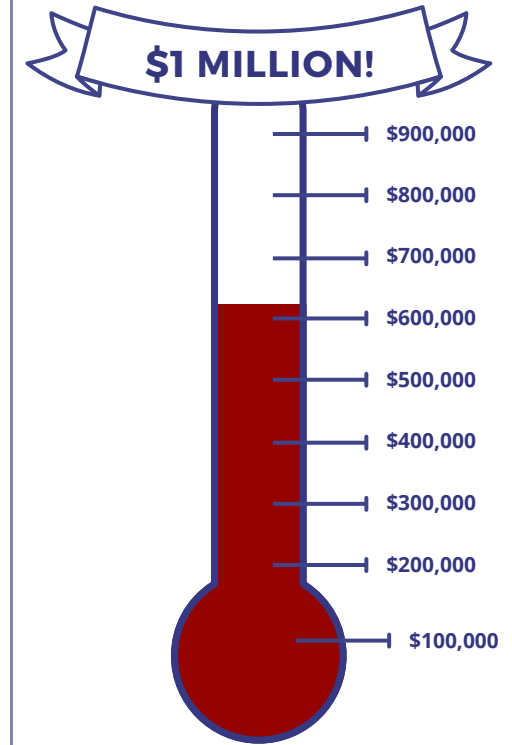
Volunteer Appreciation at Fergus Legion - cheque presentation of \$200,000 towards our 10 yr (2016) \$1M pledge

OVER 27 THOUSAND HOURS



NTY volunteer models at the annual fashion show raising \$4,500+

**Tracking Our \$1 Million Pledge:
Fueling the Future of
Groves Hospital**



**CURRENT TOTAL:
\$619,500**

Board of Directors

- Linda Benallick (President)
- Howard Dobson (Past President)
- Shelley-Ann Morgan (Corporate Secretary)
- Ken Steffler (Treasurer)
- Lili Cretu (Director, Governance)

- Don Kidd (Director, Human Resources)
- Raj Ajora (Director Communications)
- Gloria Shoon (Director at Large)
- Mike Brown (Director at Large)

- Dale Murray (Director at Large)
- Rene Charbonneau-Smith (Director at Large)
- Gilles Madore (Ex-officio Member, GMCH Board Chair)
- Alicia Johnson (Ex-officio Member, Interim Chief Human Resources Officer, WHCA)

GHVA Staff

- Nancy Peer Lalani (Manager, GHVA)
- Clare Palmer (Manager, New to You)
- Liz Mulligan (Social Media & Communications Coordinator)

LOUISE MARSHALL HOSPITAL FOUNDATION



Our Community Cares

We are so grateful to the residents, businesses, community groups, service clubs and other volunteer-powered organizations in Mount Forest and the surrounding area for their incredible generosity and support of Louise Marshall Hospital. Despite the challenges posed by the current economic climate, our donors continue to demonstrate their commitment to supporting our local hospital, and we can't thank you enough!

2023-2024 brought the return of several third-party events benefitting the hospital, including the Little Black Dress Affair; the Young's Home Hardware and Mount Forest Patriots fundraiser; and the Holstein Agro Expo and Rodeo, who donated the \$10,000 proceeds of their event in memory of long-time committee member, Wayne Orr, who lost his battle with cancer in July 2023.

Last year, donors and patrons contributed nearly \$1 million in support of Louise Marshall Hospital, funding 28 essential capital projects and equipment, including: a colonoscope and processor, a cystoscope, training stairs, a chemistry analyzer and the associated renovations, a key tracer and more.

The results are in for the 22nd Annual CKNX Health Care Heroes Radiothon Campaign

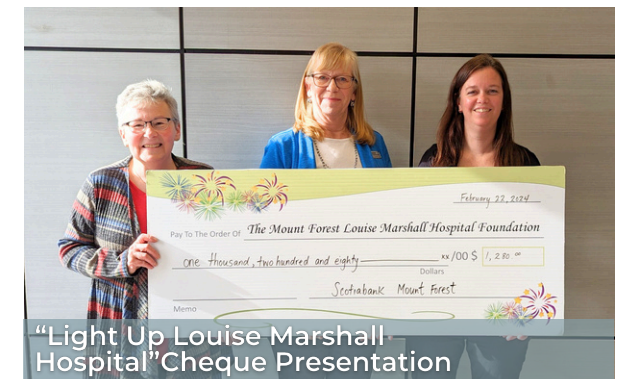
Continuing in a virtual format in October 2023, the 22nd Annual CKNX Health Care Heroes Radiothon campaign was another resounding success for the Louise Marshall Hospital Foundation. This year, the Foundation set our most ambitious goal to date – to raise \$125,000 towards the cost of a new Ultrasound Echo Machine for Louise Marshall Hospital. When all was said and done, and the campaign wrapped up for the year, Mount Forest and the surrounding area once again illustrated their commitment to “keeping quality health care close to home”. With a generous donation of \$5333.60 from Peter's No Frills to kick off the Radiothon campaign, and an extraordinary \$25,000 gift from Cancer Patient Services to close it out, more than \$175,000 was raised towards this vital piece of equipment needed in the diagnostic imaging department at Louise Marshall Hospital.



Little Black Dress Affair Cheque Presentation



Deb Hewson and Scott Hartle Supporting Mount Forest Patriots



“Light Up Louise Marshall Hospital” Cheque Presentation

Board of Directors

Scott Hartle (President)
Deb Hewson (Vice-President)
Ove Hansen - Secretary
Steve Chambers – Treasurer

Dr Bob McFarlane (Director)
Terry Ellison (Director)
RoseAnne Desmarais (Director)
Donna Leach (Director)

Brady Cunningham (Director)
Mel Robinson (Director)
Murray Calder (Director)

Foundation Staff

Amy Van Huss (Development Officer)
Christine Thompson (Administrative Assistant)

PALMERSTON AND DISTRICT HOSPITAL FOUNDATION



\$1.3 Million Donation Launches Palmerston and District Hospital’s MRI+ Campaign

The Palmerston and District Hospital Foundation was the recipient of a generous bequest from the late Neil Faulkner. When discussing the gift with family members, the decision was made to direct the funds to the campaign to bring MRI technology to the Palmerston and District Hospital. Ron Faulkner states “The Palmerston and District Hospital is an important institution in our community, and we are happy to have our uncle’s bequest be used for such a good cause within our community”.

Other major contributors to our MRI+ Campaign included the CKNX Health Care Heroes Radiothon, which raised over \$177,000. Local businesses, community groups and individuals all have supported this important fundraiser. At the end of the 2023-2024 fiscal year, our MRI+ Campaign had raised over \$2.8million of our \$8million goal.

Events Supporting the MRI+ Campaign

There were a number of external fundraisers held for our MRI+ Campaign in 2023-2024. The First Annual Help Fore Our Hospital Golf Tournament raised over \$20,000. Tim Hortons Smile Cookie Campaigns in both Palmerston and Harriston raised over \$16,000. The 19th Annual Mary Lynne Forrest Memorial Golf Tournament raised \$60,000. Thank you to all the organizers, volunteers and donors who help make these events a success.



Help Fore Our Hospital Golf Tournament cheque presentation

Twentieth Starlight Gala – The Roaring Twenties a Roaring Success

Our flagship fundraiser, the Starlight Gala came roaring back on May 27, 2023 and we couldn't be more pleased to announce that our Twentieth Gala - The Roaring Twenties - raised over \$320,000, enabling us to purchase the new Chemistry Analyzer for the Lab! Once again, our generous community exceeded our expectations, and we couldn't be more grateful for all the support. Thank you!

Other Equipment Purchases

We are grateful to those who recognize the need to provide our hospital with vital equipment. The Ottens Family’s 4th Annual Shine Your Light Sunflower Tour raised over \$6000 towards the purchase of an ECG machine for the Emergency Department. The Royal Canadian Legion Frank Lambier Branch 409 in Palmerston generously donated \$11,000 to purchase five geri chairs, and our PDH Auxiliary are staunch supporters of our equipment needs here at the PDH.

Board of Directors

Earl Campbell (*President*)
 Brad Watt (*Vice President*)
 Kathy Statia (*Treasurer*)
 Betty Douglas (*Secretary*)
 Geoffrey Dahmer (*Director*)

Doug Morrell (*Director*)
 Dorren Foerter (*Director*)
 Lisa Bramhill (*Director*)
 Katy Brunkard (*Director*)

Patrick Downey (*Director*)
 Stephanie Drost (*Director*)
 Aly Hill (*Director*)
 Mark Leslie (*Director*)

Jessica Molenaar (*Director*)
 Helen McFadzean (*PDH Auxiliary Liason*)
 Brenda Holliday (*NWHC Board Rep*)

Foundation Staff

Dale Franklin (*Development Officer*)
 Janice Richardson (*Donations Administrator*)

LOUISE MARSHALL HOSPITAL AUXILIARY

The Louise Marshall Hospital Auxiliary (LMHA) volunteers play a critical role in the daily operations. Volunteers selflessly donate hours of time and expertise to help patients receive the best possible care. Volunteers from all walks of life assume various roles at the hospital depending on their strength and expertise. Many volunteers assist with patient care, work in the gift shop, host events in support of the hospital or assist the hospital's foundation efforts. LMHA offers, annually a \$1,000 bursary to a local High School student who is entering an education program in the health care field. The Auxiliary is always looking for new team members! Please feel free to drop-in to our gift shop and speak to one of volunteers.

LMH Auxiliary Executive Members: Linda Dunk (President), Evelyn Collins (Past President), Michelle Stone (Secretary), Dianne Lawless (Assistant Secretary), Iris Cox (Treasurer), Cathy Duncan (Assistant Treasurer), Penny Renken (Volunteer Coordinator).



\$17,100 donation to the LMH Foundation

PALMERSTON & DISTRICT HOSPITAL AUXILIARY

The PDH Auxiliary was founded in 1920. That's over 100 years of fundraising and service to the hospital and community. We have 3 main areas of fundraising; our annual Bazaar which takes place on November 9 these years at the Palmerston Community Centre; there is something there for everyone! The Bazaar has been a steadfast fundraiser for many years.

With Covid, we had to think of other possibilities; we then started creating beautiful greenery urns which we sell near the end of November. We have a talented dedicated group who beat the bushes and scrounge for lovely winter style ornaments to create these beautiful urns that are wonderful outdoor addition to anyone's home.

We also have our lovely Gift Shop which is open from 11-3, Monday to Friday. At the Gift Shop you will find the latest fashion and accessories as well as Knick Knacks, cards, chocolates and more! Again, run and manned by a dedicated group. Stop by and pick up that one-of-a-kind gift for that special someone.

We not only raise money for the Foundation, but we also promote education in the health care field. We are very proud to donate bursaries to graduating Norwell students who are pursuing post-secondary education in the health care field. In 2024, we presented four bursaries to well deserving students.

In the spring, we donated \$20,000 to the MRI Campaign and are geared up to donate \$10,000 to the Foundation.

Come on in and check us out; come to the Gift Shop located in the hospital, visit the Bazaar for your every shopping need and have lunch, buy a beautiful urn. Help us support our wonderful local Palmerston and District Hospital. We hope to be here for another 100 years.

PDH Auxiliary Members: Helen McFadzean (President).



PDH Auxiliary Volunteers selling Christmas Urns

Get Involved

at Wellington Health Care Alliance



**JOIN OUR
TEAM**



DONATE

LMH | PDH | GMCH



VOLUNTEER

Learn more by visiting: www.whca.ca



LMH



PDH



GMCH

