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# ANNUAL REPORT

2021-2022



WEST HALDIMAND  
GENERAL HOSPITAL





West Haldimand General Hospital is a community of approximately of 330 staff, physicians, and volunteers that provides exceptional care to more than 25,000 residents in Haldimand County and surrounding areas.

We offer expertise in several areas including 24/7 Emergency Department care, Day Surgery, Acute Care, Physiotherapy, Diagnostic Imaging and various specialty clinics.

As a 23-bed hospital, we focus daily on improving the quality of care for the patient and family experience.

In 2020/2021, WHGH received accreditation with exemplary standing by the Canadian Association of Radiologists for meeting Cancer Care Ontario standards that confirm its delivery of high-quality mammography services to patients. The accreditation is for a maximum of three years. West Haldimand's Lab and Pharmacy also received accreditation with exemplary standing - the highest accreditation award available. This clearly illustrates WHGH's dedication to providing the highest quality of care to the community.

As one of the largest employers in the Haldimand County region, we play a critical role in training the next generation of health professionals in collaboration with our academic partners.

West Haldimand General Hospital opened in March of 1964 and was expanded with the addition of the third floor in 1967 and the Health Care Centre in 1984.

The hospital is fully accredited by the Canadian Council of Health Service Facilities.

# WEST HALDIMAND GENERAL HOSPITAL      Statement of operations

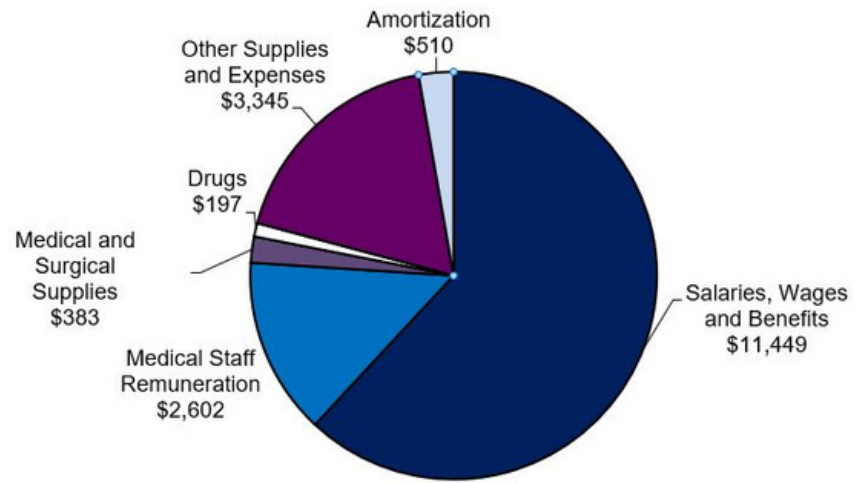
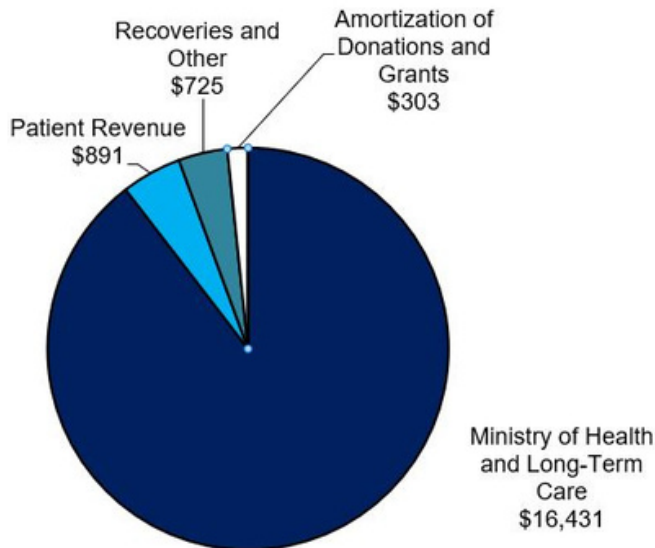
## Revenue (Thousands) \$18,350

Ministry of Health and Long-Term Care	\$16,431
Patient Revenue	\$891
Recoveries and Other	\$725
Amortization of Donations and Grants	\$303

The hospital ended 2021/22 with a \$136k operating deficit. The breakdown of revenues and expenses is illustrated below.

## Expenses (Thousands) \$18,486

Salaries, Wages and Benefits	\$11,449
Medical Staff Remuneration	\$2,602
Medical and Surgical Supplies	\$383
Drugs	\$197
Other Supplies and Expenses	\$3,345
Amortization	\$510



**Our mission is to ensure access to quality health care for everyone who enters our doors.**





- Number of Emergency Department visits: 15, 756
- Number of active physicians: 8
- Number of courtesy physicians: 25
- Number of courtesy Radiologists: 42
- Number of staff: 232
- Number of hospital volunteers: 58
- Number of hospital beds: 23
- Number of day surgeries completed: 1,455
- Inpatient Discharges: 496
- Lab tests: 76,052
- ECGs: 2,666

- X-Rays: 10,866
- Mammography: 1,448
- Ultrasounds: 3,533
- Lost-time injuries: 0
- COVID-19 Assessment Centre (swabs): 31,727 including 15,435 in 2021-2022

**\*Please note many of our services continued to be affected in 2021/22 due to the COVID-19 pandemic.”**



# MESSAGE FROM THE CHAIR



Extraordinary times call for extraordinary measures, and West Haldimand General Hospital continues to respond to the COVID-19 pandemic with exceptional compassion and resilience. My deepest gratitude extends to all of the courageous frontline staff, who are keeping patients and families safe—our top priority.

To say this year had its challenges would be a huge understatement. Similar to other health care organizations around the world, WHGH was faced with the unprecedented and constantly evolving realities of COVID-19. We were required to adapt almost every process within our system as it relates to patient and client care.

I am incredibly humbled by the resilience that staff and physicians have shown during this pandemic. Throughout this entire experience, WHGH's staff and physicians demonstrated their commitment to providing safe and quality care to our patients and clients despite a constantly changing health care environment.

A special thank you must go out to the hospital's senior team, who set the tone and took the lead throughout the pandemic, especially to Kim Mullins, our interim CEO. Kim showed us what it means to lead, making the tough decisions, finding a path forward when none was obvious, and boosting spirits when they were fading.

I also want to recognize the Board of Directors for their ongoing support and contribution of their time and expertise in this voluntary role. Even through this turbulent year, they continued to develop many new initiatives and opportunities for WHGH. Throughout the pandemic, the Board of Directors has worked with partners to provide extraordinary and timely access to healthcare services to deliver better health outcomes.

I am also thankful to our generous community of donors, many of whom were inspired by the bravery of our frontline staff. WHGH would not be the hospital it is today without both private and public support. To our donors, staff, and all levels of government in our communities: we could not have made it through this past year without your courage and commitment. Thank you for your remarkable support during this difficult time. Every card, every sign, every wave has meant the world to us.

This will be the last annual report I present as board chair. I am grateful to have met and worked alongside such dedicated health care professionals at WHGH. We have made tremendous strides in building a culture which lives its values and embraces patient/client and family-centred care. I know this work will continue to evolve and will improve the overall experience for our patients, clients and our families.

Sincerely,

David Skye  
**Board Chair**

# CORPORATE MESSAGE



On behalf of West Haldimand General Hospital, I am pleased to present the 2021-2022 Annual Report. This report provides an overview of WHGH's accomplishments, challenges, and statistical and financial results for the fiscal year.

It's been two years since the World Health Organization declared COVID-19 a global pandemic, and we could not have truly appreciated the impact this would have on our healthcare system. Two years later we continue to thoughtfully navigate the various challenges that COVID-19 has presented.

We have responded, as healthcare providers always do, to the needs of our community in a way that is safe, compassionate, and responsive. We have adapted our communication processes to ensure our staff, physicians, volunteers, and community members are getting the information they need.

We will remember the challenges of this year for many years to come. As your Interim CEO, I have found that one of the most challenging things has been restricting visitors and preserving our fragile healthcare workforce. We acknowledge the hardships that this has caused our patients, their loved ones, and our staff. This has been a delicate balance of ensuring social and emotional support while protecting the safety of everyone.

We would be remiss to not publicly acknowledge the extreme determination that our staff and physicians have demonstrated despite a constantly changing environment and increased expectations of the public.

There was no blueprint for how to deal with these challenges, yet our steadfast focus on safety and protecting patients and each other was evident in every decision. Amidst all of this, we knew that our greatest strength at West Haldimand General Hospital is our culture of community and compassion for each other.

While dealing with day-to-day challenges with optimism and strength, West Haldimand General Hospital made some great strides to strengthen our future. We have celebrated many successes over the year; a few to highlight are:

- Operating a COVID-19 Assessment Centre on-site to support Haldimand and First Nations neighbors
- Our teams have begun the work of planning our future by analyzing our current programming, services, and space to prepare and respond to future healthcare needs
- Expanded our education and partnerships to support Indigenous health

We would also like to take this time to recognize our partnerships within and around Haldimand County, who together have supported and encouraged us. COVID-19 has brought us together in a more meaningful and purposeful way that will serve as a solid foundation for the future.

West Haldimand General Hospital would also like to recognize our partnership with the Hospital Foundation, our exemplary Board of Directors, and our dedicated volunteers. Their commitment and dedication to improving healthcare in our community is valued and appreciated.

We also want to express our appreciation to all of our generous donors and supporters who have committed their time and dollars to West Haldimand General Hospital to help us purchase the technologies and equipment we need to better support our patients.

And of course, thank you to our community for your messages of hope, support, and encouragement that lifted us and kept us going.

We are truly grateful!

In closing, the challenges of this past year have only reinforced our reliance and dedication to continue to provide safe, effective care. We are proud to be part of this thriving community, and we look forward to the future with a sense of renewal and recovery.

Respectfully yours,

Kim Mullins  
**Interim President & CEO**



# MESSAGE FROM THE INTERIM CHIEF OF STAFF



It was over 15 years ago that I first began a family practice in Haldimand/Norfolk. A lot has changed in our counties since that time, including the addition of a lot of new faces and the loss of some who served our community for many years. West Haldimand General Hospital is an example of how a small group of dedicated people can make a huge impact. The best thing about our community hospitals - we care.

Smaller community hospitals are under threat. We are chronically short of manpower as new graduates choose to stay in larger “state of the art” facilities. Services seem to be becoming more and more centralised, forcing patients to travel farther afield for their care. This can be intimidating for those already facing sometimes frightening medical issues.

The team at West Haldimand General Hospital is committed to bringing care closer to home for residents of our county. They understand that travelling for care is difficult. Small hospitals have a personal touch - we are neighbours in your community and we want to deliver the highest quality health care without travelling. The team at our hospital is committed to serving our community where they want to be.

The past two years of the COVID-19 pandemic have been especially challenging. At times we have struggled with capacity and staffing, but we have always delivered care that is well-informed, high quality, and personal. West Haldimand and Norfolk General hospitals have been central partners in the vaccine roll out and testing and we have helped regionally to manage flow within the system at critical times. I could not be prouder of our entire health care team.

There will be more challenges to come. We are working hard to reimagine existing spaces in the hospital to accommodate growth. We are looking at possibilities for expanding outpatient clinics and services at the hospital in addition to getting back to normal for the services we already have

I thank everyone in the community for the encouragement and support that has been offered to those of us on the front lines - your smiles are visible even beneath the masks! We will continue to be here for you, providing the best care here at home.

With gratitude,

Robin Martin-Godelie

**Interim Chief of Staff**

West Haldimand General Hospital





## WHGH staff honoured for their outstanding service during the pandemic

In February 2022, WHGH announced the winning team and individual for the Quality Award of Excellence, which honours outstanding service. Teresa Hill, an employee at WHGH for nearly 26 years, was named this year's recipient of the Quality Award.



**Photo: [Teresa (holding her grandchild) surrounded by her team at WHGH]**

Teresa plays a vital role in the hospital's finance department and works as a payroll administrator. Payroll administrators, like Teresa, help employees who experience problems with their pay or need to make a change, whether it's a new address or an adjustment to their withholdings. They also educate staff about their salary and benefits and any updates to the payment process, among other things.

West Haldimand General Hospital's Lab team was the 2022 group recipient of the Quality Award. The team was honoured for their efforts during the COVID-19 pandemic that ensured patients received quality and timely care.



**Photo left to right: Jennifer Edwards, Director of Quality, Clinic Practice, and Infection Prevention and Control; Kim Mullins, Interim President, and CEO; Patty McGillis, Laboratory Manager; Rob Nopper, Laboratory Technologist; and Nancy Tweedie, Laboratory Technologist.**

Meanwhile, a total of 33 employees were honoured for their time spent at the hospital, adding up to nearly 440 years of service. Nine of the employees were recognized for between 20 and 35 years of employment.



WHGH's HR team maintained an aggressive, proactive and innovative approach over the course of the past year to recruit health care professionals, in particular nursing staff, despite the challenges posed by the COVID-19 pandemic.

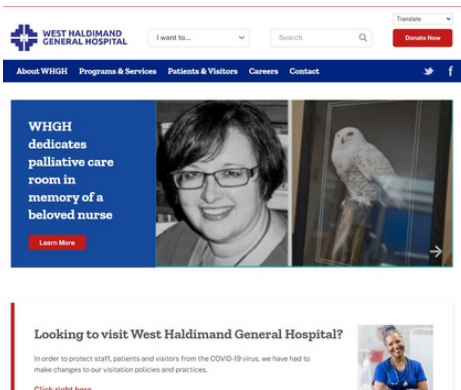
WHGH remains in close contact with many potential candidates regarding various opportunities in the hospital.



The senior leadership team held several staff appreciation lunches to recognize staff and physicians for their heroic efforts to keep our patients, their families and the community safe during the pandemic and beyond.



WHGH achieved a 99% COVID-19 vaccination compliance rate among staff, physicians and volunteers.



WHGH launched a new website, which features a streamlined, modern design, improved functionality, and easy access to essential information to help users find what they need in just a few clicks. The new website also offers users easy access to information about our programs and services, booking appointments, and so much more.



In March 2022, the Board of Directors at Norfolk and West Haldimand General Hospitals announced the appointment of Mr. Todd Stepanuik as the new President and CEO, effective July 11, 2022. Mr. Stepanuik has been serving as President & CEO at the Middlesex Hospital Alliance in Strathroy, Ontario for the past nine years.

## Ongoing response to the COVID-19 pandemic

Responding to the coronavirus (COVID-19) pandemic continued to be the primary focus of WHGH's health care delivery through 2021 and early 2022.

The primary focus of WHGH's response was to ensure the health and safety of patients and clients, staff, physicians, and communities with various measures, including the following actions:

- WHGH continued to have representation on the Haldimand-Norfolk COVID-19 Task Force, which was vested with decision-making authority about the pandemic response for all aspects of the health care system. The task force was established in collaboration with the Haldimand-Norfolk Health Unit, Haldimand-Norfolk EMS, the Medical Officer of Health, the Delhi Family Health Team, Norfolk General Hospital, the Haldimand War Memorial Hospital, and local health leaders.
- Visitor restrictions continued at WHGH. Exceptions to visitor restrictions were in place for certain patients, recognizing the important role loved ones play in a patient's care, while balancing the very real threat of introducing COVID-19 into our hospital. When COVID case numbers declined, all admitted patients were allowed to have one healthy visitor at a time during designated visitation hours. WHGH also adapted its visitation policy for palliative care patients so more visitors could see their loved ones who were at their end of life.
- WHGH's goal was to maintain as many services as possible. Decisions to postpone surgeries and appointments were based on a variety of factors, including: provincial directives, personal choice of patients not to proceed with surgery; risk factors associated with the patient's individual circumstance; hospital capacity and occupancy rate; staffing resources; and maintaining Infection Prevention and Control and Public Health guidelines.
- All patients, clients and visitors were actively screened for COVID-19 symptoms and asked a series of questions upon entry to our hospital. Staff and physicians participated in active screening or self-screening.



# Response to COVID-19 Pandemic

- Our COVID-19 Assessment Centre continued to operate, by appointment only. Since October of 2020, 31,727 tests have been processed.
- Patients were urged to seek alternate options for nonurgent health care needs, rather than presenting to an emergency department. We also made sure patients with medical emergencies knew our Emergency Department was a safe place for them to receive treatment.
- A Human Resources plan was put in place to ensure essential services were sufficiently staffed. This included redeploying staff from their regular jobs into new roles, and engaging with retirees and volunteers who expressed an interest to help.
- Using its social media channels, WHGH joined health authorities worldwide to offer information and support to residents of the communities it serves. Changes to services were communicated to the public in a timely fashion, and various topics and instructions were further explained with infographics, stories and posts from health care professionals and subject-matter experts. WHGH also used its social media channels to offer support and provide information on the rollout of the COVID-19 Vaccine.
- West Haldimand General Hospital thanks its staff and physicians, current and retired, Board of Directors, the Foundation, volunteers, partners in health care delivery in Haldimand-Norfolk, and all of our communities for supporting WHGH during this time. Our staff and patients appreciate the outpouring of support they have received throughout the pandemic.



Thanks to our very supportive and generous community, we are pleased to report that the 2021-2022 fiscal year was a successful one for the West Haldimand Hospital and Healthcare Foundation. Every dollar donated helps to ensure that physicians and staff at West Haldimand General Hospital have the tools and equipment they need to provide every patient with exceptional care.

Every year, the foundation works with West Haldimand General Hospital leaders to determine priority equipment needs. From their list of priorities we identify main fundraising campaigns that reach the community in a variety of ways. Our hospital, like all hospitals, relies on the generosity of our community. Last year, the foundation was able to support the hospital with new medical equipment, including some items such as NIBP Monitors, an ultra sound stretcher, a trauma stretcher for the emergency room, a bladder scanner, a stat spinner for the lab and a baby warmer.

In 2021, the foundation hosted a sold out golf tournament on September 16th. This was a huge success thanks to the incredible support from the community and businesses. The tournament took place with COVID-19 safety protocols in place. The golf tournament for 2022 is scheduled for Monday September 12th.

The 2021 Christmas Trees of Caring Campaign and the 2021 Smile Cookie Campaign were the most successful since their inception to date. We are pleased to report that the hospital has been selected as the recipient for the 2022 Smile Cookie campaign. West Haldimand General Hospital staff are so very appreciative to our community which continuously wants to ensure exceptional healthcare close to home.

As the foundation reflects on the past year, many of us look back on the vital role of our hospital. We are truly grateful to the families who name the foundation as the charity to receive donations in memory of their loved one, and to those who plan ahead to make a financial gift to the West Haldimand Hospital and Healthcare Foundation upon their passing. The foundation is about to launch a new initiative to acknowledge future estate gifts. This will be unveiled this year.

The Foundation Board would like to extend a heartfelt thank you to all of our donors, community organizations, businesses and volunteers. We are so lucky to be part of the supportive community we live in. We are here when you need us the most and you continue to be there for us.

From our hearts to yours THANK YOU.

Ray Hunsinger,  
**Board Chair**  
West Haldimand Hospital &  
Healthcare Foundation.



Lisa Hostein,  
**Executive Director**  
West Haldimand Hospital &  
Healthcare Foundation

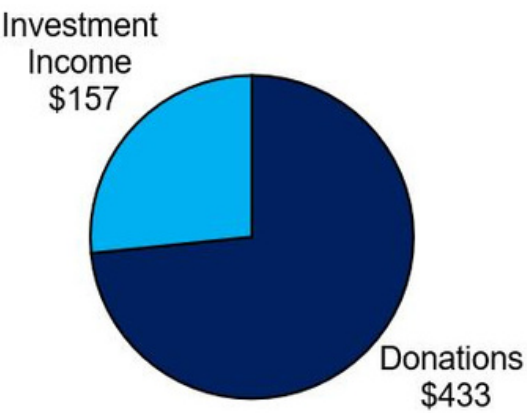


# West Haldimand Hospital & Healthcare Foundation

## Revenue (Thousands) \$590

Donations	\$433
Investment Income	\$157

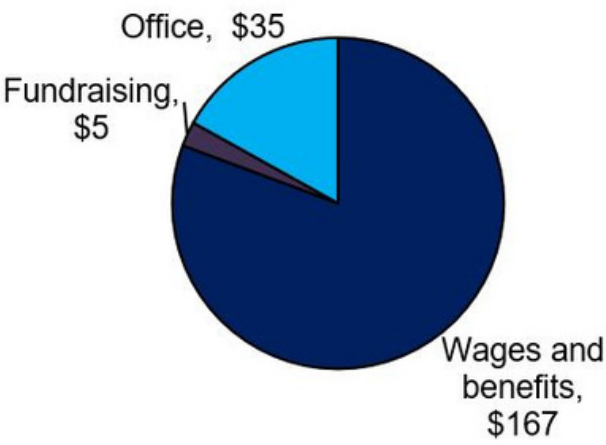
The foundation ended 2021/2022 with an excess of revenues over expenses (prior to disbursements) of \$383,000. Disbursements to WHGH for charitable purposes were \$50,000



# Statement of operations

## Expenses (Thousands) \$207

Salaries and Benefits	\$167
Fundraising	\$5
Office	\$35



Please note that audited financial statements are available in the foundation section of the West Haldimand General Hospital website ([www.whgh.ca](http://www.whgh.ca))





# 2021-2022 Foundation Board Members

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Ray Hunsinger,  
***Board Chair***



John Neal  
***Vice Chair***



Gail Weatherston



Jo-Ann Duns



Winston Sardine



Karen McKellar



Bonnie McKinnon

**“For a community to be whole and healthy, it must be based on people’s love and concern for each other.” - Millard Fuller**

**Memorial gifts honour a departed loved one or friend while also supporting the work of the hospital.**

Mildred Addison

Amelia Alberto Soares

Mrs. Margaret (Peggy)

Anderson

Karen Beaurivage

Betty Bulovas

Barbara Cameron

Ken Culver

Randy Curran

Dorothy Davis

Barbara Donovan

David Fearman

Lillian Feere

Lionel Gagnon

John Greenfield

Mary Heaslip

Marie Hewitt

Hilda Hoogenboom

Atie Huitema

Isabel Jamieson

Gilbert LaForme

J Gerard Lamarche

Darlene Magee

George McGonnigal

Michael McQueen

Monique Michaud

David Millman

Ken Mullen

Lloyd Mumby

Lois Nixon

Tom Phibbs

Fern Sabola

Joan Schweyer

Joan Shepherd

Bob Speller

John E. Swift

Earla Kathryn Theoret

Victoria Thompson

Cumber

Mary Timson

Janice Touesnard

Bonnie Unrau

Peter Unrau

George

Vandierendonck

Pat Veri







## To Donate

Call: 905-768-3311 ext 1238, or complete this donation form and return to:  
75 Parkview Rd  
Hagersville ON N0A 1H0



I'm sending you my special gift in the amount of:

☐ \$50 ☐ \$100 ☐ \$200 ☐ \$500 ☐ I prefer to give \$

☐ I wish to give anonymously and not be named in Foundation communications.

☐ CHEQUE ☐ VISA ☐ MASTERCARD

Name: \_\_\_\_\_

Address: \_\_\_\_\_

PO BOX: \_\_\_\_\_

City: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Phone: \_\_\_\_\_

Card Holder Name (as appears on card): \_\_\_\_\_

Card Holder Signature: \_\_\_\_\_

Expiry

**Donate  
Online Today.**

[www.whgh.ca/foundation/](http://www.whgh.ca/foundation/)

☐ I want to help reduce costs please email my receipt to :



**WEST HALDIMAND  
HOSPITAL AND HEALTHCARE  
FOUNDATION**

Charitable Business Number: BN 889835799R0001

It is our policy not to share, sell, or rent our mailing list with any person or organization.

### What legacy will you leave?

Leaving a legacy gift to the West Haldimand Hospital and Healthcare Foundation is a simple and meaningful way to improve patient care at WHGH for years to come.

- ☐ I have left a gift to WHHMF in my will.  
☐ Yes I would like information on making a gift in my will to WHHMF