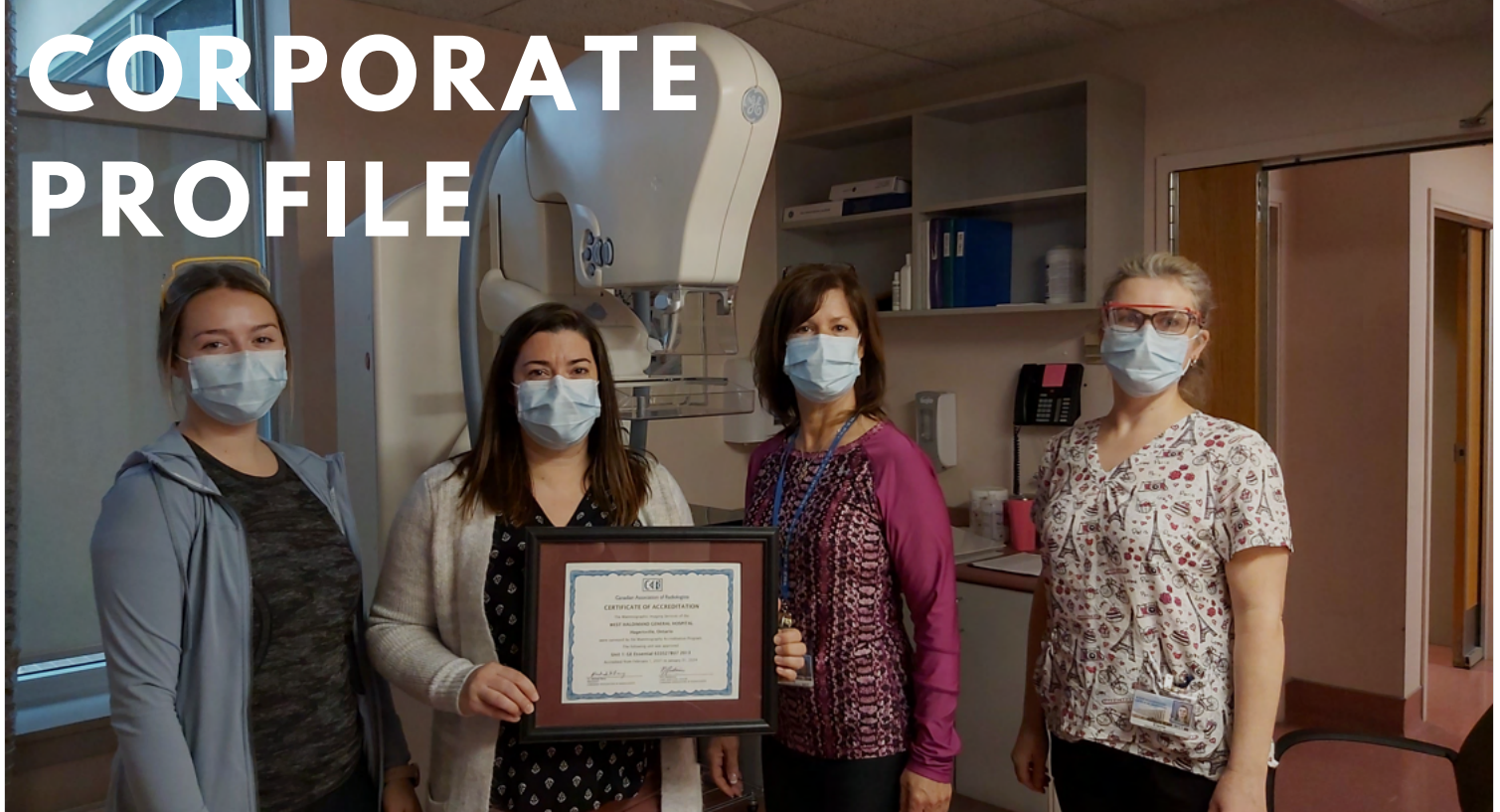




West Haldimand General Hospital Annual Report 2020/21



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 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. 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.

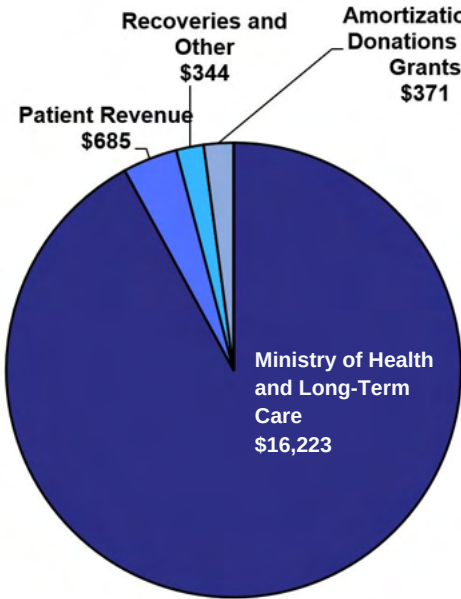
WEST HALDIMAND GENERAL HOSPITAL

Statement of Operations

Revenue (Thousands) \$17,623

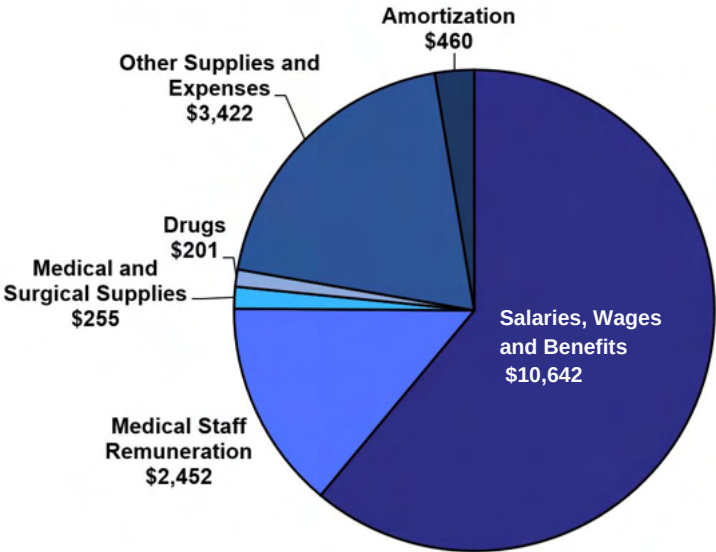
Ministry of Health and Long-Term Care	\$16,223
Patient Revenue	\$685
Recoveries and Other	\$344
Amortization of Donations and Grants	\$371

The Hospital ended 2020/21 with a \$191k operating surplus. The breakdown of revenues and expenses is illustrated below.



Expenses (Thousands) \$17,432

Salaries, Wages and Benefits	\$10,642
Medical Staff Remuneration	\$2,452
Medical and Surgical Supplies	\$255
Drugs	\$201
Other Supplies and Expenses	\$3,422
Amortization	\$460



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



GENERAL STATISTICS 2020-2021



- Number of Emergency Department visits: 12,275
- Number of active physicians: 7
- Number of courtesy physicians: 24
- Number of courtesy Radiologists: 54
- Number of staff: 232
- Number of hospital volunteers: 95
- Outpatient Physio Visits: 445
- Number of hospital beds 23
- Number of day surgeries completed 1,311
- Inpatient Discharges: 447
- Lab tests: 59,422
- ECGs: 1,769

- X-Rays: 7,758
- Mammography: 769
- Ultrasounds: 2,649
- Lost-time injuries: 0
- COVID-19 Assessment Centre (swabs) 16,292

***Please note that many of our services were affected in 2020/21 due to the COVID-19 pandemic.**



MESSAGE FROM THE CHAIR



As I reflect on my first year as Chair of the Board of Directors, I am pleased to acknowledge the accomplishments and contributions made by West Haldimand General Hospital (WHGH).

We have experienced many successes in enhancing healthcare in Haldimand-Norfolk, and the fight against COVID-19 for a second straight year has tested our system like never before.

Our team has pulled together admirably to continue delivering extraordinary care in the face of this unprecedented pandemic. Staff and physicians have worked tirelessly in uncertain times to slow the spread of infection, care for those afflicted with the virus, and support each other.

The incredible response from the WHGH team, our partners, and our community shows we're all in this together.

A tremendous amount of work took place to build partnerships and position us for success. These partnerships have been critical to our ability to respond to the pandemic.

Over the past year, we have made great strides in the fight against COVID-19 locally. On March 16, 2020 — within 48 hours of being asked — West Haldimand General Hospital opened Haldimand-Norfolk's first COVID-19 assessment centre. For several months, it was the only centre of its kind in Haldimand or Norfolk. During the last fiscal year, the COVID-19 Assessment Centre assessed 16,292 patients.

We also developed strategic partnerships with the Haldimand-Norfolk Vaccine Task Force, a dedicated team of local health leaders who helped manage and accelerate the rollout of the COVID-19 vaccine in our region. In March, our staff helped successfully launch the COVID-19 Vaccine Clinic at the Cayuga Memorial Arena. To date, our staff has assisted in vaccinating over 70,000 Haldimand-Norfolk residents and will continue to be a key player in helping more community members receive their vaccinations. The Mississaugas of the Credit First Nation also invited our nurses to work jointly at the MCFN to help vaccinate our indigenous neighbors, something we were extremely grateful to do.

This year, the words 'thank you' just don't seem fitting enough to express our deep appreciation to the community for their support during the COVID-19 pandemic. The letters and signs inspired us to continue providing high-quality, compassionate care to our patients in some of the most challenging circumstances we have ever faced.

I would like to sincerely thank all the WHGH staff, physicians, and volunteers for their dedication and commitment to providing safe, compassionate care for patients. Throughout the pandemic, our staff and physicians have continued to bring courage, strength, and resilience. We are incredibly proud of what they have been able to accomplish. We are extremely grateful for their dedication to the communities we serve.

Finally, I also wish to extend a heartfelt thank you to the Board of Directors for their ongoing support and contribution of their time and expertise in this voluntary role. With a focus on strategic planning and collaboration internally and externally, the organization continues to grow stronger, and the Board is collectively confident that the future of WHGH is in good hands moving forward.

Sincerely,

David Skye
Board Chair

CORPORATE MESSAGE



On behalf of West Haldimand General Hospital (WHGH), we are pleased to present this Annual Report, which provides an overview of our accomplishments, challenges, and statistical and financial results for 2020-2021.

It has been another extraordinary year for WHGH, and we are pleased to report a 2020/2021 surplus result. I would like to thank and congratulate each WHGH Department for their diligence in financial planning and management and as well to the Ministry of Health for additional funding.

This has been a year of significant accomplishments that set us up to face the biggest healthcare challenge of our generation: the current COVID-19 pandemic. More than ever, it has shown how much the community and the hospital depend on and support each other.

Throughout the pandemic, we were guided by our shared values. It was through these values WHGH quickly shifted its health care priorities to build capacity within our hospital to manage the daily changes and challenges of COVID-19. These same values will continue to guide us through the recovery phase of the pandemic, as we slowly and carefully reintroduce services and elective surgeries. We are now operating under the 'new normal' of providing health care in Haldimand-Norfolk with COVID-19 precautions in place. There is no doubt that this pandemic has forever changed how health care is delivered. In many ways, the experience has affirmed that the hospital is ready to embrace the future and continue to be a leader in high-quality patient care.

Over the past year, we have made great strides in pushing innovation forward. On March 16, 2020 - within 48 hours of being asked - we opened Haldimand-Norfolk's first COVID-19 Assessment Centre. For several months, it was the only centre of its kind in Haldimand or Norfolk. In 2020/21, the assessment centre assessed 16,292 patients.

We developed strategic partnerships with the Haldimand-Norfolk Vaccine Task Force, a dedicated team of local health leaders who helped manage and accelerate the rollout of the COVID-19 vaccine in our region. We also successfully helped launch a COVID-19 Vaccine Clinic at the Cayuga Memorial Arena in March. To date, over 70,000 residents in Haldimand-Norfolk have received their first dose of the vaccine. Together, we continue to look at ways to improve the patient and staff experience.

In March, 2021, we also formed a partnership with AbleLiving Services Thrive Group. AbleLiving Services helps operate a 20-bed transitional care program on our second floor. This community program offers short-term accommodation for people who are no longer in need of acute hospital care but require additional supports prior to their return home, or to another future living arrangement. The program offers 20 transitional beds with enhanced 24/7 personal care support, nursing care, congregate dining, in-house laundry services, and recreational therapy.

West Haldimand General is grateful to its leaders, physicians, and staff for their display of diligence, resilience, and commitment throughout this pandemic. We couldn't be more proud of our staff who worked long hours, took on new roles, cleaned, problem solved, and did all they could to care for our patients in the communities we serve.

We would also like to take this time to recognize our partnerships with the Hospital Foundation, our Board of Directors, and our volunteers. Their commitment and dedication to improving patient care and health outcomes are valued and appreciated. We also want to thank our donors who have supported us throughout the year. Your generous financial contributions will help us purchase needed technologies and equipment to better support our patients, clients, and families.

And of course, we would like to say a big thank you to our community members for their messages of hope and encouragement, and their wonderful donations of food and PPE for our staff.

In closing, we would like to acknowledge that times such as this can be extremely challenging. It is something that health care systems all over the world are coping with, and it is something none of us has experienced in our lifetime. We also want to assure you that at WHGH, we're doing everything we can to make sure our communities are as healthy and safe as possible. The pandemic is not over, but we have shown that we will continue to meet this challenge together.

Sincerely,

Lucy Bonanno

President & CEO

West Haldimand General Hospital



MESSAGE FROM THE CHIEF OF STAFF



Thank you for the opportunity to have served over the past year as your Chief of Staff. This past year has been a remarkable one for our hospital. When I last addressed this forum last year, we were at the beginning of the COVID pandemic. Since then we have seen in excess of 4 million lives lost across the globe and be it Wuhan, Lombardy, New York, Mumbai, Antarctica, there has not been a corner of this globe that has not been affected by this Pandemic. To my recollection apart from the Second World War, never before has Humanity shared in a collective suffering of this magnitude. And whilst there has no doubt been great suffering, there has also been remarkable achievement.

I regard the period of time from Jan 6th when the Genome of this virus was first sequenced to this day as the period of scientific research that is unparalleled in human history. Within months, in April and May trials were started in Germany and the US respectively, and finally, on Dec 9th, 2020 we approved it for use in this country. When Margaret Keenan from the UK became the person in the world to receive a COVID vaccine after approval, I felt at that moment that surpassed the famous words of 'one small step for man, one giant leap for mankind'. That one small injection represented a giant hope for mankind.

Every healthcare worker across the globe will remember where we worked when the pandemic struck, just as we remember the circumstances of major life events. I personally feel a deep sense of gratitude for having been able to serve as a doctor at WHGH during this time. And being Chief of Staff has permitted me to witness many instances when you as Board Members would be touched by the compassion and service our physicians, nurses, allied health workers, support workers and everyone employed here at WHGH have shown. I have witnessed rallies by our Fire service, OPP, and Paramedics doing a drive-by, encouraging our staff during the height of the 1st wave. We've seen the community donate PPE when they heard of shortages in other hospitals. It is with pride that we can say our community's support for our hospital is alive and strong.

In spite of its size, WHGH has certainly played its part in this Pandemic. We introduced an assessment center, and currently, in the region, we surpass our larger sites in our ability to ramp up surgery. We have also from here assisted with vaccination drives with our Indigenous partners in Mississaugas of the Credit, and with setting up a clinic in Cayuga with Public Health.

I believe that the future of WHGH is an optimistic one. We have weathered the storm of COVID-19 and hopefully, the third wave will be the last wave. We have risen to the challenge and exceeded expectations. Our most valuable asset, the people who work here, whilst tired are not broken and continue to give their heart, mind, and soul into the work they do.

I am convinced that the future at West Haldimand General Hospital, is one in which we will continue to deliver excellent care, and that we will rise above our capabilities as a rural hospital. I hope to capitalize on our combined Senior Administration model and share more resources between our 2 hospitals, in particular access to clinical services, ambulatory care, and more virtual care. I thank our current CEO, Lucy, for planting the seeds that will enable our hospital to expand further.

On a personal note, it is with gratitude that I have served as your Chief of Staff. This past year has been one of personal growth, learning and admittedly there is still more to be work to be done. Before I conclude I wish to say that the recent events in Kamloops illustrates the need to right the wrongs of the past, I hope that by us engaging with our communities of Indigenous descent we can build trust, bridge some of divides and provide more patient-centered care for them. As a physician, I believe there is no better place to heal than in the provision of care.

Thank you for your time and commitment to this hospital and its community.

Dr. Amir Sheik-Yousouf

Chief of Staff

Norfolk General Hospital



ANNUAL HIGHLIGHTS



WHGH COVID-19 Assessment Centre Team receives major award

On March 16, 2020 — within 48 hours of being asked — West Haldimand General Hospital opened Haldimand-Norfolk's first COVID-19 assessment centre.

Almost a year later, the clinic's team was presented with the Quality: Everyday Champion Award by West Haldimand General Hospital president and chief executive Lucy Bonanno.



The award celebrates individuals or teams at WHGH who show a passion and commitment for improving quality of care, lead by example and inspire others.

- On August 31, 2021, Lucy Bonanno was announced as president and CEO of Norfolk and West Haldimand General Hospitals. Bonanno has over 20 years of experience working in health care and leading complex system transformation initiatives in rural and smaller community settings. Previously, Bonanno served as CEO at Geraldton District Hospital for five years, overseeing the hospital, including a long-term care wing.
- In March, 2021, West Haldimand General Hospital (WHGH) formed a partnership with AbleLiving Services Thrive Group. AbleLiving Services helps operate a 20-bed transitional care program on our second floor at WHGH. This community program offers short-term accommodation for people who are no longer in need of acute hospital care but require additional supports prior to their return home, or to another future living arrangement. The program offers 20 transitional beds with enhanced 24/7 personal care support, nursing care, congregate dining, in-house laundry services, and recreational therapy.
- In 2020/2021, WHGH received accreditation 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. This clearly illustrates WHGH's dedication to providing the highest quality of care to the community.
- WHGH implemented a iSTAT blood analyzer which provides results in minutes.
- WHGH also implemented eCTAS which is an electronic triage tool developed by Cancer Care Ontario supporting consistent care in emergency departments across Ontario.
- Our Cast room was renovated to meet Infection Prevention & Control standards and Best Practice Guidelines.
- WHGH transferred 430 patients to other organizations for diagnostics, consults and/or higher level of care
- WHGH continues to work on building relationships with our indigenous neighbours. Several of our staff completed the Indigenous Cultural Safety training, as well as the Being an Ally training. We were also pleased to assist the Mississaugas of the Credit with their vaccine efforts.



Chief R. Stacey Laforme received his vaccination from West Haldimand General Hospital's (WHGH) AnneMarie VanSickle.

About the Coronavirus:

Coronavirus disease (COVID-19) is a respiratory illness caused by a novel virus not previously identified in people. COVID-19 was first identified in Wuhan in China on Dec. 31, 2019.

Our Response:

When the World Health Organization (WHO) declared a worldwide pandemic of a virus called COVID-19, many of us didn't know what to expect.

WHGH staff took immediate action before the pandemic landed locally. WHGH leaders worked closely with infection prevention and control team members to prepare for the coronavirus. They began to share information with staff and laid out an action plan to increase hospital capacity. Our staff worked to keep our community safe by opening a COVID19 Assessment Centre, adding screeners to our hospital entrances, and reacted quickly by putting infection protocols into place throughout our hospital.

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

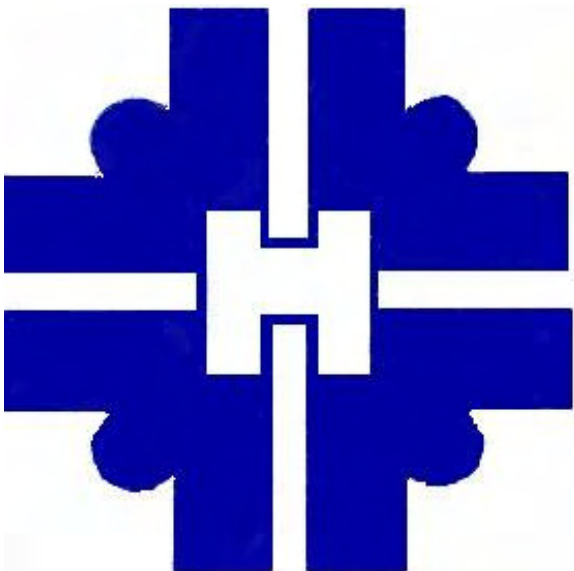
- WHGH had and continues to have representation on the Haldimand-Norfolk COVID-19 Task Force, which was vested with decision making authority about the pandemic response for all aspects of the health care system. The Task Force is comprised of representatives from the Haldimand-Norfolk Health Unit, both counties' emergency services, Norfolk General Hospital, Haldimand War Memorial Hospital, the Delhi Family Health Team and the Haldimand Family Health Team



- Strict visitor restrictions were put in place to limit traffic at WHGH.
- An Active Screening protocol was put in place at the entrances of our hospital for staff, physicians, and designated visitors. Anyone exhibiting COVID-19 symptoms were not permitted to enter our facility.
- In March of 2020, WHGH opened Haldimand-Norfolk's first COVID-19 Assessment Centre, offering testing (swabbing) appointments for patients exhibiting mild to moderate symptoms. In 2020/21, the COVID-19 Assessment Centre assessed 16,292 patients.
- In March of 2021, and with the support of Haldimand-Norfolk Public Health Unit (HNHU), some of our staff began working at COVID-19 Vaccine Clinic at the Cayuga Memorial Arena. To date, over 70,000 healthcare workers and community members have been vaccinated in Haldimand-Norfolk.

Response to COVID-19 Pandemic

- 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.
- To manage the influx of COVID-19 patients during the pandemic, WHGH suspended all non-urgent and elective surgeries and outpatient ambulatory care clinics in March of 2020. A gradual resumption of elective surgeries commenced June 22, 2020, only to be shut down again in March 2021.



In reflecting back on the year, the support of the community has made a huge difference.

Every dollar donated helps to ensure that physicians and staff at West Haldimand General Hospital have the tools and equipment they needed to provide every patient with exceptional care.

Hospital equipment is advancing rapidly, especially with technology which is making it easier to diagnose and treat disorders and diseases.

The Foundation is raising money to purchase equipment our doctors and nurses have identified as most urgent.

Some items are new, and some are replacement items for old and outdated equipment. Every single piece of equipment on WHGH's wish list is vital to our hospital's ability to offer you and those you love the very best treatment and care.

As the population of Haldimand continues to grow, so does our need for equipment and improvements within the hospital.

Last year, the Foundation was able to support the hospital with new medical equipment, including a Colonoscope , NIBP Monitors, a transport Ventilator, and contributed to the creation of a Palliative Care Room.

We are so very grateful to our community which continuously supports WHHMF to ensure we have quality healthcare close to home.

We had a successful Healthcare Hero Campaign in the Spring and a Trees of Caring Campaign for Christmas 2020. We were also proud to be part of the 2020 Tim Horton's Smile Cookie Campaign.

Last year, the Foundation was unable to host a golf tournament and the annual community auction due to COVID 19 and restrictions. This did have an impact on the fundraising abilities of the Foundation.

We will however be moving forward in 2021 with a golf tournament on September 16th at Monthill Golf & Country Club. To date, the response has been very positive, and we are thrilled with the interest in this event.

Thanks to the ongoing generosity of our donors, the Foundation has been supporting excellence in patient care at WHGH for 30 years.

We are sincerely grateful to the members of our community for helping us meet some of the challenges of this past year, so we can continue to ensure access to quality health care for everyone who enters our doors.

Ray Hunsinger,
Board Chair
West Haldimand Hospital and Healthcare Foundation.



Lisa Hostein,
Executive Director
West Haldimand Hospital and Healthcare Foundation



West Haldimand Hospital & Healthcare Foundation

Revenue (Thousands) \$884

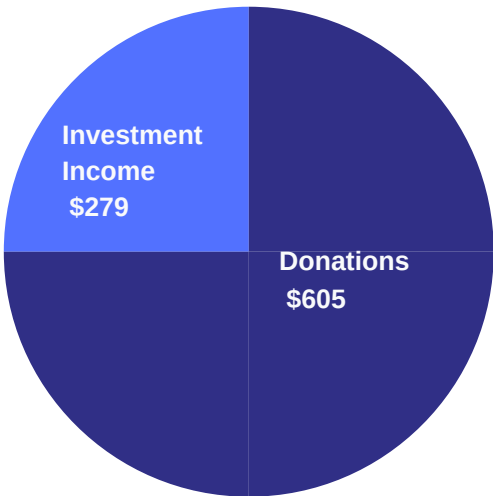
Donations	\$605
Investment Income	\$279

The Foundation ended 2020/2021 with an excess of revenues over expenses (prior to disbursements) of \$703,000.

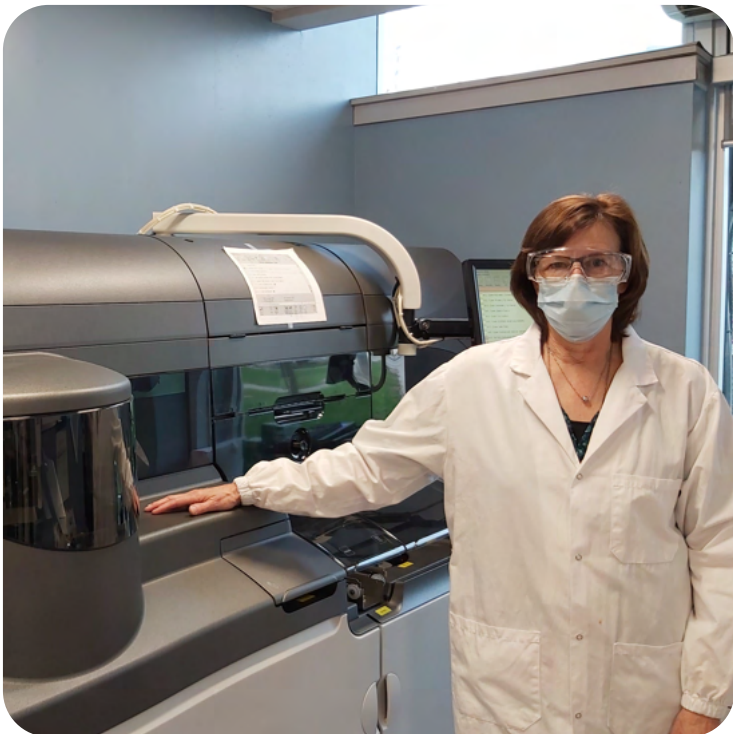
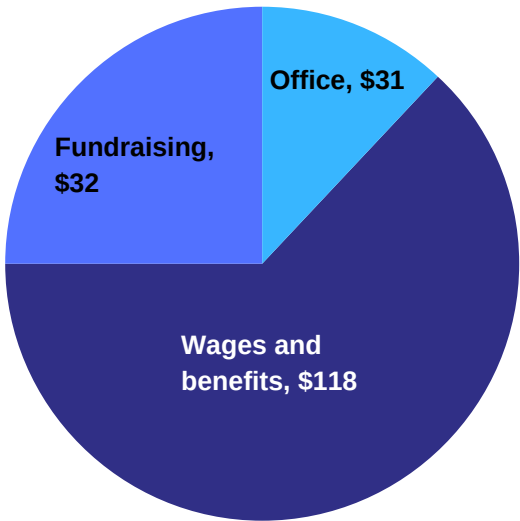
Statement of Operations

Expenses (Thousands) \$181

Salaries and Benefits	\$118
Appeal and Fundraising	\$32
Office	\$31



Please note that audited financial statements are available in the Foundation section of the West Haldimand General Hospital website (www.whgh.ca).



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

Morley Bartlett
Harvey Bassindale
Jim Baxter
Lynn Brown
Derek Burrage
Margaret Cale
Brian Campbell
Doug Campbell
Sandra Cherry
Elaine Clarke
Joyce Davidson
Tjitte DeBoer
Emma Drehmer
Joanne Dye
Kellee Family Dog
Laura Farquhar
Ronald "Joe" Fehrman
Barbara Fitzsimons
Norma Fryett
Donald W. Glasspole
Sgt. Andrew Harnett
Karen Harrison
Maurice Hemsley
Eleanore Hewitt
Wallace "Felly" Hill Jr.
Patricia Hodgson

Larry Ince
Barb Jepson
Ruby Jepson
Carole Kindree
Fred King
Maxwell Karl King
Donald Krauskopf
Dorothy Lishman
Rex Louth
Marvin Mattice
Ruby McCarroll
Donna McEachern
Mona Mehlenbacher
Mrs. Esther Metcalfe
Gordon Miller
Rosemary Mitchell
Chuck Montague
Carol Nelson
Karen Norval
Dorothy Phibbs
Edward (Ted) Phibbs
Gary Redman
Fred Reicheld
Wray Reichheld
William Robinson
Elsie Rodgers

Gerry Rumball
Norma Jean Rutherford
Trent Schaubel
Suzanne Shropshall
Marilyn Smelser
Craig Smith
Theresa R. Speller
Alexa Jean Stone
Betty Taylor
Norma te Boekhorst
Violet Tweedle
Shirley Upper
Henry VanderVelde
Augusta Vandierendonck
John Varga
Kaye Varga
Larry Vokes
Carol Waldbrook
Erma Waltham
Karen Weaver
Vera Wight
Wade D. Wilkins
Jean Woodard
Constance Woolvett
Patrick Zdunich





