

www.whgh.ca

ANNUAL REPORT

2022-2023



WEST HALDIMAND
GENERAL HOSPITAL

ACCREDITED WITH
EXEMPLARY STANDING



ACCREDITATION
AGRÉMENT
CANADA

MESSAGE FROM THE CHAIR



As I reflect on this past year, my first as West Haldimand General Hospital's (WHGH) board chair, I would like to acknowledge the accomplishments and contributions of WHGH's team of staff, physicians, board members and volunteers.

“Thank-you” isn’t enough to express our appreciation to the entire WHGH team. We are grateful for their hard work and unwavering commitment to caring for our community. They continue to provide safe, compassionate care for patients and clients under challenging circumstances, and we are so grateful for the work they do each day at WHGH.

We were excited to welcome Todd Stepanuk to the role of President and CEO in August, and are energized by the experience and expertise that Todd has brought to WHGH and trust in his vision to lead our organization as we aim to be the best rural hospital. In November of 2022, Dr. Robin Martin-Godelie was appointed Chief of Staff bringing with her the skill, abilities and connections to the community we serve that will drive us forward in delivering quality health care.

In January 2023, WHGH had the opportunity to showcase our commitment to healthcare excellence when we welcomed Accreditation Canada. Thank you to the entire WHGH team for their hard work and preparation for the accreditation survey. We are so proud to have achieved the distinction of Exemplary Standing.

It takes the support of an entire community to ensure our hospital is at its best – and we are fortunate to have the support of this community. Thank you to the West Haldimand Hospital and Healthcare Foundation for their unwavering support for WHGH and to the WHGH Auxiliary and volunteers for their continued commitment to our hospital.

Finally, I also want 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. As we continue to ensure WHGH fulfills its mission while also focusing on the strategic direction and key partnerships, the Board is collectively confident that the future of WHGH is in good hands moving forward.

Sincerely,

Julie Richardson
Board Chair

MESSAGE FROM THE PRESIDENT AND CEO

On behalf of West Haldimand General Hospital (WHGH), it is my pleasure to present my inaugural report. The 2022-2023 Annual Report provides an overview of WHGH's accomplishments, challenges, and statistical and financial results for the fiscal year.



It seems hard to believe that I have been the President & CEO for approximately a year. In some ways it is because I feel like I have been a part of this great organization for much longer than that, and in other ways, because time has flown by so quickly. Allow me to reinforce that I continue to be energized and inspired by the decision to join the WHGH family. I have been embraced with open arms by staff, volunteers and physicians. I am excited by what the future holds. As this letter is being written, the world has just passed the three-year mark of the declaration of the COVID-19 pandemic.

This past year has remained an unusual and unprecedented one. As the global COVID-19 pandemic continued on, WHGH remained resilient in its response to the needs of patients and families. It is still difficult to imagine that this virus remains steadfast across the world three years on. I extend my utmost gratitude to everyone across the organization – your dedication to safe, high-quality care throughout another year of the pandemic is to be commended.

Among the ongoing pandemic-response initiatives, a focus on the future of healthcare delivery remained top of mind.

The resiliency and dedication of our hospital family of staff, physicians and volunteers have been remarkable as the COVID-19 pandemic rolls into its third year. In the midst of ongoing adversity, the WHGH team has risen to face these challenges and ensured that the patients we serve continue to receive the high-quality care that they expect. Each wave of the pandemic has presented unique challenges, but most recently, the provincial health system has been challenged by a shortage of health human resources (HHR). We continue to work hard to ensure WHGH has the qualified staff and physicians it requires. During these challenging times, support from our communities through our hospital foundation and Auxiliary has been a constant, and we are extremely grateful for this support.

We have much to be thankful for. We are proud to serve this amazing community and are proud of our collective accomplishments. The team at West Haldimand is a resilient and formidable one. We hope that as you move through the pages of this report, our people shine through and that more hearts and minds who share our values are encouraged to join us in the coming year.

Despite the challenges that confronted us this past year, our team remains rooted in our values of kindness, courage, passion, and teamwork. With hearts and minds focused on caring for our community and each other, there was no obstacle too great. Like healthcare organizations across the country, we experienced much change in our most valuable resource – our people.

We are incredibly grateful to our team who continued to demonstrate dedication and resilience as we navigated uncertain times.

Finally, amid the pandemic and critical staffing pressures, our team has continued to deliver on key strategic initiatives, including the development of a new strategic plan. In this report to our communities, our work over the past year is highlighted. I invite you to review the highlights of WHGH's 2022/23 year in this report.

Despite the pandemic, our teams worked exceptionally hard to introduce new patient-centered programs and innovations to benefit our community and move our hospital forward. We thank our staff and physicians for their hard work over the past year, and we also express our deep appreciation to the community for their support. We are proud of the progress we have made and we look forward to next year's challenges and opportunities.

Throughout this past year, we celebrated many victories and accomplishments such as achieving Accreditation with Exemplary Standing, the highest possible designation from Accreditation Canada for an accredited organization. This level of award is solid evidence to our community of the strong, unwavering commitment and passion for excellence that our people show each and every day. We have an incredible team and the inspiring results are a credit to their hard work, dedication, and commitment to quality and patient safety.

We were able to transition from a COVID-19 Assessment Centre to a COVID, Cold, and Flu Care Clinic (CCFCC) to allow assessments of both adult and paediatric patients for influenza-like illness. The clinic provided patients and families with a convenient option that offered shorter wait times while freeing up capacity in the WHGH emergency department. WHGH's CCFCC opened on December 8, 2022, and served more than 1,350 patients in our communities.

Furthermore, WHGH has a strong commitment towards reconciliation with Indigenous Peoples and I plan to build stronger long-term relationships with area Indigenous communities premised on the right to health determination and the principles of: shared control, health equity, cultural inclusion, education, and a supportive environment as precursors. As part of this commitment, our organizations will be developing a plan in 2023 that reinforces our commitment to change.

The COVID-19 pandemic has taught us many things over the past three years, but one of the most important things was demonstrating how we are capable of quickly making organization-wide changes to respond to challenges and improve healthcare services when needed.

I am pleased by what we have been able to accomplish in the last year as outlined in this report. We have been able to enhance access and improve delivery despite the many challenges posed by the pandemic.

As an organization, we are looking ahead to a brighter future. We are moving forward with exciting initiatives that will lead to significant improvements for individuals in Haldimand-Norfolk accessing care.

We know we have challenges, but we also believe we have opportunities. We believe the best solutions will come from our patients, clients, and their families, as well as our dedicated and resilient staff and physicians. We look forward to working with the people of Haldimand County and all of our healthcare partners and communities, to improve our healthcare system.

I would also like to take this time to recognize our partnerships with the Hospital Foundation, Auxiliary, our Board of Directors, and our volunteers. Their commitment and dedication to improving patient care and health outcomes are valued and appreciated.

I also want to thank our donors who have supported us throughout the year. Your generous financial contributions will help us purchase the needed technologies and equipment to better support our patients and families.

I hope you enjoy reading what we accomplished this past year.

Sincerely,

Todd Stepanuik
President & Chief Executive Officer



MESSAGE FROM THE CHIEF OF STAFF



Another year has gone by, with another series of victories and challenges. We are finally seeing the easing of mask mandates and a return to the normal ebb and flow of the hospital. These past three years have taught us the importance of face to face communication, smiles and the value each of the patients, family members and staff have within our hospital community.

People truly are the glue that hold communities together. In small communities such as ours, it becomes increasingly important during challenging times to focus on our gratitude for our fellow humans. Everyone faces a unique path in his or her life, and chances are good, it will not look like ours. It is our honour to serve and care for people from all walks of life.

We have had some amazing victories as a hospital this year. Last summer, our Emergency Department was challenged with ongoing person-power shortages, but through teamwork and determination the department remained open. The COVID, Cold, and Flu Care Clinic (CCFCC) was able to provide much support and guidance to the community, and will be funded up until the end of June 2023. We thank all of the professionals involved in the work of the clinic. We continue to have a strong and committed primary-care focused hospital, delivering excellent patient care, close to home.

I look forward to another year with an amazing team knowing that whatever we face, we will rise to the challenge. West Haldimand remains “Small but Mighty”.

Dr. Robin Martin-Godelie
Chief of Staff

RMartin-Godelie



West Haldimand General Hospital (WHGH) is proud of its dedicated team of health care professionals who are focused on delivering safe and quality care to its patients, clients, families and communities. WHGH is a great place to work, as people are the heart of our organization, and the success of WHGH is a direct result of our employees' dedication, professionalism, and commitment.

WHGH is one of the largest health authorities in Haldimand County – and one of the largest employers. WHGH is a community of approximately 292 staff, volunteers, and physicians 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 2022-2023, WHGH achieved Accreditation with Exemplary Standing by Accreditation Canada, the highest possible designation for an accredited organization. The WHGH team's compliance rate was 99.2 (assessed against 1200 standards), an extraordinary result. This is the second consecutive time WHGH has achieved the distinction of Exemplary Standing.

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.

WHGH 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.

Revenue (Thousands) \$18,670

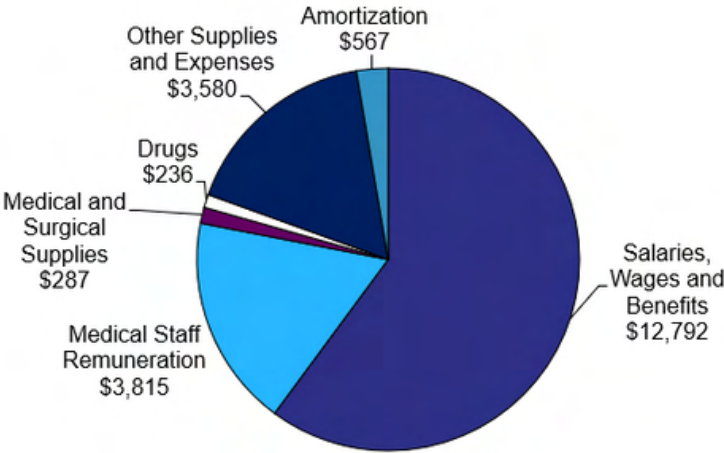
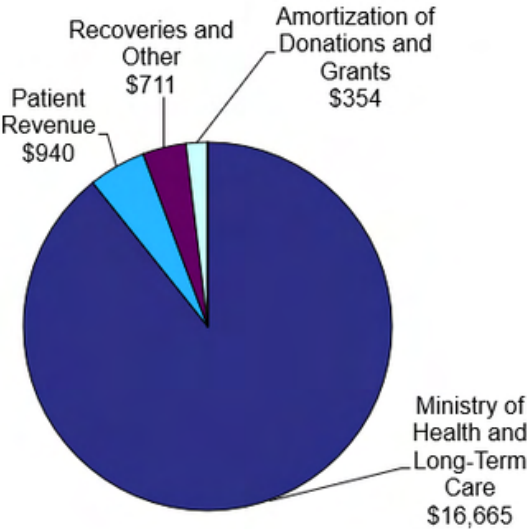
Ministry of Health and Long-Term Care	\$16,665
Patient Revenue	\$940
Recoveries and Other	\$711

Amortization of Donations and Grants \$354

The hospital ended 2022/23 with a \$2,607k operating deficit. The breakdown of revenues and expenses is illustrated below.

Expenses (Thousands) \$21,277

Salaries, Wages and Benefits	\$12,792
Medical Staff Remuneration	\$3,815
Medical and Surgical Supplies	\$287
Drugs	\$236
Other Supplies and Expenses	\$3,580
Amortization	\$567



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





GENERAL STATISTICS 2022- 2023

- Number of Emergency Department visits: 17, 908
- Number of professional staff: 83
- Number of staff: 219
- Number of hospital volunteers: 60
- Number of hospital beds: 23
- Number of day surgeries completed: 1, 087
- Inpatient Discharges: 522
- Lab tests: 73,782
- ECGs: 3,018
- X-Rays: 12,875
- Mammography: 1,075
- Ultrasounds: 4,680
- Lost-time injuries: 0
- COVID-19 Assessment Centre (swabs): 1,745
- CCFCC: 740 swabs (opened Dec. 8 2022)

***Please note many of our services continued to be affected in 2022/23 due to the COVID-19 pandemic.”**



PATH TO HIGH RELIABILITY

The 2022-23 fiscal year is the fifth and final year guided by our current, five-year strategic plan. West Haldimand General Hospital's objective of becoming a High Reliability hospital began in 2018.

Informed by our vision "to be an inspiring model of what an exceptional healthcare experience should be," our five-year strategic plan focuses on three objectives:

- **HIGH RELIABILITY HEALTHCARE:** By fostering continuous improvement, we will be positioned to consistently deliver high quality clinical outcomes;
- **EXCEPTIONAL EXPERIENCE:** We will act with empathy and compassion, and display a commitment to service;
- **EXCEPTIONAL ENVIRONMENT:** We will improve the physical environment by designing a modern and comfortable hospital. We will optimize and update our equipment and technology.

WHGH is dedicated to transforming the patient and family experience. By working collaboratively with our patients and families, partners, community members, clinicians, staff and volunteers, we will become a High Reliability Hospital.





ANNUAL HIGHLIGHTS

WHGH receives accreditation with Exemplary Standing

In March of 2023, WHGH achieved Accreditation with Exemplary Standing for the period of 2023-2027, the highest possible designation for an accredited organization.

The Accreditation Canada website describes this designation as being awarded to “organizations that go beyond Accreditation Canada’s requirements and demonstrate excellence in quality improvement.”

We are very proud of this achievement and thank our staff for all of their hard work and dedication in preparing for this accreditation survey.





In May of 2022, WHGH dedicated a new palliative care room in the memory of a much loved and well-respected nurse named Kelly Currie. Nurse Kelly Currie passed away peacefully surrounded by family on Sunday, July 30, 2020. Kelly was 52.

She had been a nurse for 31 years and was very well known and respected. Kelly's colleagues wanted to do something in her memory and decided on naming the IPU's palliative care suite – a space designed to provide patients and their families with a serene and comforting space as they navigate their end-of-life journey – in her memory.



The senior leadership team once again 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.



On July 11, 2022, Todd Stepanuik officially began his role as the new President and CEO of West Haldimand General Hospital. Todd is a Certified Health Executive and holds a degree in Hospital/Business Administration.

Todd brings with him an extensive background in healthcare with over 30 years of executive leadership experience as President & CEO and demonstrated dedication to quality healthcare and patient safety.



In September of 2022, WHGH recognized Canada's second National Day for Truth and Reconciliation. As part of this recognition, we partnered with the Mississaugas of the Credit First Nation to plan several activities for the day.



In December of 2022, WHGH transitioned from a COVID-19 Assessment Centre to a COVID, Cold, and Flu Care Clinic (CCFCC) to allow assessments of both adult and paediatric patients for influenza-like illness. The clinic provided patients and families with a convenient option that offered shorter wait times while freeing up capacity in the WHGH emergency department. From December 8, 2022 to March 31, 2023, the CCFCC served over 1,350 patients in our communities.



In December of 2022, the Ontario government provided WHGH with \$2,374,571 in funding, which includes \$2.2-million in one-time funding through the Exceptional Circumstance Project Grant, to support critical infrastructure upgrades and repairs.

At WHGH, the funding went towards various structure improvements and repairs, including a complete replacement of the hospital's Main Electrical Service/Emergency Power stations, renovating the Emergency Department's canopy and general infrastructure upkeep.



In November 2022, Dr. Robin Martin-Godelie was officially named Chief of Staff. Dr. Martin-Godelie had been serving as interim Chief of Staff since November 2021.



Patti Emslie, Executive Assistant to the President and CEO and Liaison to the Boards of Directors, was ultimately selected as the 2022 recipient of the Quality Award of Excellence, which honours outstanding service. The Award nominees and winners are also voted entirely by their peers.



Family physician Dr. Nic Cloete was named this year's recipient of the Quality Award of Excellence. Dr. Cloete was the first ever physician to win the award.

Dr. Cloete was nominated by his peers, who spoke volumes of his dedication and support at WHGH and the community.



WHGH's Diagnostic Imaging team was the 2022 group recipient of the Quality Award. The Diagnostic Imaging Team was presented with the quality award of excellence for outstanding commitment to Quality Practice.



WHGH held a special celebration ceremony honouring the 60th anniversary of the hospital's auxiliary – a milestone that was proudly celebrated by hospital members, volunteers past and present, and government officials.



In 2023, WHGH formed a Wellness and Wellbeing Committee to enhance the inclusive programs and initiatives that support a healthy lifestyle and create a healthy environment in which we live and work. This encompasses physical, mental and social health of our employees and recognizes that employees' values, personal development and work within WHGH contribute to their overall wellbeing at work and home.

Join our team today!

At West Haldimand General Hospital (WHGH), we believe people are the heart of our organization, and the success of WHGH is a direct result of our employees' dedication, professionalism, and commitment.

We understand that a safe and healthy work environment inspires teamwork, professional growth, and the development of a community of care providers that are dedicated to delivering excellent health care.

WHGH offers remarkable opportunities for nurses and other healthcare providers. We are committed to continually investing in the best equipment and technology that enhances our nurses' abilities to do their very best for our patients.

Whether you are a physician, a nurse or a professional in another field, or a resident or a student, WHGH will provide you with the opportunity to make a positive difference in the lives of the patients we serve by working for an organization that you can feel proud of.

Interested? Please email hrrecruit@whgh.ca with your contact information, and we will be happy to schedule a time to chat about this opportunity, incentives, and the advantages of living and working in Haldimand County!



**And the best part?
We're less than an
hour and a half
from the GTA.**



Come to Haldimand County

In Haldimand County, life outside the office is like no other. Shorter commutes, less traffic, and a vibrant culture; Haldimand County has it all.

You can be 10 minutes from work and 10 minutes from hiking, biking, camping, or visiting one of our many beaches. Our vibrant, accessible, family-friendly community is filled with restaurants, breweries, wineries, theatres, festivals, golf courses, and so much more.

Haldimand County is a great place to grow and raise your family. Our houses are affordable, and we have two strong education systems. Haldimand County is also a short drive from several urban areas, including Hamilton, Toronto, and Niagara.

Take advantage of the unbeatable work-life balance and discover what Haldimand County has to offer by visiting Haldimand County's website: <https://tourismhaldimand.ca/>

The West Haldimand Hospital and Healthcare Foundation (WHHFF) is truly inspired by the generosity and support of our community. Our donors take such pride in our hospital.

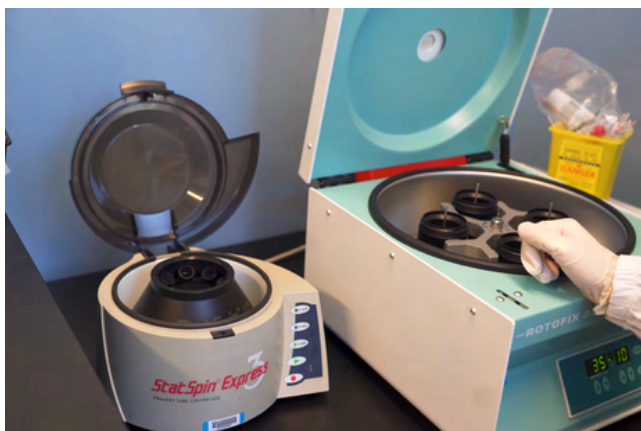
The Foundation is proud to work with our community to support West Haldimand General Hospital (WHGH). Your donations make the difference that ensures our hospital delivers exceptional health care close to home.



In this ever changing and fast-paced health care world, please know your support has never been more important and vital. This coming year will be no different as we will continue to rely heavily on the generosity of our community to meet the growing demands facing us.

Hospital equipment is rapidly advancing, especially with technology, which is making it easier to treat and diagnose disorders and diseases. The Foundation is continuously raising money to purchase equipment our nurses and doctors have identified as priority. Some items are replacement items for old or outdated equipment, some are new. Every 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 care and treatment possible. As the population of Haldimand continues to grow, so does our need for equipment. While many aspects of healthcare are covered by government funding, purchasing new and replacement equipment is not one of them.

Last year, because of your support, the Foundation was able to support the hospital with new medical equipment, including NIBP Machines, a DI Stretcher, a Stat Spin, a Coagulation Analyzer, a Cautery Aragon Beam, a Glidescope, an Airvo Breathing System, and an Emergency Department Stretcher.



As part of our fundraising activities, we launch the Trees of Caring Campaign every November. As in past years, we received many generous donations through our community. Thank you!

In addition, we hosted our annual sold out Golf Tournament in September. We were thrilled to have such amazing support. We will be hosting this event again this year on September 25, 2023.

We are also grateful to our local businesses, such as NO Frills, who have chosen the West Haldimand Hospital and Healthcare Foundation as their Charity of choice fundraiser for the last two years. We are also grateful to the Hagersville Rocks committee for choosing us as their recipient of choice for their annual music festival, and along with our friends at the Hagersville and Jarvis Tim Hortons' locations Smile Cookies Campaign.

Our hearts will be full over the years to come, from the support we received during the historic Hagersville Catch the Ace Lottery. Words cannot describe the excitement this has brought to our hospital and how the historic funds raised through this cause will benefit you, your loved ones, friends and neighbors moving forward. A huge thank you to all of the volunteers who committed hours and hours of their time to ensure that everything went as smoothly as possible. Thank you to Hagersville Rocks Music Festival Committee for choosing the West Haldimand Hospital as their charity of choice for their portion of the proceeds and for their hours of volunteer time. Thank you to the Hagersville Lions and to the Hagersville Legion for their endless volunteer hours to ensure Catch the ace was a success. To everyone who stood in line week after week to purchase a ticket - thank you! Thank you for investing in the possibility of a vibrant and healthy community.

In addition to our fundraising efforts, the WHHMF Foundation staff have continued to share the Foundation's various events and activities on our social media and our website. We continue to improve and enhance our social networking presence as well as our public communication to keep our donors and our community informed.

Please know that your donation stays right here for use at the West Haldimand General Hospital.

Thank you again to our community and donors. We cannot do it without your support.

Sincerely,



Ray Hunsinger,
Board Chair
West Haldimand Hospital &
Healthcare Foundation



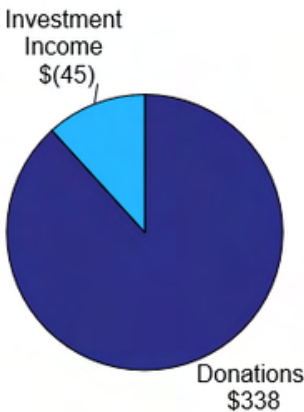
Lisa Hostein,
Executive Director
West Haldimand Hospital &
Healthcare Foundation

West Haldimand Hospital & Healthcare Foundation

Revenue (Thousands) \$293

Donations	\$338
Investment Income	\$45

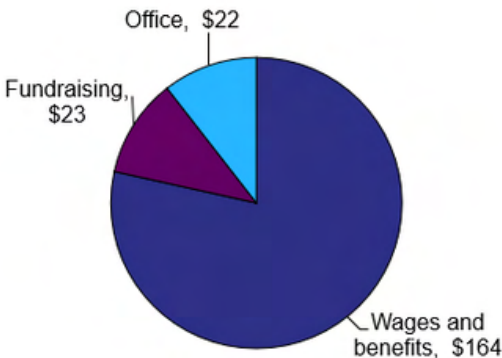
The foundation ended 2022/2023 with an excess of revenues over expenses (prior to disbursements) of \$84,000. Disbursements to WHGH for charitable purposes were \$170,000



Statement of operations

Expenses (Thousands) \$209

Salaries and Benefits	\$164
Fundraising	\$23
Office	\$22



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.

MiNeil Anderson

Doreen Awde

Jean Awde

Betty Banfield

Don Booker

Ivan Cox

Edward Dawson

Eileen Doughty

Paul Doughty

Russell Douglas

Edna Esselment

Lena Fowler

Laura Hamilton

Gord R. Hardie

James Richard-

Harrison

Marie Hartwick

Joan Huber

Atie Huitema

Catharina Huitema

Peter Jansen

Bill Johnston

Carol Keegan

Enid Kelly

Hazel Laidlaw

Linda Leonard

Effie MacLean

Paul McCarthy

Irene Mitchell

Monica Montague

Doreen Mumby

Helen Peirson

Hoss Poirier

Don Richards

Mary Jane Riley

Angie Schweyer

Jim Shepley

Ronna Shved

Norma Swift

David Upton

Tina Visser



