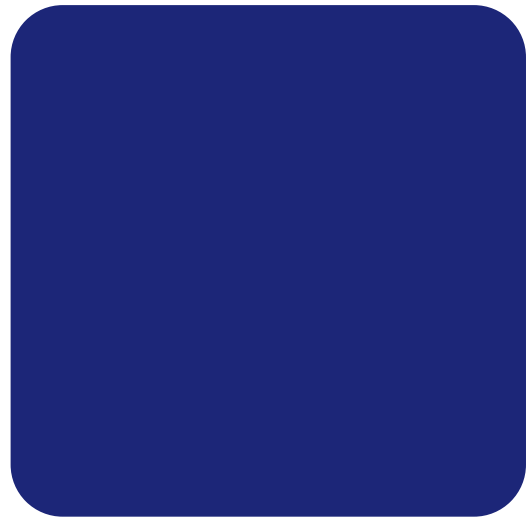




WEST HALDIMAND
GENERAL HOSPITAL

Annual Report

2025-2026

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A MESSAGE FROM THE BOARD CHAIR, PRESIDENT & CEO AND CHIEF OF STAFF



This past year at West Haldimand General Hospital (WHGH) has been one of progress, collaboration, and pride. Across the organization, we have continued to improve the quality and safety of care while staying focused on what matters most, providing exceptional patient-and family-centred care close to home. These achievements would not be possible without the dedication of our staff, physicians, volunteers, leaders, and partners, whose compassion and commitment continue to shape WHGH every day.

These accomplishments come during a time of ongoing challenges across the healthcare system, making the work of our teams even more meaningful. Every department and service area has played a role in building a stronger and more connected hospital that continues to adapt to the needs of our growing communities, while always keeping patients, families, staff, and community at the centre of everything we do.

We would also like to thank our Board of Directors for their leadership and ongoing commitment to the future of WHGH. We are equally grateful to our Foundation, Auxiliary, volunteers, physicians, municipal leaders, and community partners, for their continued support.

As we look ahead, we remain optimistic about the future of WHGH and committed to continuing to provide high-quality care for the patients, families, and communities we are privileged to serve.

To the WHGH Foundation, thank you for your growing impact and creativity. To our Auxiliary volunteers, your contributions continue to brighten the experience of patients, families, and staff alike.

Across the organization, teams continued to respond to increasing demand, higher patient acuity and the needs of a growing region. Through that work, one theme remained constant: progress at WHGH is built by people who care deeply about patients, families and one another.

Over the past year, the Hospital advanced several significant capital planning initiatives, including the completion and submission of the Master Plan for the redevelopment of the Emergency Department at West Haldimand General Hospital, as well as a second submission related to the redevelopment of West Haldimand General Hospital. These submissions represent important steps in advancing our long-term infrastructure strategy and ensuring that our facilities are positioned to meet the evolving health care needs of the communities we serve. The proposed developments will support modernization of our health care infrastructure, enhance capacity, improve the patient and care experience, and provide a sustainable foundation for the delivery of high-quality care for years to come.

As of May 2025, WHGH has become the first hospital in the region to implement EmergConnect — a secure, Canadian-made digital triage tool that helps patients receive faster, more informed care in the Emergency Department.

When patients arrive at the Emergency Department, they can now use their smartphone or a hospital-provided tablet to:

- Enter their symptoms
- Share basic medical history
- Indicate how severe their condition feels

The organization received confirmation of successful compliance with Accreditation Canada’s follow-up requirements stemming from the April 2025 Qmentum Global on-site survey, achieving Accredited with Commendation status through April 2029. Evidence demonstrating progress on identified opportunities was submitted, supporting continued accreditation across all partner organizations. The joint survey, covering more than 2,000 standards, marked a significant milestone as the first combined accreditation process and highlighted the organization’s strong commitment to quality, safety, and patient- and resident-centered care. Feedback from surveyors affirmed a culture defined by compassion, collaboration, and excellence in care delivery.

West Haldimand General Hospital achieved a significant milestone in its commitment to excellence in clinical practice and patient care by receiving the RNAO Best Practice Spotlight Organization (BPSO) designation. This accomplishment was celebrated on November 19, 2025, with a well-attended event that reflected strong engagement from staff, physicians, and leadership. The designation recognized the organization’s dedication to evidence-based practice and continuous improvement, supported by the contributions of BPSO Champions who helped strengthen a culture of learning, collaboration, and pride across the hospital.

Over the past year, the hospital, in collaboration with community partners, continued to take an active leadership role in supporting primary care recruitment efforts despite this not being a formal hospital responsibility, recognizing its impact on emergency department utilization, patient flow, and overall community health. Through a joint initiative with Haldimand County, the Family Health Team, and Haldimand War Memorial Hospital, a dedicated recruiter was engaged to strengthen regional recruitment efforts. A targeted approach was advanced in Hagersville to recruit two full-time primary care practitioners with hospital responsibilities to support sustainable local services, alongside efforts to recruit an Indigenous provider to enhance culturally appropriate care. Positive progress was made, with two physicians expressing interest; recruitment efforts are ongoing as work continues into the coming term.

A highlight of the year was the strength of the partnerships that support our hospital and our community. Healthcare is increasingly complex, and we know that better outcomes are achieved when organizations work together. WHGH was proud to host Bridging Care and Culture: Truth & Reconciliation in Action, bringing together leaders, clinicians, and community partners in a shared commitment to advancing culturally safe and respectful care. The event provided an important opportunity to listen, learn, and strengthen relationships with Indigenous communities and healthcare professionals.

We are proud of what we’ve accomplished — and even more energized by what lies ahead.



Todd Stepanuik
President and CEO



Haley McIntosh
WHGH Board Chair



Dr. Robin Martin-Godelie
Chief of Staff

Our Strategic Framework

VISION

To foster healthier communities through exceptional rural health care, close to home

MISSION

To deliver high-quality, integrated, and innovative care, together with our partners

VALUES

Person-Centred | Collaborative | Inclusive
Respectful | Innovative | Accountable

CORPORATE PROFILE

Safe, high-quality care close to home.

West Haldimand General Hospital is a trusted health care provider serving Haldimand County, including the Mississaugas of the Credit First Nation and Six Nations of the Grand River.

As a 23-bed hospital, WHGH provides care that is personal, local, and connected to the needs of the community. More than 290 staff, physicians, and volunteers support patients and families across the region.

WHGH offers a range of services close to home, including 24/7 emergency care, acute care, day surgery, physiotherapy, diagnostic imaging, and specialty clinics. Our mission is to deliver high-quality, integrated, and innovative care, together with our partners. This mission guides our work each day and supports our focus on safe care, strong partnerships, and a better experience for patients and families.

WHGH is accredited with Commendation by Accreditation Canada. This national recognition reflects strong performance in patient safety, quality of care, and operational excellence. WHGH also achieved 98 per cent compliance with Required Organizational Practices, which are national standards that support safe, high-quality care.

WHGH is also helping train the next generation of health care professionals. The hospital works with schools and post-secondary partners to provide hands-on learning and real-world experience in a rural hospital setting. Since opening in 1964, with expansions in 1967 and 1984, WHGH has continued to grow with the community it serves.

Today, the hospital remains focused on providing safe, inclusive, and compassionate care close to home.



**WEST HALDIMAND
GENERAL HOSPITAL**



OUR TEAM



200+
Employees



60+
Volunteers



80+
Physicians

West Haldimand General Hospital is proud to be recognized as one of Southwestern Ontario's Top Employers for the second consecutive year.

This recognition reflects the dedication of our staff, physicians, volunteers, and patient partners. It also reflects ongoing investments in wellness, professional development, recruitment, and workplace culture.

WHGH is also proud to help train the next generation of health care professionals through strong partnerships with colleges, universities, secondary schools, and community organizations.

Together, these partnerships are helping students gain hands on experience, build confidence, and explore meaningful careers in health care close to home.



In 2025–2026, WHGH supported:

- 13 student placements
- 8 preceptors
- 7 secondary school students

Education and recruitment partners included:

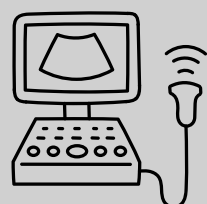
- McMaster University
- Fanshawe College
- Mohawk College
- Niagara College
- Trios College
- CTS Canadian Career College
- Hagersville Secondary School
- Cayuga Secondary School
- Great Six Nations
- Ogwehoweh Skills & Trades Training Centre (OSTTC)



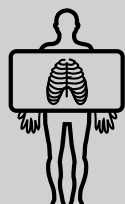
Serving our patients and the community



In 2025-2026, WHGH saw increased activity in many key areas, including:



4,467
Ultrasounds
completed



14,660
X-rays
completed



2,039
Mammograms
completed



3,826
ECGs
completed



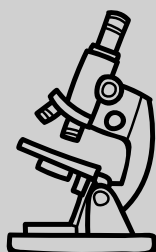
1,615
Surgeries
completed



559
Admissions



18,368
Emergency
department
visits



73,700+
Lab tests
completed



WHGH Land Acknowledgement Statement

In consultation with our partners from surrounding Indigenous communities, we have developed and are proud to share the following land statement:

As we gather, we are privileged to provide care on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation, Six Nations of the Grand River, and the traditional territory of the Haudenosaunee peoples.

We recognize the harmful laws and mistakes of the past, some of which still continue today.

Today, this land continues to be home to many First Nations, Inuit, and Métis, as well as non-Indigenous settlers from a variety of backgrounds. We strive to stand with all Indigenous people across Turtle Island, past, present, and future in promoting the wise stewardship of the land, and providing equitable care for all its peoples. We will continue to move forward in a spirit of peace, friendship and respect towards reconciliation and collaboration.

At West Haldimand General Hospital, we are committed to reconciliation with Indigenous Peoples. We recognize the lasting impact of colonial policies, including the residential school system, and the ongoing barriers First Nations, Inuit, and Métis Peoples face in accessing equitable, culturally safe healthcare.

We acknowledge the pain, loss, and harm these systems have caused and offer our sincere apologies to individuals, families, and communities.

Our goal is to create an inclusive and respectful environment where Indigenous patients and families feel safe and supported. We are working to improve access to cultural supports, address systemic racism, and deepen understanding through education and empathy.

We honour the traditional knowledge, medicines, and healing practices of Indigenous Peoples and recognize that wellness includes emotional, physical, mental, and spiritual health.

As a healthcare organization, we are increasing cultural safety training for staff and are actively developing an Indigenous Reconciliation Action Plan to guide our efforts. We are also committed to advancing the Truth and Reconciliation Commission’s Calls to Action related to health.

This is an ongoing journey, and we invite everyone to join us in building a more inclusive, equitable, and respectful healthcare system for present and future generations.



WHGH'S 2025-2028 STRATEGIC PLAN:

Healthier Communities, Close to Home

The 2025 to 2026 fiscal year marked the first year of West Haldimand General Hospital's Strategic Plan, Healthier Communities, Close to Home.

Developed with input from staff, physicians, patients, volunteers, partners, and community members, the plan provides a clear roadmap for the future. It reflects our commitment to exceptional patient care, an outstanding team, operational excellence, community partnerships, and innovation.

Throughout the year, teams across WHGH made strong progress toward these priorities.

New programs helped patients receive care closer to home. Investments in Diagnostic Imaging improved access to modern technology and supported more timely care. Infrastructure upgrades strengthened the hospital environment. Digital tools improved how staff access information and how teams work together.

Highlights included the launch of the Hospital to Home program, the installation of new mammography technology, continued improvement in Diagnostic Imaging services, recognition as one of Southwestern Ontario's Top Employers, and continued investments in technology, infrastructure, workplace safety, and staff wellness.

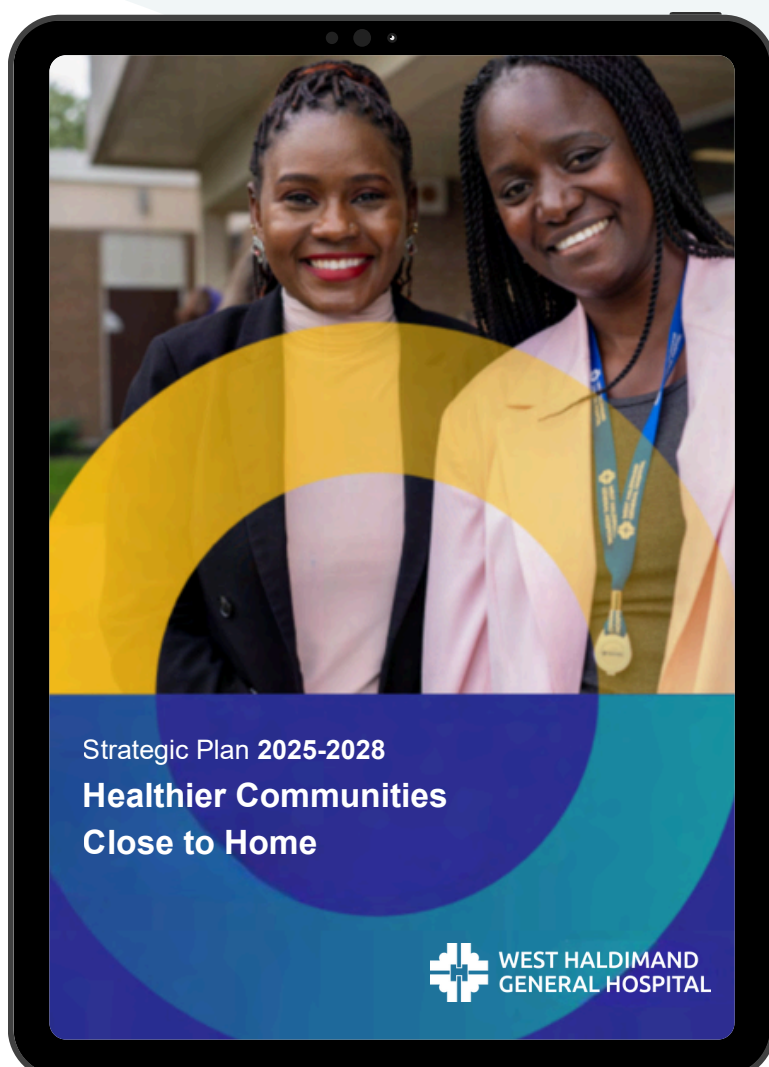
WHGH also continued to strengthen partnerships with healthcare providers, Indigenous communities, schools, post-secondary institutions, and local organizations. These partnerships help improve care, support recruitment, and build a stronger health system for Haldimand County.

This progress was made possible through the dedication of our staff, physicians, volunteers, partners, donors, and community supporters.

As healthcare needs continue to grow, WHGH remains focused on delivering high-quality, integrated, and innovative care, together with our partners.

The work planned for Year Two will build on this progress as we continue to strengthen services, support our people, improve access to care, and support the health of the communities we serve.

WHGH is committed to driving forward our 2025-2028 Strategic Plan to achieve the goals within our five pillars:



Exceptional Patient Care



Outstanding Team



Operational Excellence



Innovation and Digital Enablement



Community Partnerships and Connection



Priority area #1 EXCEPTIONAL PATIENT CARE



Improving access and supporting recovery close to home

West Haldimand General Hospital continued to improve access to care, strengthen clinical services, and support patients through more connected care.

Throughout the first year of the Strategic Plan, WHGH focused on helping patients move safely through the hospital and return home with the right supports in place. Teams also expanded access to Diagnostic Imaging, strengthened patient flow, and continued to advance evidence-based care.

These efforts are helping patients receive timely, safe, and compassionate care close to home.

Expanding Diagnostic Imaging close to home

WHGH invested in Diagnostic Imaging services to improve access to modern testing close to home.

During the year, the hospital installed a new mammography unit with 2D screening and 3D Tomosynthesis. WHGH also installed new X-ray technology and completed improvements to the Diagnostic Imaging environment, including refreshed waiting areas and workspace improvements.

In total, WHGH completed 25,131 Diagnostic Imaging exams in 2025 to 2026.

These investments help patients access diagnostic testing closer to home and support faster diagnosis and treatment.



Improving patient flow and access to care

WHGH continued to improve patient flow across the hospital.

During the year, the hospital supported 559 inpatient admissions and maintained an annual occupancy rate of 91.9 per cent.

WHGH also reduced the time from Emergency Department arrival to inpatient bed by 2.7 hours. The time from decision to admit to inpatient bed was reduced by one hour compared to the previous year.

These improvements help patients move through care more efficiently while ensuring beds are available for those who need hospital care.



Priority area #1
Exceptional Patient Care

Advancing Evidence-Based Care

WHGH continued to build a strong culture of evidence-based care through its Best Practice Spotlight Organization work.

More than 20 per cent of multidisciplinary staff at WHGH were recruited as Best Practice Champions, exceeding early targets in the three-year journey.

The organization also trained approximately 80 per cent of clinical staff at NGH and WHGH in Trauma-Informed Care.

This training helps create a safer, more respectful care environment where patients are treated with compassion, dignity, and understanding.



Helping patients recover at home

WHGH launched WHGH@Home, a new model of care that helps eligible patients recover at home with hospital-level support.

The program provides short-term medical care at home after discharge. Through a partnership with Bayshore Integrated Care Solutions, patients receive coordinated care from physicians, nurses, and community partners.

Care is tailored to each patient's needs and may include remote monitoring, virtual check-ins, and access to a 24-hour support line.

WHGH@Home helps patients recover in familiar surroundings, stay close to loved ones, and remain connected to their care team.

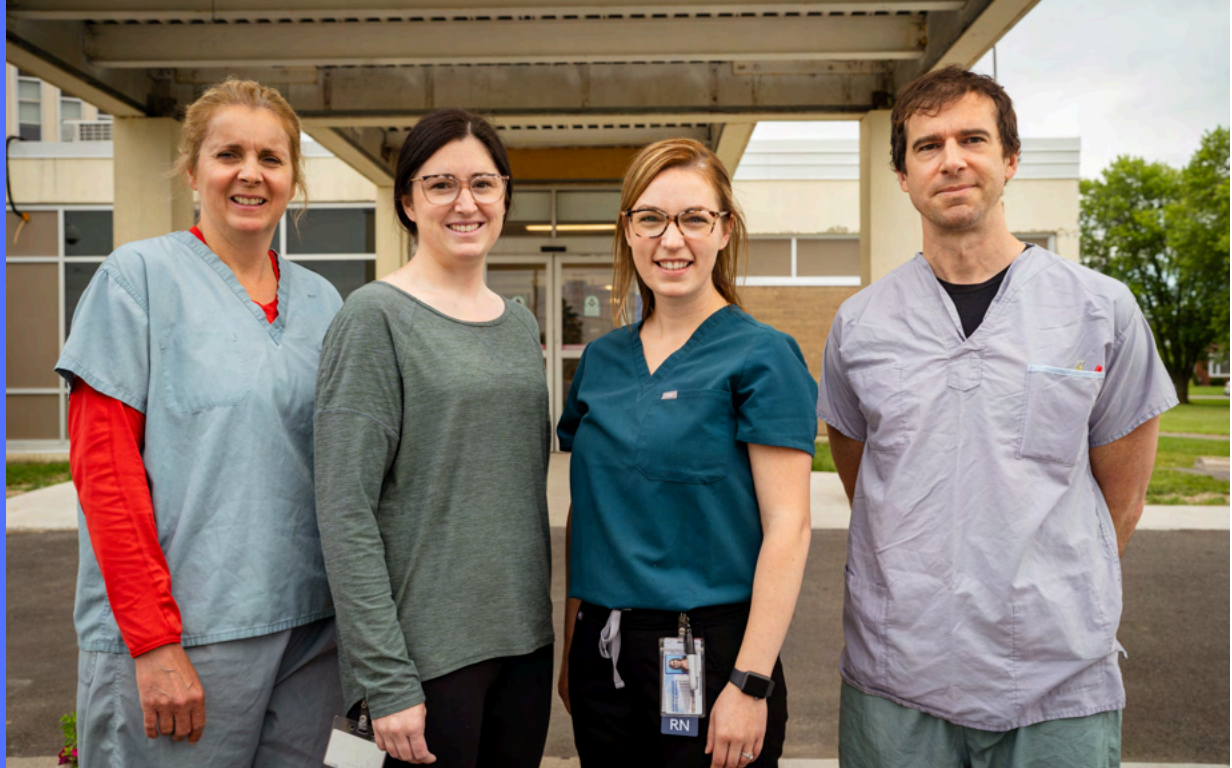
The program also supports better patient flow by helping reduce unnecessary hospital stays, preventing avoidable returns to the Emergency Department, and keeping beds available for patients who need urgent or complex care.





Priority area #2

OUTSTANDING TEAM



Supporting the people who make exceptional care possible.

At West Haldimand General Hospital, our people are at the heart of everything we do.

Throughout the first year of the Strategic Plan, the hospital continued to invest in recruitment, retention, staff wellness, workplace safety, education, and professional development.

These investments are helping WHGH build a strong, stable, and engaged workforce while ensuring patients and families continue to receive high-quality care close to home.

Recognized as a Top Employer for a second straight year

West Haldimand General Hospital was named one of Southwestern Ontario's Top Employers by Mediacorp Canada Inc. for the second consecutive year.

The award recognizes organizations that create exceptional workplaces through employee support, professional development, wellness initiatives, and workplace culture.

Throughout the year, WHGH continued to invest in employee wellness initiatives, leadership development, continuing education, and workplace supports that help employees grow and thrive in their careers.

This recognition reflects the dedication of our staff, physicians, volunteers, patient partners, and leaders who help make West Haldimand General Hospital a trusted healthcare provider and an employer of choice.



ATTRACTING TOP TALENT

Recruiting and retaining skilled healthcare professionals remained a priority for West Haldimand General Hospital.

During the year, WHGH filled 68 roles, including 42 external hires and 26 internal appointments. This included 21 Registered Nurse roles and 10 Registered Practical Nurse roles, helping support stable staffing and continued access to care close to home.

WHGH also maintained a vacancy rate of 2.89 per cent, well below the Ontario hospital average. This reflects the hospital's continued focus on recruitment, retention, workplace culture, and staff support.

Recruitment efforts included job fairs, new recruitment platforms, student placement opportunities, and the shared recruitment brand, Where Compassion Meets Career. WHGH also continued its partnership with Grand River Employment and Training, supporting employment and training opportunities for Six Nations community members and Indigenous job seekers across Ontario.

The hospital also supported the future healthcare workforce through 13 student placements, seven high school students, and eight preceptors. These opportunities help students gain hands-on experience in a rural hospital setting while strengthening WHGH's ability to recruit future healthcare professionals.



Supporting staff safety and well-being

WHGH continued to strengthen staff safety, wellness, and psychological health.

The Wellness and Wellbeing Committee supported staff through Wellness Week, Wellness Wednesdays, group walks, mini ergonomic assessments, wellness education, random acts of kindness, and other staff-focused activities.

The Occupational Health team also advanced work in workplace violence prevention, practical frontline safety training, safe patient handling, psychological safety, onboarding, immunization compliance, and Occupational Health documentation.

A major achievement was a 100 per cent reduction in workplace violence incidents over three consecutive quarters.

These efforts help create a safer and healthier workplace for the people who care for patients every day.



Learning close to home

WHGH continued to support the next generation of healthcare professionals through student placements, high school learning opportunities, and hands-on training.

During the year, WHGH supported 13 student placements, welcomed seven high school students, and worked with eight preceptors who helped guide students in real clinical settings.

These experiences give students the chance to learn in a rural hospital environment while building confidence, skills, and interest in local healthcare careers.

By investing in students today, WHGH is helping build a stronger healthcare workforce for Haldimand County's future.

Building careers with purpose

West Haldimand General Hospital launched Where Compassion Meets Career, a new recruitment brand that showcases the people, culture, and opportunities that make WHGH a great place to work.

The campaign highlights meaningful careers, professional growth, and the hospital's commitment to supporting employees at every stage of their careers. It is helping attract talented healthcare professionals while strengthening WHGH's reputation as an employer of choice.



OUTSTANDING TEAM AT A GLANCE





Priority area #3

OPERATIONAL EXCELLENCE



Strengthening services, spaces, and systems.

West Haldimand General Hospital continued to improve the systems, infrastructure, and daily operations that support safe and reliable care.

Throughout the first year of the Strategic Plan, teams advanced infrastructure upgrades, strengthened supply processes, improved Health Records workflows, maintained reliable Pharmacy and Laboratory services, and supported safer hospital operations.

These improvements help WHGH use resources responsibly, reduce operational risk, and provide high-quality care close to home.

Investing in safe and reliable facilities

WHGH completed several infrastructure upgrades to support patient care, staff safety, and reliable hospital operations.

Projects included roof replacements, parking lot resurfacing, HVAC coil repairs, and upgrades to the code blue system.

The hospital also restarted its fire drill program to strengthen emergency preparedness and support a safe environment for patients, visitors, staff, physicians, and volunteers.

These investments help ensure WHGH remains safe, functional, and ready to meet the needs of the community.



Strengthening daily operations

Many improvements that support patient care happen behind the scenes.

WHGH improved supply chain processes through new carts, weekly touchpoints, a safety stock room, and visual labelling. These changes help improve inventory management, reduce stockouts, and support clinical workflows.

Support Services also improved food service operations and pricing alignment. Across NGH and WHGH, Environmental Services monitoring was introduced to support more timely discharge bed cleaning.

These changes help create a safer, cleaner, and more efficient hospital environment for patients, families, staff, and physicians.





Strengthening Pharmacy and Laboratory services

WHGH continued to strengthen the clinical services that support safe care every day.

The Pharmacy team achieved a clean Ontario College of Pharmacists inspection and continued work to maintain and enhance the smart pump drug library.

The team also developed an after-hours order verification proposal that could reduce medication overrides by approximately 14,600 each year.

Laboratory Services maintained uninterrupted 24/7 service, achieved Accreditation Canada Diagnostics certification, improved turnaround times and workflow efficiency, and strengthened downtime and contingency planning. These services support timely diagnosis, safe medication practices, and reliable care for patients.



Improving Health Records and clinical workflows

WHGH improved several Health Records and documentation processes to support more efficient operations.

The team redesigned coding workflows, reduced reliance on external coders, stopped printing dictated notes, improved chart return processes from the inpatient unit, and improved chart pick-up processes for the Emergency Department.

WHGH also streamlined pharmacy chart review for narcotics prescribing and reconciled ALC data across inpatient, WTIS, and coded data systems.

These improvements support better documentation, stronger reporting, and more reliable information for hospital planning and patient care.



Strengthening reliability and reducing risk

WHGH also benefited from shared technology and infrastructure improvements across the organization.

Network and Wi-Fi upgrades improved system reliability and performance. Cybersecurity enhancements, including endpoint protection and staff training, helped reduce risk and protect hospital systems.

The Information Technology team also improved asset management and procurement processes, realized approximately \$24,000 in annual telecommunications savings through device optimization, and resolved about 7,900 service requests.

These improvements support safer operations, stronger stewardship, and more reliable access to the systems staff need every day.



Priority area #4

INNOVATION AND DIGITAL ENABLEMENT



Making care more connected

West Haldimand General Hospital continued to use technology, data, and digital tools to improve care, support staff, and strengthen decision making.

Throughout the first year of the Strategic Plan, WHGH advanced digital pre-triage, employee systems, communication technology, data dashboards, clinical documentation tools, and system modernization.

These investments support safer care, better decisions, and a more connected experience for patients, families, staff, and physicians.

Digital Pre-Triage in the Emergency Department

WHGH fully implemented digital pre-triage in the Emergency Department through EmergConnect.

The secure tool allows patients to complete a guided intake using their own device or a hospital tablet before seeing a triage nurse. Patients can share symptoms, medical history, and the reason for their visit.

With patient consent, this information is available to clinicians earlier in the triage process. This helps care teams make faster, clearer decisions and supports more efficient emergency care.

Following a successful pilot launched in May 2025, when WHGH became the first hospital in the region to launch EmergConnect, the hospital moved to full implementation in 2026.

EmergConnect helped reduce average triage time by 27 to 50 per cent. Since launch, the tool has supported more than 7,000 patient visits and has been used in 59 per cent of Emergency Department visits.

Digital pre-triage helps patients feel more informed and involved from the moment they arrive. It also helps staff reduce repeated questions and focus attention where it is needed most.



Modernizing the employee experience

WHGH completed Phase 1 implementation of Workday Human Capital Management as part of a shared digital transformation across the organization.

The system modernized payroll, benefits administration, absence management, employee records, and employee self-service.

Employees can now securely access pay statements, T4 forms, benefits and absence information, emergency contacts, and personal information from any device.

Planning also continued for ADP Workforce Manager, which will further modernize scheduling, time management, and payroll processes.

Together, these systems support greater transparency, better access to information, and a more consistent employee experience.



Preparing for the future of connected care

West Haldimand General Hospital continued to prepare for the implementation of a new electronic health record, one of the organization's most significant digital transformation projects.

Once implemented, the new system will bring patient information together in one secure electronic record. Patients will spend less time repeating their health history, while care teams will have more timely access to the information needed to make safe and informed decisions.

The system will also improve how information is shared across West Haldimand General Hospital, Norfolk General Hospital, and the Norfolk Hospital Nursing Home. This will support better coordination as patients and residents move between care settings and help create a more consistent experience across the organizations.

To help lead this work, the organization appointed its first Chief Medical Information Officer and Chief Clinical Information Officer. Together, they will provide clinical leadership throughout the implementation and help ensure the new system meets the needs of patients, residents, staff and physicians.

A Steering Committee was also established to guide the organization's broader digital transformation work. This includes exploring how digital tools, including the responsible use of artificial intelligence, can improve care, reduce administrative burden and support a more connected health system.



Planning for the Future of Emergency Care

West Haldimand General Hospital continued to advance plans for a new Emergency Department that will better meet the health care needs of the community for decades to come.

Constructed in 1964 as part of the hospital's original build, the current Emergency Department was designed for a much smaller community. At approximately 3,500 square feet, it now cares for nearly 20,000 patient visits each year and no longer meets the space needs of patients, families and care teams.

During the year, the hospital reached an important milestone by submitting its Emergency Department redevelopment master plan to the Ministry of Health.

Planning for the redevelopment was guided by a working group of Emergency Department physicians and staff, ensuring the proposed design reflects the needs of patients and the people who provide care every day. The master plan would expand the Emergency Department to approximately 15,000 square feet, creating a modern space designed to improve patient flow, support privacy, enhance safety and strengthen the overall care experience.



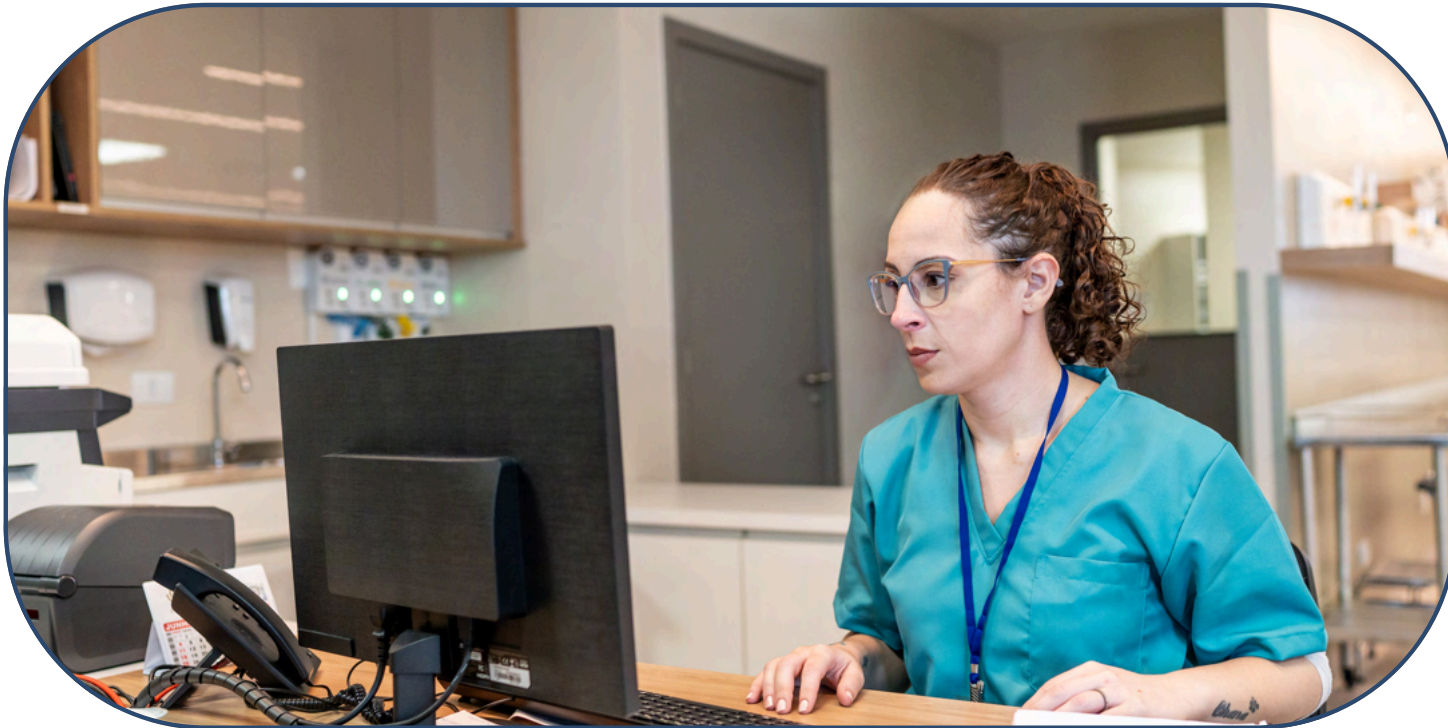
Using data to improve decision making

WHGH continued to strengthen how information is collected, reviewed, and used.

Tableau utilization dashboards were implemented to improve data visibility and performance monitoring across WHGH.

These dashboards give leaders better access to information and support more informed decisions about hospital operations, service use, and planning.

Better data helps teams identify trends, monitor performance, and respond more effectively to changing needs.



Strengthening technology and communications

WHGH continued to benefit from technology upgrades that support patient care and daily operations.

Across NGH and WHGH, Information Technology completed 10 major projects, including firewall upgrades, Phase 1 of the M365 tenant migration, and the Meditech server migration.

The team also advanced Cisco Cloud Calling to modernize communication and progressed work to move away from end-of-life servers, reducing operational risk.

In addition, 32 cross-departmental projects were supported, and approximately 7,900 service requests were resolved.

These improvements help ensure staff have access to reliable technology when and where they need it.

Advancing digital workflows

WHGH continued to modernize clinical and administrative workflows. Teams supported provider adoption of Dragon Medical One, advanced laboratory system optimization and OLIS integration, and streamlined Diagnostic Imaging workflows through regional coordination.

These changes reduce manual work, improve access to information, and support a more connected care experience.





Priority area #5 COMMUNITY PARTNERSHIPS AND CONNECTION



Working together for healthier communities, close to home.

West Haldimand General Hospital continued to strengthen the partnerships that support care across Haldimand County.

Throughout the first year of the Strategic Plan, WHGH worked with Indigenous leaders, healthcare partners, emergency service partners, community organizations, and service providers to improve care and strengthen connections close to home.

These partnerships help build a more connected health system for patients, families, staff, physicians, and the community.

Bridging Care and Culture

West Haldimand General Hospital continued to advance Truth and Reconciliation through learning, partnership, and action.

WHGH partnered with First Peoples Group to develop a multi-year Truth and Reconciliation Action Plan. The plan will guide the hospital's work to address systemic barriers, strengthen cultural safety, and improve the healthcare experience for Indigenous patients and families.

On March 19, 2026, NGH and West Haldimand General Hospital hosted Bridging Care and Culture: Truth and Reconciliation in Action. The gathering brought Indigenous leaders, hospital partners, and healthcare organizations together to share progress and discuss ways to improve care for Indigenous communities.



The work is guided by relationships with local First Nations and Indigenous communities, including the Mississaugas of the Credit First Nation and Six Nations of the Grand River.

Together, this work reflects WHGH's commitment to building trust, strengthening relationships, and creating a healthcare environment rooted in respect and cultural humility.

Honouring the National Day for Truth and Reconciliation

WHGH honoured the National Day for Truth and Reconciliation through learning, reflection, and community connection.

On September 25, 2025, the hospital partnered with local Indigenous leaders and community members to host an Indigenous Health Information and Vendor Market.

The event created space for Indigenous health organizations, artisans, food vendors, staff, patients, and community members to connect, share knowledge, and support health and well-being.

These actions reflect WHGH's commitment to learning, reconciliation, and stronger relationships with Indigenous communities.





Priority area #5
Community partnerships and connection

Listening to Indigenous patients and families

WHGH launched the Indigenous Patient Experience Survey to listen, learn, and improve care for Indigenous patients and families.

The survey invites Indigenous patients and families who have accessed care at either hospital to share their experiences. Feedback will help the hospitals better understand what is working and what needs to change to create more culturally safe and respectful care.

This work is being completed in partnership with First Peoples Group, an Indigenous consulting firm, to help ensure feedback supports meaningful change.

The survey is part of WHGH's broader commitment to reconciliation, cultural safety, and stronger relationships with Indigenous communities.



Sharing knowledge to prevent pressure injuries

West Haldimand General Hospital hosted a community Open House on Pressure Injury Prevention to help families and caregivers learn practical ways to keep loved ones safe and comfortable at home.

The event brought together staff, community partners, vendors, and members of the Registered Nurses' Association of Ontario to share education, tools, and prevention strategies with families and healthcare teams.

The event also included a Best Practice Spotlight Champions pinning ceremony, recognizing staff who are helping advance evidence based care across the organization.

This work reflects WHGH's commitment to prevention, education, and community partnership while helping patients and families access information that supports safer care at home.

Strengthening transitions for people in crisis

WHGH continued to strengthen partnerships with emergency service partners to support people experiencing a mental health or addictions-related crisis.

Education on the Police-Hospital Transition Protocol was completed at WHGH in partnership with Haldimand OPP.

This work supports clearer roles, stronger communication, and more coordinated transitions into care.

It also helps improve the experience for patients, families, police officers, paramedics, hospital staff, and community partners.



OUR VOLUNTEERS



Volunteers continue to make a meaningful difference at West Haldimand General Hospital.

This year, the West Haldimand General Hospital Auxiliary had approximately 60 dedicated volunteers who supported patients, families, visitors, staff, and the community.

Together, they contributed more than 2,600 hours of service across the hospital. Their work helped create a welcoming and supportive experience for people coming through our doors.

Volunteers supported many areas of the hospital, including Caring Companions, the Coffee Shop, Information Desk, gardening, knitting and quilting, and Emergency Department greeting.

The Auxiliary also donated more than \$27,000 in support of West Haldimand General Hospital. These funds help support patient care, hospital programs, and priority needs close to home.

This year, volunteer support expanded in several important ways. Emergency Department Greeter coverage increased to five days per week, helping patients and visitors feel welcomed and supported when they arrive.

A new Information Desk was also introduced in the clinic area to help patients and visitors find their way more easily.

The Auxiliary continued to improve the Coffee Shop experience by introducing debit payment and extending weekday hours from 1:00 p.m. to 3:30 p.m., Monday to Thursday.

Volunteers also strengthened their own education through an Infection Prevention and Control hand hygiene in-service, helping support safe practices across the hospital.

Through service, fundraising, and community connection, WHGH volunteers help make the hospital a warmer, more welcoming place for everyone.



60	\$27,000+	2,600+ hours
Volunteers	Fundraised by the Auxiliary	Volunteer hours donated



2025-2026 ACCOMPLISHMENTS



WHGH invested in Diagnostic Imaging to improve access to modern testing close to home. The hospital installed a new mammography unit with 2D screening and 3D Tomosynthesis, added new X-ray technology, and improved Diagnostic Imaging spaces. In total, WHGH completed 25,131 Diagnostic Imaging exams in 2025 to 2026, supporting faster diagnosis and treatment for patients.



West Haldimand General Hospital was named one of Southwestern Ontario's Top Employers for the second consecutive year. The recognition reflects WHGH's ongoing work to support staff wellness, professional development, recruitment, and workplace culture. This achievement supports WHGH's commitment to building an outstanding team for the future of healthcare in Haldimand County.



WHGH continued to improve patient flow across the hospital. During the year, the hospital supported 559 inpatient admissions and maintained an annual occupancy rate of 91.9 per cent. WHGH also reduced the time from Emergency Department arrival to inpatient bed by 2.7 hours and reduced the time from decision to admit to inpatient bed by one hour.



WHGH fully implemented digital pre-triage in the Emergency Department through EmergConnect. The secure tool helps patients share symptoms and health information before seeing a triage nurse. Since launch, EmergConnect has supported more than 7,000 patient visits, has been used in 59 per cent of Emergency Department visits, and helped reduce average triage time by 27 to 50 per cent.



WHGH launched WHGH@Home, a new model of care that helps eligible patients recover at home with hospital-level support. Through a partnership with Bayshore Integrated Care Solutions, patients can receive coordinated care from physicians, nurses, and community partners. The program also supports better patient flow by helping reduce unnecessary hospital stays and keeping beds available for patients who need urgent or complex care.



2025-2026 ACCOMPLISHMENTS



Recruiting and retaining skilled healthcare professionals remained a priority for WHGH. During the year, the hospital filled 68 roles, including 42 external hires and 26 internal appointments. This included 21 Registered Nurse roles and 10 Registered Practical Nurse roles. WHGH also maintained a vacancy rate of 2.89 per cent, well below the Ontario hospital average.



WHGH continued to strengthen staff safety, wellness, and psychological health. The hospital supported staff through wellness activities, workplace violence prevention, frontline safety training, safe patient handling, onboarding, and Occupational Health improvements. A major achievement was a 100 per cent reduction in workplace violence incidents over three consecutive quarters.



WHGH strengthened Pharmacy and Laboratory services that support safe care every day. The Pharmacy team achieved a clean Ontario College of Pharmacists inspection and continued work on the smart pump drug library. Laboratory Services maintained uninterrupted 24/7 service, achieved Accreditation Canada Diagnostics certification, improved turnaround times, and strengthened downtime and contingency planning.



WHGH completed several infrastructure upgrades to support patient care, staff safety, and reliable hospital operations. Projects included roof replacements, parking lot resurfacing, HVAC coil repairs, and upgrades to the code blue system. The hospital also restarted its fire drill program to strengthen emergency preparedness and support a safe environment for patients, visitors, staff, physicians, and volunteers.



WHGH continued to advance Truth and Reconciliation through learning, partnership, and action. The hospital partnered with First Peoples Group to develop a multi-year Truth and Reconciliation Action Plan. WHGH also launched the Indigenous Patient Experience Survey to help improve culturally safe and respectful care for Indigenous patients and families.



Community support continued to make a strong impact at WHGH. The Auxiliary had approximately 60 volunteers who supported patients, families, visitors, staff, and the community. Volunteers helped through Caring Companions, the Coffee Shop, the Information Desk, gardening, knitting and quilting, and Emergency Department greeting. The Auxiliary also donated more than \$27,000 to support patient care, hospital programs, and priority needs close to home.

BREAKDOWN OF FINANCIAL CATEGORIES

Revenues

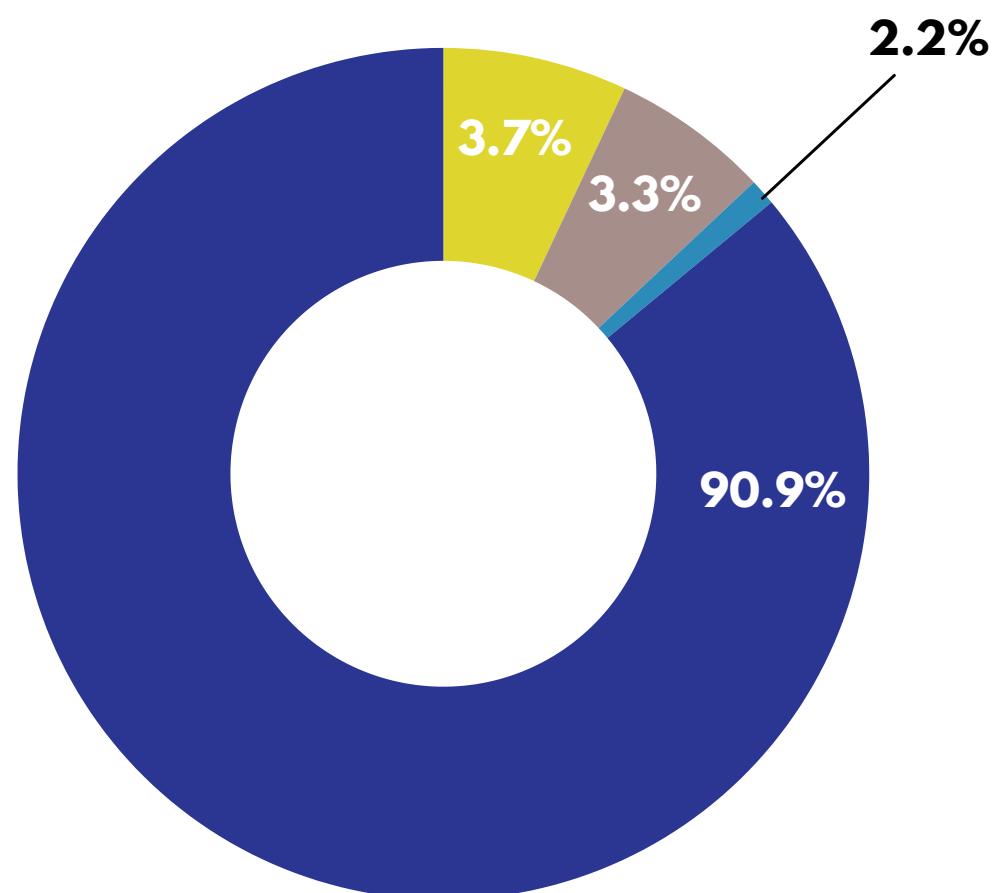
In 2025 to 2026, West Haldimand General Hospital received \$28,465,540 in total revenue.

The majority of funding came from the Ministry of Health, with additional revenue from OHIP and patient services, recoveries and other revenue, and the amortization of deferred capital contributions.

During the same period, WHGH reported an operating surplus of \$402,647.

This result reflects the hospital's continued focus on responsible financial stewardship while maintaining safe, high-quality care for patients and families.

- **Ministry Funding:** \$25,862,165
- **OHIP & Patient Services:** \$1,043,704
- **Recoveries & Other Revenue:** \$931,617
- **Amortization of Contributions:** \$628,054



Expenses

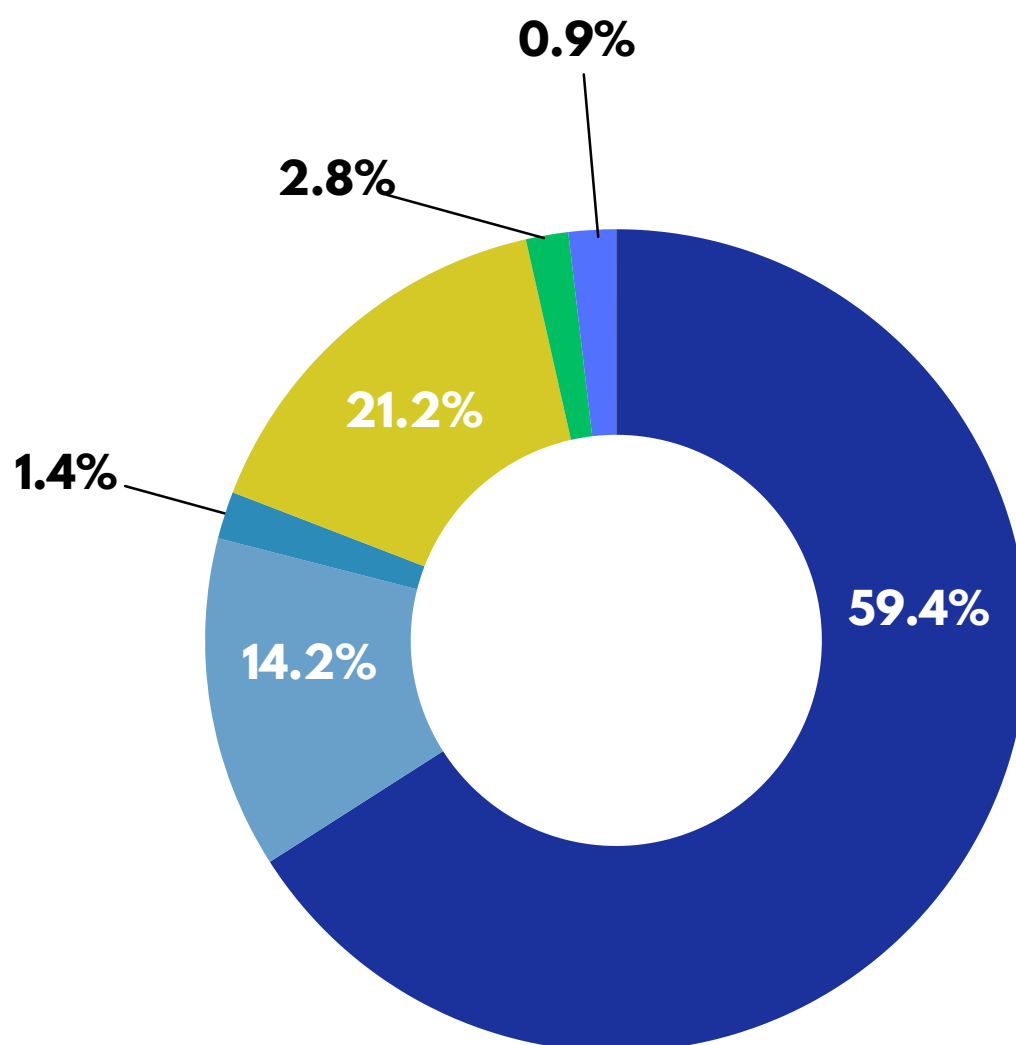
In 2025 to 2026, West Haldimand General Hospital reported total expenses of \$28,062,893.

The largest portion of spending was allocated to salaries, wages, and benefits, which represented nearly 60 per cent of total expenses.

Other major expense areas included other supplies and expenses, medical staff remuneration, amortization, medical and surgical supplies, and drugs.

These expenses reflect the cost of maintaining hospital operations, supporting staff and physicians, and delivering care to patients across Haldimand County.

- **Salaries, Wages and Benefits:** \$16,682,764
- **Other Supplies and Expenses:** \$5,935,705
- **Medical Staff Remuneration:** \$3,998,450
- **Medical and Surgical Supplies:** \$404,718
- **Drugs:** \$261,065
- **Amortization:** \$780,191





WEST HALDIMAND
GENERAL HOSPITAL
FOUNDATION

2025-2026

ANNUAL REPORT



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MESSAGE FROM THE BOARD CHAIR

Dear Friends and Supporters,

As Chair of the West Haldimand General Hospital Foundation Board, I am proud to reflect on another remarkable year of community support, generosity, and commitment to local healthcare.

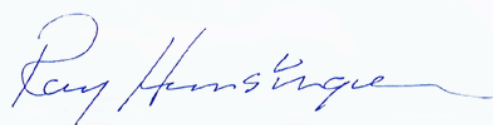
Every success we celebrate in this report is the direct result of people throughout our community coming together with a shared purpose — ensuring exceptional healthcare remains close to home for patients and families.

This past year, our fundraising events and campaigns continued to demonstrate the strength and compassion of our community. From our annual golf tournament to the Christmas Trees of Caring campaign and the Smile Cookie initiative, the support we received was truly inspiring.

We were also honoured to receive a significant grant of \$377,000 that will help fund important hospital equipment and patient care initiatives. This investment will make a meaningful impact for years to come.

On behalf of the Board of Directors, I extend sincere thanks to our donors, volunteers, sponsors, community partners, healthcare staff, and everyone who continues to support the Foundation’s mission.

Together, we are making a difference.

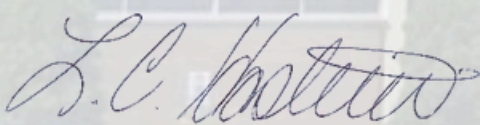


Ray Hunsinger
Chair, Board of Directors
West Haldimand General Hospital Foundation



Executive Director’s Message

The generosity of our community continues to inspire us every day. Every donation, volunteer hour, sponsorship, and act of kindness helps strengthen healthcare for patients and families throughout our region. We are deeply grateful for the continued support that makes our work possible.



Lisa Hostein
Executive Director
West Haldimand General Hospital Foundation



Community Impact Highlights

► Annual Golf Tournament at MontHill Golf & Country Club

Our annual golf tournament once again brought together community members, sponsors, volunteers, and healthcare supporters for a successful day of fundraising and fellowship.

The continued success of this event reflects the tremendous dedication and generosity of everyone involved. Funds raised through the tournament directly support important healthcare initiatives and patient care at the hospital.

Thank you to all participants, sponsors, volunteers, and organizers who helped make this event possible.

► Christmas Trees of Caring

The Christmas Trees of Caring campaign continues to be a cherished tradition within our community.

Throughout the holiday season, individuals, families, businesses, and organizations came together to support local healthcare through acts of generosity and compassion. The funds raised through this campaign help support hospital priorities and improve the experience of care for patients and families.

The Foundation was able to raise nearly \$150,000.00 during this important annual campaign. We are sincerely grateful to everyone who participated and contributed.



► Community Support Through Catch the Ace

In addition to the support provided through this grant, community fundraising initiatives continue to play an important role in strengthening healthcare services at West Haldimand General Hospital.

The Foundation's ongoing Catch the Ace lottery has generated significant community engagement and support, helping fund priority equipment needs and enhancing patient care close to home. Through the generosity of participants, sponsors, volunteers, and local businesses, Catch the Ace has become an important contributor to healthcare improvements within the community.

This remarkable level of local support reflects the strong connection residents have to their hospital and the shared commitment to ensuring high-quality healthcare remains accessible within West Haldimand.

Together, philanthropic investments and community-driven fundraising initiatives are helping advance critical equipment purchases, strengthen patient care, and support the long-term sustainability of local healthcare services.



► Grant Funding Success

This year, the Foundation proudly received a grant totaling \$377,000 in support of hospital equipment and patient care initiatives.

This important investment will help enhance healthcare services and ensure patients continue to receive high-quality care close to home.

This important investment helped fund the purchase of critical equipment and technology enhancements that directly improve patient care and hospital services, including:

- Stretchers
- Beds
- Hardwired Patient Monitors
- Point of Care Interface
- Slit Lamp (Eye Exams)
- PACS Monitor (Imaging)
- HL7 Interface (Data Exchange)
- Endoscopy Upgrade
- Mattresses
- Patient Lifts (including Bariatric – 4)
- Waiting Room Chairs
- Overbed Tables
- Treatment Chairs
- Glide-O-Scope



This important investment will help enhance healthcare services and ensure patients continue to receive high-quality care close to home. We are deeply thankful for this support and the positive impact it will have on our hospital and community.

► Smile Cookie Campaign

Smile Cookie campaign once again demonstrated the incredible generosity of our community, raising more than \$45,000.

Every cookie purchased helped raise funds in support of local healthcare initiatives, while also bringing awareness and community spirit to an important cause. We thank everyone who participated, volunteered, and supported this meaningful campaign.

► Split the Pot

Split the Pot continues to grow as an exciting and engaging community fundraising initiative in support of local healthcare. Through strong community participation, this initiative has helped generate important funding for priority equipment and patient care needs at West Haldimand General Hospital.

We are grateful to everyone who purchased tickets, promoted the initiative, volunteered their time, and supported healthcare close to home through Split the Pot.



SUPPORTING WHGH'S STRATEGIC PRIORITIES

The West Haldimand General Hospital Foundation plays a vital role in advancing the long-term strategic vision of West Haldimand General Hospital by supporting priorities that strengthen healthcare delivery across our community. Through the generosity of donors, meaningful community partnerships, and continued investments in medical equipment, innovation, and patient care initiatives, the Foundation helps ensure the hospital is well-positioned to meet both current and future healthcare needs.

These efforts directly support WHGH's five strategic pillars:

- ✓ **Exceptional Patient Care**
- ✓ **Outstanding Team**
- ✓ **Operational Excellence**
- ✓ **Innovation and Digital Enablement**
- ✓ **Community Partnerships and Connection**

Looking Ahead

As we look ahead, the West Haldimand General Hospital Foundation remains committed to supporting WHGH's strategic priorities and investing in the future of healthcare close to home.

Through continued community partnerships, innovation, donor support, and investments in patient care, we look forward to building on this year's successes and continuing to make a meaningful impact for patients and families throughout our region.

Together, we are helping shape a healthier future for generations to come.

▶▶▶ **Exceptional Patient Care**

Investments in equipment such as stretchers, beds, patient monitors, patient lifts, and diagnostic upgrades directly improve patient experiences by supporting safe, compassionate, and high-quality care close to home.

▶▶▶ **Outstanding Team**

By funding equipment, tools, and healthcare priorities, the Foundation helps ensure staff, physicians, and healthcare teams have the resources needed to provide exceptional care and support a strong workplace environment.

▶▶▶ **Innovation & Digital Enablement**

Technology investments such as the Point of Care Interface, PACS Monitor, and HL7 Interface support modern, data-driven healthcare delivery and strengthen patient care systems.

▶▶▶ **Operational Excellence**

Modernized equipment and infrastructure enhancements contribute to safer, more efficient workflows while improving the effectiveness of hospital operations.

▶▶▶ **Community Partnerships**

Initiatives including Catch the Ace, Smile Cookie, Trees of Caring, Split the Pot, and community events demonstrate the strength of collaboration and the shared commitment to local healthcare.

Financial Overview

Financial Stewardship

The West Haldimand General Hospital Foundation remains committed to responsible financial stewardship and transparency in support of local healthcare.

Thanks to the generosity of our donors, sponsors, community partners, and fundraising participants, funds raised throughout the year continue to directly support hospital equipment, patient care initiatives, and healthcare enhancements for our community.

A detailed financial summary and fundraising breakdown will be included following the completion of the annual audit.

FOUNDATION BREAKDOWN OF FINANCIAL CATEGORIES

Revenues

In 2025 to 2026, the West Haldimand General Hospital Foundation reported total revenue of \$1,071,518.

Revenue was supported by community donations and investment income.

The Foundation ended the fiscal year with an excess of revenues over expenses, before disbursements, of \$819,473.

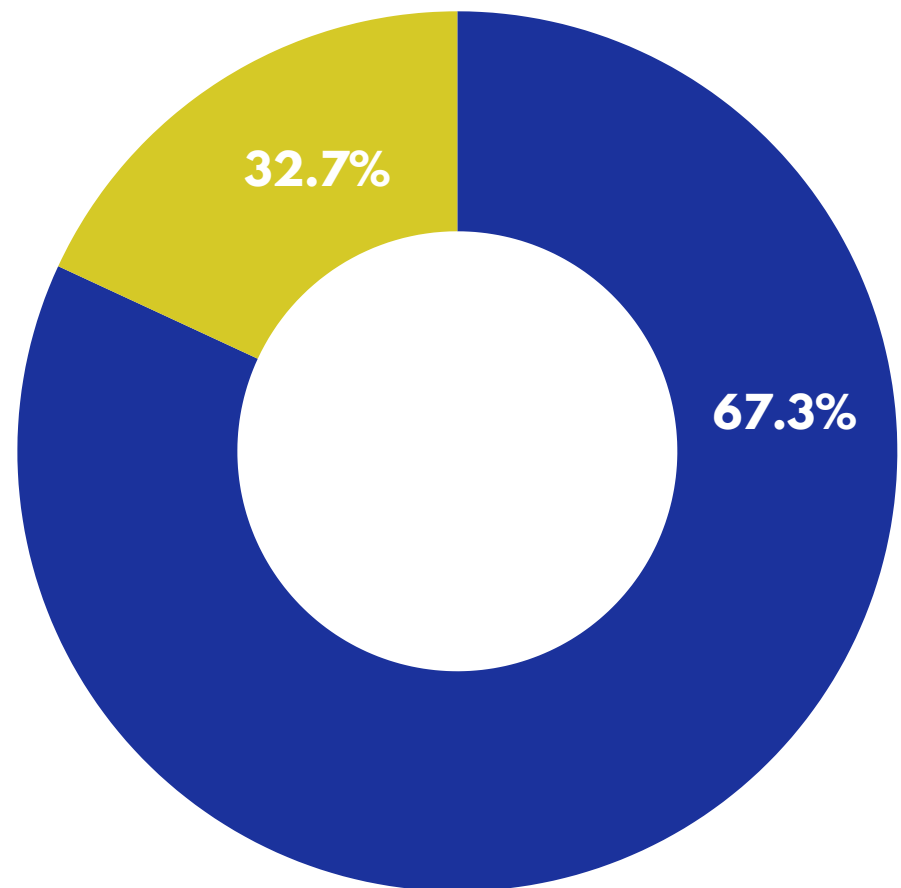
This full amount was disbursed to West Haldimand General Hospital to support critical needs, equipment, and improvements that help strengthen patient care close to home.



Donations: \$720,596



Investment Income: \$350,922



Expenses

In 2025 to 2026, the West Haldimand General Hospital Foundation reported total expenses of \$252,045.

The largest portion of expenses supported wages and benefits, followed by fundraising and office costs.

These expenses support the Foundation's work to engage donors, run campaigns, manage operations, and raise funds for hospital priorities.



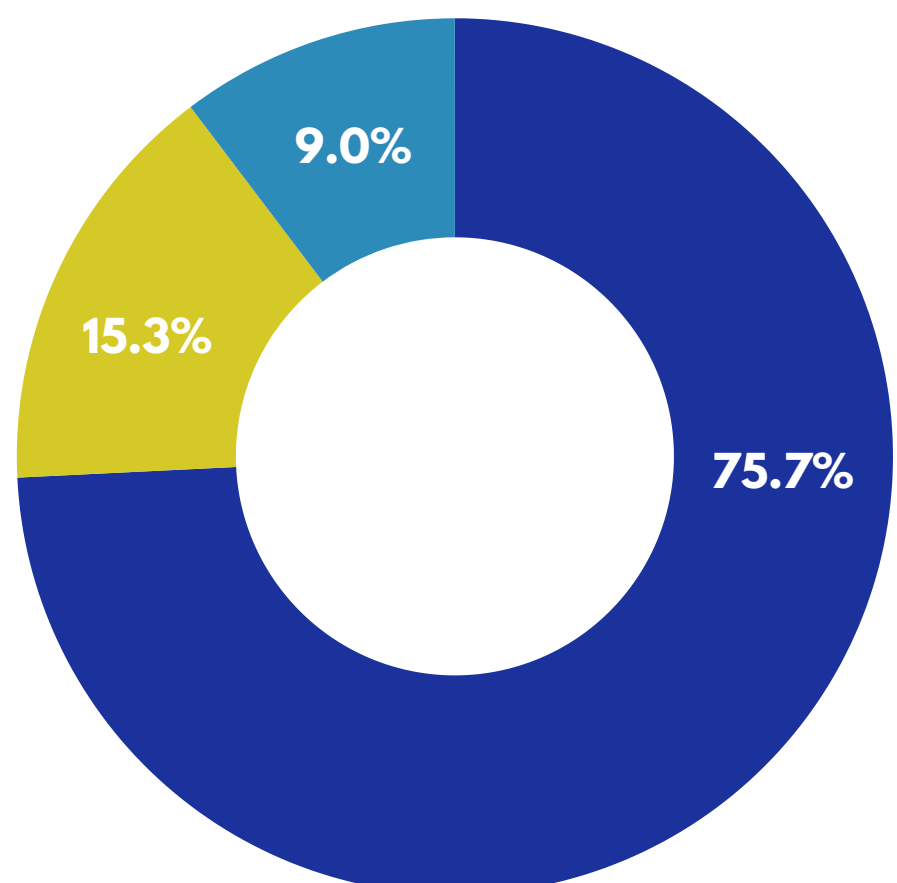
Salaries and Benefits: \$190,798



Appeal and Fundraising: \$38,595



Office: \$22,652



IN MEMORIAM



The West Haldimand General Hospital Foundation respectfully honours the memory of those who have touched our lives and our community.

Through memorial donations and acts of remembrance, families and friends continue to celebrate loved ones while supporting compassionate healthcare close to home.

Their legacy of kindness and generosity lives on through the care provided to patients and families within our hospital.

Wayne Bowman	Margaret Gilbertson	Elvin Nixon
Marion Cherry	Leona Gray	Karen Novinka
John Cooper	Jack Hodges	Nick Rutka
Barbara Deming	Robert Kett	Daniel Scherer
Ruth Dennis	Patricia Martindale	Inez Sherk
Heather Devins	Reece McBurney	Dick Simington
Janice Field	Malcolm McVicar	Ivan Touesnard
Russell Fitzhenry	M. D. Morrison	Keith Winger
Murray Fleming	Nicole Nieboraczek	Murray Winger

We extend our heartfelt condolences and gratitude to all who have chosen to honour loved ones through gifts to the Foundation.

“Those we love never truly leave us. Their kindness and spirit continue through the lives they touched.”





COMMUNITY

2025
-
2026





PROUD TO WORK HERE. PROUD TO CARE. VOICES FROM THE HEART OF WHGH



What WHGH means to us

At WHGH, our people are the heart of everything we do. Whether they're caring for patients, supporting families, or working behind the scenes, our team members bring compassion, skill, and commitment to every shift.

These are their voices; the reasons they chose WHGH, and why they continue to serve our community with pride.

"Teamwork is very important in the Emergency Department. The team I work with is smart, caring, and compassionate. They motivate me. Working at WHGH means being part of a close-knit team. This creates strong bonds and a sense of belonging." - **Sara, Registered Nurse**



"I am so grateful to have the colleagues that I do at WHGH. They have been so welcoming and knowledgeable to me as a nurse in the first year of my career." - **Emily, Registered Nurse**



"I started here less than a year after graduating, and the team was so welcoming and supportive. There's a real sense of camaraderie — we're like family." - **Jennifer, a Registered Nurse**



Shelley says the best part about working at WHGH is working alongside her talented team.

"The best part is the incredible people I work with. The camaraderie, and team-work is second to none." - **Shelley, a nurse practitioner**

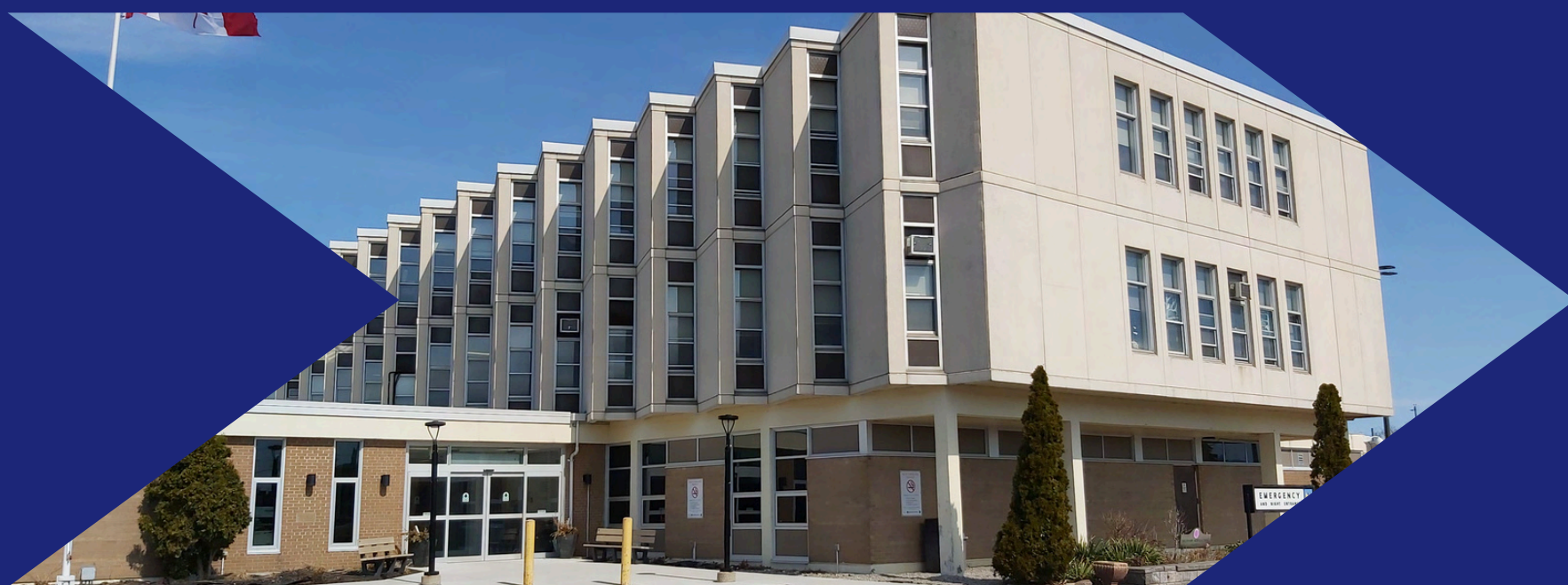


Thank you for your support and kindness

At WHGH, we are proud to serve our communities. Our journey over the past year has been one of challenges and victories, but our mission to “deliver high-quality, integrated, and innovative care, together with our partners” always remains at the forefront.

We are honoured to have been part of your lives during difficult times and to have the privilege of caring for you and your loved ones. We want to express our deepest gratitude for your support, trust, and generosity. Without you, WHGH would not be where we are today.

As we look ahead, we renew our commitment to being there for you and striving for excellence in all aspects of our work. We are excited about the future and will continue to provide compassionate care every step of the way.



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