

Annual Report

2023-2024



**DEEP RIVER &
DISTRICT HEALTH**

Deep River & District Hospital

Four Seasons Lodge Long-Term Care Home

North Renfrew Family Health Team

+ A MESSAGE FROM OUR LEADERSHIP

It has been an incredibly eventful year for all of us at DRDH, brimming with exciting projects all across our health campus. Amidst all the excitement, we have seen the dedication and collaborative efforts of everyone on our team to ensure we continued to care for every person like a loved one.

We are proud to have adopted our new unified name of Deep River and District Health this year, which reinforces our integration and the cooperative strength of the services and teams that make up our health campus. To go along with our new name, we now have a fresh new look that reflects not only our health campus and services, but also those we care for.

With the completion of our 2023-2027 Strategic Plan this year, we have set exciting and ambitious goals with a focus on the three key priority areas of people, growth, and community. Our new plan provides a roadmap for expanding, innovating, and modernizing to care for our community today and into the future.

From a clinical perspective, we also had a very busy year, having operated at more than 100% capacity in our inpatient unit for several months out of the year, and faced increased demands for emergency and primary care as well. Our teams have worked tirelessly to respond to the growing need for our support in all areas. Throughout the year, our patients and residents consistently expressed satisfaction with the exceptional care they receive from our entire team, including the Deep River and District Hospital, the Four Seasons Lodge Long-Term Care Home, and the North Renfrew Family Health Team. The stellar satisfaction scores we received serve as a powerful reminder of the positive impact our organization has on the health and well-being of our community, and the difference it makes in the lives of our patients and residents.

Late in the year we welcomed two Accreditation Canada surveyors for an onsite survey assessing leadership, governance, clinical programs and services against rigorous quality and safety requirements. Our organization performed outstandingly well and we proudly achieved the highest ranking of “Exemplary Standing” for the second consecutive time. This effort speaks volumes about the quality of care that we provide for our communities and our commitment to “caring for every person like a loved one” shines through thanks to the efforts of our team, physicians, volunteers, and Board Members.

This spring, we moved forward on our journey towards advancing primary care services with the official groundbreaking and construction kick-off for our new primary care building. This milestone has been years in the making and signifies not just the construction of a building, but a testament to our ongoing commitment to improving the health and well-being of our community.

Over this past year, we have also made significant strides forward on our Long-Term Care Development Project. The *Closer to Home* campaign has already surpassed 60% completion having raised over \$1.5 M thanks to tremendous support from our community. We look forward to continuing our efforts to bring care closer to home over the next year with construction beginning on the new 96-bed long-term care home.

Despite the many challenges faced across the healthcare system in recent years, we have been able to thrive and achieve a tremendous amount together. Our team is strong, and reinforced by deep connections to one another, our organization, and our communities. Driven by the dedication of our team and the unwavering support of our partners and community, we are well positioned for another exciting year ahead. As we enter into a new year, we look forward to building a healthier community and continuing to provide an excellent, compassionate care experience, every time.

Sincerely,



Janna Hotson

President & Chief
Executive Officer



David Cox

Board Chair

Our programs and services include:

Deep River & District Hospital

Emergency and inpatient acute care

Four Seasons Lodge Long-Term Care Home

14 bed long-term care home (growing to 96 beds)

North Renfrew Family Health Team

Primary care clinic

Diabetes education program

Pre-school speech therapy

Vaccination clinics

Inpatient and community laboratory services

24/7 Emergency Department

Auxiliary Gift Shop

Diagnostic Imaging services

Telemedicine suites

Palliative care support

Ontario Breast Screening Program

Clinical nutrition and Dietitian services

Community preventative care programs

Deep River and District Health is a leading health care campus comprised of the Deep River and District Hospital, the Four Seasons Lodge Long-Term Care Home, and the North Renfrew Family Health Team. Deep River and District Health provides a variety of programs and services, as well as care and supports provided together with our health and community partners.

Deep River and District Health provides care for over 24,000 people residing from Rapides-des Joachims and Head, Clara and Maria, past Pembroke, including Deep River, Laurentian Hills, Petawawa, Pembroke, and more.

Deep River and District Health is dedicated to delivering integrated and person-centered care, serving the needs of our local communities while expanding, innovating, and modernizing for a thriving future. With a focus on care and compassion, Deep River and District Health strives to provide excellent care and services that promote the health and well-being of our community.

+ OUR NEW 2023-2027 STRATEGIC PLAN

The journey to refresh Deep River and District Health's Strategic Plan - a multi-year plan to guide our organization over the next five years - was completed this year, thanks to collaboration with over 300 of our patients, residents, caregivers, partners, team and community members.



Strategic Plan 2023-2027

OUR VISION

An excellent, compassionate care experience, every time.

OUR PURPOSE

Caring for every person like a loved one, within a connected system.

People

We will retain, recruit and grow our team to provide care for today and tomorrow.

Growth

We will responsibly build and advance our capabilities to provide safe, quality care and services.

Community

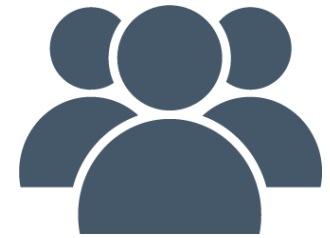
We will foster partnerships and opportunities for engagement to improve the health of our community.

OUR VALUES

Caring • Excellence • Safety • Innovation • Partnering • Integrity

PEOPLE

We will retain, recruit and grow our team to provide care for today and tomorrow.



- Saw staff satisfaction scores soar in every category surveyed
- Awarded Michelle, RN, with peer-nominated Essential Pieces Award
- Hosted Springtime Social to recognize team members for their long-standing dedication to DRDH
- Supported Nursing team members through programs to progress their careers and / or become certified in Ontario
- Implemented Clinical Scholar program to support our nursing team in expanding their knowledge and skills
- Successfully responded to a fire incident, ensuring no injuries were sustained
- Relunched Social Committee to support engagement and recognition of DRDH team members
- Hosted Jingle and Mingle holiday party to celebrate the season together
- Launched DRDH EStore with branded gear to proudly display our shared organizational pride
- Developed our Employee Value Proposition (EVP) to build and strengthen our teams into the future



GROWTH

We will responsibly build and advance our capabilities to provide safe, quality care and services.



- Implemented new unified name to reflect our organization's growth into a truly connected health campus
- Held groundbreaking event and kicked-off construction for new primary care building
- Maintained increased medical inpatient capacity to support regional patient care needs and sustainability of health services locally
- Exchanged land with partners to support development and growth of our health campus
- Continued site preparation and design for new 96-bed Long-Term Care Home
- Created a new driveway and reconfigured parking area to improve flow for all those accessing our health campus as it grows over the coming years
- Advanced information integration between our Hospital and Long-Term Care Home's electronic health record systems
- Completed replacement of the organization's roof to ensure a safe and secure building for many years to come



COMMUNITY

We will foster partnerships and opportunities for engagement to improve the health of our community.



- Achieved highest ranking of Exemplary Standing through Accreditation Canada
- Renewed EORLA as our trusted laboratory medicine partner for the next 10 years
- Collaborated with our Ottawa Valley Ontario Health Team partners to offer pap tests for eligible unattached patients
- Provided education sessions for the community on healthy eating, prediabetes, heart health, and more
- Connected patients with their health information through the MyChart portal
- Launched Integrated Virtual Care (IVC) to connect patients with primary care providers
- Earned exceptional levels of patient and resident satisfaction scores across all areas
- Launched new digital patient experience tool to gather valuable feedback
- Established an Indigenous Health Action Plan to promote culturally safe care as well as identify, remove, and prevent barriers in accessing health services for Indigenous people
- Established an Equity, Diversity, Inclusion, and Anti-Racism Action Plan to promote work in partnership with our team members, patients, residents, and community to support the delivery of safe, equitable, and inclusive care and services



+ WHAT WE HEARD FROM OUR COMMUNITY

DRDH invites feedback from patients and residents across our health campus as a means to continuously improve and ensure the delivery of an excellent, compassionate care experience, every time. Here are some of the comments received from our community this year:

What you do matters. *How you do it* matters more. I was treated with great care by the entire inter-professional team at DRDH, and I am forever grateful.

- Emergency Department Patient

It has given my family and I great comfort to have a Family Doctor at the North Renfrew Family Health Team attending to our health care. At our initial meet-and-greet, she was attentive to all the details of my medical history, which left me feeling that she understood and really cared about my health care. She discusses my treatments with me in adequate detail and makes me feel that we are working together to keep me healthy.

- Family Health Team Patient

The whole team works so well together to address my medical care.

- Family Health Team Patient

I am fitting in very well in the home and any questions I may have are answered. I am respected for who I am.

- Four Seasons Lodge Resident

I felt cared for as a patient the Emergency Department. The staff were thorough and professional in their dealings with my husband and I, as well as with other patients around me.

- Emergency Department Patient

+ WHAT WE HEARD FROM OUR COMMUNITY

My experience in the Deep River and District Hospital far exceeds any others that I have had. Staff were efficient, kind, and caring. The nurses were superb, even when clearly very busy. The physicians were well informed, thoughtful, competent and made me feel safe. I have nothing but high praise and satisfaction from my experience.

- Hospital Inpatient

Our family loves this Long-Term Care Home and all the staff.

- Four Seasons Lodge Family Member

All the staff were very professional, polite, and treated me as a person. Although I hope I never need to return, except as a visitor, I would not hesitate to come to DRDH if required, as the care is exceptional.

- Hospital Inpatient

The care my family member received was exorbitant, and without the amazing nursing staff, they would not be here today. The physician provided the best possible care, along with all of the nursing staff. Their knowledge and professionalism was outstanding. They saved my family member's life, and we cannot thank them enough. Our community is so fortunate to have an incredible team of educated health professionals. Most sincerely, and on behalf of my whole family – Thank you!

- Emergency Department Family Member

Our Nurse Practitioner has always been a safe space for my concerns. Not only is she knowledgeable, she provides a high level of trust and it is truly a blessing to have such a great provider looking after my family and I!

- Family Health Team Patient

DRDH BY THE NUMBERS



13,630

Emergency Department (ED) Visits



290

Inpatient Admissions



10 days

Average Inpatient Length of Stay



10 398

Diagnostic Imaging Exams



49 878

Laboratory Tests



632

Virtual Primary Care Visits



85%

Average Inpatient Occupancy Rate



165

Telemedicine Appointments



6 minutes

Average wait time from ED arrival to triage



1 hour

Average wait time from ED triage to a physician



77%

Overall Resident Satisfaction Rate



74%

Overall ED Patient Satisfaction Rate



71%

Overall Inpatient Satisfaction Rate



85%

Overall Staff Satisfaction Rate



OUR PATIENTS BY THE NUMBERS

2023-2024 Emergency Department Patients by Residence

Deep River	33%
Laurentian Hills	10%
Head, Clara, and Maria	2%
Petawawa	33%
Pembroke	7%
Quebec	1%
Other	14%
13 630	

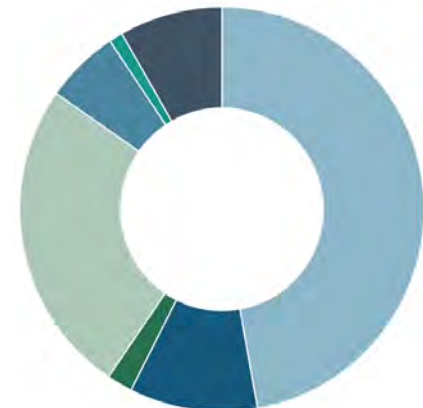


2023-2024 Inpatient Admissions by Residence

Deep River	61%
Laurentian Hills	13%
Head, Clara, and Maria	5%
Petawawa	9%
Pembroke	4%
Quebec	2%
Other	7%
290	

2023-2024 Family Health Team Patients by Residence

Deep River	47%
Laurentian Hills	10%
Head, Clara, and Maria	2%
Petawawa	25%
Pembroke	6%
Quebec	1%
Other	8%
2001	



OUR TEAM BY THE NUMBERS



175

Total Staff



31

RNs



29

RPNs



88

Privileged
Physicians



40

Other
Clinical Staff



75

Non
Clinical Staff



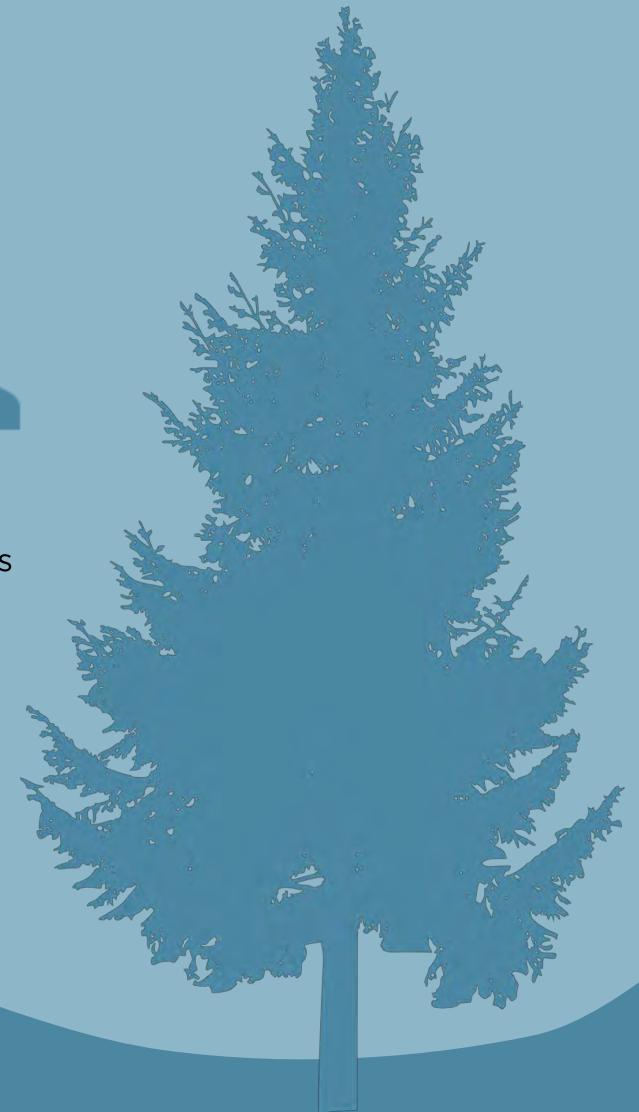
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Patient,
Resident, and
Family Advisors



21

Volunteers



+ THANK YOU FOR THE SUPPORT

DRDH is fortunate to be supported by both our Auxiliary and Foundation, along with individual volunteers. The support we receive from our volunteers, Foundation, and Auxiliary is fundamental to the excellent, compassionate care provided to our patients and residents. DRDH extends its heartfelt gratitude this year for the unwavering commitment and continued dedication to our community.

Auxiliary

- Continued to provide support through volunteer work at the Whistle Stop, the DRDH Gift Shop, the DRDH palliative care program, and the Four Seasons Lodge Long-Term Care Home
- Donated \$130,000 towards spa equipment for the new Long-Term Care Home to enhance amenities once it's built
- Donated \$30,000 for the purchase of new equipment, including beds and mattresses
- Donated \$17,000 to support the Preschool Speech and Language Therapy Program
- Contributed \$1,845,575 in financial assistance and devoted 431,275 volunteer hours since the Auxiliary's inception in 1974



**DEEP RIVER &
DISTRICT HEALTH**

Auxiliary



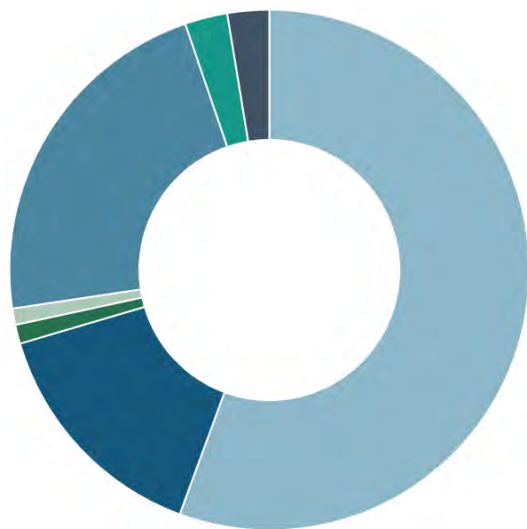
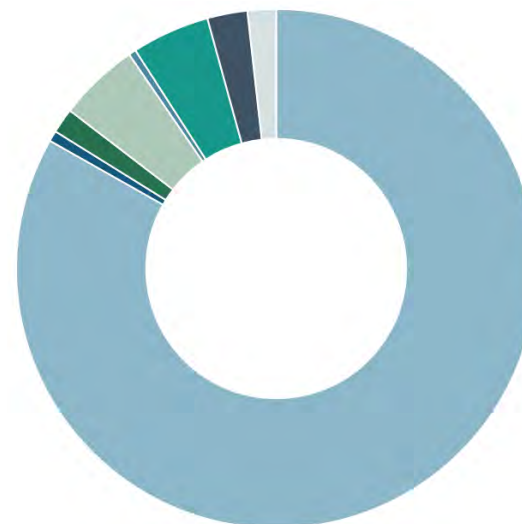
Foundation

- Raised over \$1.5 M for the Closer to Home campaign in support of the new 96-bed Long-Term Care Home
- Held or benefitted from more than 10 different special events and programs, including the Bonspiel, 21st Annual Golf Tournament, and many third party events
- Held Appreciation Café to celebrate generous donors and volunteers
- Recognized DRDH team members by grateful patients, for making a difference in their care, through the Healthcare Heroes program
- Launched Split the Pot lottery in partnership with 50+ hospitals across the province
- Donated \$26,000 for the purchase of a ventilator, and \$4,000 for the purchase of outdoor furniture, thanks to the Circle of Giving monthly donation club
- Donated \$27,500 for the purchase of IV pumps, thanks to funds received from the Black Bears Hockey Club
- Refreshed our Strategic Plan and mission statement in alignment with DRDH
- Reached capacity for names on the Tree of Caring, and began redesign of a new donor wall to showcase the exceptional generosity of our community



2023-2024 Revenues

+ Ministry of Health	\$15,916,709
+ Ministry of Health One-Time Funding	\$127,200
+ Resident Revenue	\$297,718
+ Patient Revenue	\$960,595
+ Differential and Co-Payment	\$87,431
+ Other Income and Recoveries	\$925,435
+ Amortization of Deferred Contributions	\$476,689
+ Amortization of Deferred Contributions - Building	\$339,177
	\$19,130,954



2023-2024 Expenses

+ Salaries, Wages, and Benefits	\$10,344,245
+ Medical Staff Remuneration	\$2,759,068
+ Medical and Surgical Supplies	\$219,754
+ Drugs and Medical Gases	\$188,145
+ Other Supplies and Equipment	\$4,129,841
+ Amortization Equipment	\$492,897
+ Amortization Building	\$482,928
	\$18,616,878

Year-end surplus based on Ministry agreement
= \$657,827

Please note that this financial information is unaudited and is subject to changes upon audit conclusion.

BOARD OF DIRECTORS & SENIOR LEADERSHIP TEAM



Patient/Resident Representatives

Angie Chaput, Rachel Ozer, Gilles Levasseur, Sasha Weiss-Boulanger

Board of Directors

First Row: David Cox - Board Chair, Tracy Gendron - Board Vice Chair, Doug Champ, Claudia Beswick, Elizabeth Burke
 Second Row: Ted Chiasson, Becky Kenrick, Christian Kaiser, John Osborne. Not Pictured: Doug Tennant- Board Vice Chair, Dr. Hanene Ben Amor—President of Professional Staff

Committees of the Board of Directors

- | | | | |
|----------------------------------|-------------------------------------|--|---------------------------|
| Nominating Committee | Governance Committee | Resource and Audit Committee | LTC Development Committee |
| Community Health Partners | Medical Advisory Committee | Medical Recruitment Committee | Fiscal Advisory Committee |
| Quality, Risk & Safety Committee | Patient and Family Advisory Council | Strategic Planning and Relationships Committee | |



Senior Leadership Team

Janna Hotson - President & CEO | Administrator
 William Willard - Executive Vice President & CFO
 Dr. Michael Sage - Chief of Staff
 Not Pictured: James Elliott, Interim Chief Nursing Executive



Deep River and District Health receives funding from Ontario Health.
The opinions expressed in this publication do not necessarily represent the views of Ontario Health.



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