



# The Power of Partnerships

Annual Report 2022/2023



Lakeridge  
Health

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# Message from the Chair of the Board of Trustees, President and CEO, and Chief of Staff



At Lakeridge Health, we believe in the power of partnerships. We believe that together, we are stronger, we can make a difference, and we can realize transformational change.

We also believe that our strength is people – whether they are part of the Lakeridge Health team who continue to rise above the ever-changing health-care landscape to provide safe, high-quality care to the residents of Durham Region or our partners, working alongside us to ensure everyone has access to the care they need, when they need it.

It is these partnerships that enable us to continue to work towards our vision of *One System. Best Health.*

The COVID-19 pandemic highlighted the need to redesign and reimagine our health-care system. The best way to do this is to build a more collaborative, integrated health-care system that connects all services – from primary care and community care to hospitals and clinics to home care and long-term care – so they work together as one.

Over the past year, with strong partnerships, we have seen this system integration at work across the health-care continuum. Some of these many accomplishments include the:

- ✓ One-year anniversary of the opening of our long-term care home, Lakeridge Gardens;
- ✓ One-year anniversary of our clinical information system, Epic, which we implemented with six other partner hospital organizations across the Central East Region;
- ✓ Forging of a partnership with Queen's University to develop a first-of-its-kind in Canada medical education program that will help mitigate the shortage of family physicians;

- ✓ Launch of a multi-year mental health and substance use strategy;
- ✓ Advancement of our inclusion, diversity, equity, accessibility, and anti-racism work;
- ✓ Development of the Emergency Department (ED) Wait Times tracker and personalized wait times for patients coming into our EDs;
- ✓ Arrival of the da Vinci Surgical System – a minimally invasive robotic tool enabling Lakeridge Health surgeons to provide safer procedures for some patients; and
- ✓ Ongoing COVID-19 pandemic response for a third year that involved strategic partnerships with primary care and the Durham Ontario Health Team.

This annual report provides just a snapshot of the collaboration among our internal teams and with our community partners to deliver the very best health care and health-care system to the residents of Durham Region.

No doubt there are still difficult times ahead and the challenges before us are complex. However, we know that through our collective drive and determination – through the power of our partnerships – we will be able to effect change and continue to develop solutions that will improve our health-care system for all.



**Cordelia  
Clarke Julien**  
*Chair, Board of Trustees*



**Cynthia Davis**  
*President and CEO*



**Dr. Randy Wax**  
*Chief of Staff*

# About Us

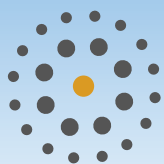
With five hospitals, four emergency departments, three critical care units, a long-term care home, a full range of medical and surgical specialties, more than 20 community health-care locations and a state-of-the-art surgical centre within the soon-to-open Jerry Coughlan Health & Wellness Centre, Lakeridge Health offers some of the broadest and most comprehensive acute care, ambulatory care, and long-term care services in Ontario.

Lakeridge Health is also home to several regional specialty centres and services, including the Central East Regional Cancer Program, R.S. McLaughlin Durham Regional Cancer Centre, The Shoulder Centre, and eye care and chronic kidney disease services. Additionally, we are proud to serve our community with a full suite of inpatient, ambulatory, and community-based mental health and addictions services, and provide safe, high-quality, compassionate care in our state-of-the-art long-term care home, Lakeridge Gardens.



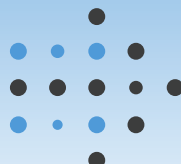
Guided by our vision of *One System. Best Health.* and supported by a dedicated team of more than 8,700 staff, physicians, and volunteers, Lakeridge Health is working in collaboration with the Durham Ontario Health Team, primary care, and community and government partners to foster a truly integrated, regional system of care. Together, we are focused on empowering people to live their best health and fostering an accessible, inclusive, and equitable environment for all.

## Vision



One System.  
**Best Health.**

## Mission



We empower people to live their **best health.**

## Values

● Inclusion

● Compassion

● Innovation

● Teamwork

● Joy



# Lakeridge Health By the Numbers

For the fiscal year April 1, 2022 to March 31, 2023.



# Strategic Directions



## Improve Population Health

Partner with primary care and other providers to promote prevention, health and wellness strategies that foster healthier communities.



## Commitment to Individual Health Care

Continuously improve delivery of high-quality care and services in acute, home and community settings.



## Create an Integrated System of Care

Lead the transformation to a connected and integrated system of care in Durham Region.



## Be a Workplace of Choice

Through a dedicated focus on team health, wellness, safety, and wellbeing that supports a high-performing, adaptable and enjoyable workplace environment.



## Sustaining the Local Health-Care System through Partnerships

**I**n 2022/2023, Durham Region, like many communities in Ontario began to open up with the relaxation of public health measures. People throughout the Region learned to live with “a new normal” and adapted their lives while in the shadow of the ever-present COVID-19 pandemic.

However, the arrival of a new, more highly transmissible subvariant and a waning public immunity once again forced the province into another wave. A high volume of patients, combined with a surge of Respiratory Syncytial Virus (RSV) activity and a tired workforce, created a powerful concurrence of factors that brought the health-care system’s greatest challenges to date during the years long pandemic.

During this critical time of acute staffing shortages and high patient volumes, Lakeridge Health continued to realize its vision, *One System. Best Health.*, driving and leading collaboration and health system partnership and integration, while connecting all services, from primary care to hospitals, to community care,



Sonographers at the Oshawa Hospital Anurag (left), Bavi (middle), and Justine (right).

to long-term care. This coordinated approach enabled Lakeridge Health to respond quickly and nimbly to health system capacity and staffing challenges, while still providing the highest standard of care.

## Supporting a Regional Response

**A** large, diverse organization like Lakeridge Health has the capacity to support interconnected health care on a regional scale. Partnerships have been established with the Durham Ontario Health Team (DOHT), primary care, public health, paramedicine, and community care partners to enable one of the province's most advanced and coordinated regional responses to COVID-19 and the RSV surge.

During 2022/2023, Lakeridge Health continued to collaborate with the DOHT and primary care partners to create a Regional Response Team.

The group's efforts consisted of the launch of a regional network of Cold, Flu and COVID Care Clinics, a COVID-19 Therapeutic Clinic, a Virtual Urgent Care Clinic, and capacity for coordinated rapid vaccine rollouts. For all of these initiatives, Lakeridge Health provided multimedia communications that not only directed primary and community care providers to available supports, but also informed Durham Region residents about these options for care in the community.

As a testament to the Regional Response Team's coordinated approach, in 2022/2023, the Cold, Flu and COVID Care Clinics saw 3,100 patients and completed 12,550 COVID-19 tests. Approximately 3,267 people sought assessment and COVID-19 therapies, such as Paxlovid and Remdesivir. As well, the very busy Virtual Urgent Care Clinics had 32,417 visits during 2022/2023. And during the initial months of operation, the COVID-19 Therapeutic Clinic, working with primary care and assessment centres,



Staff at the Cold, Flu and COVID Clinic at the Oshawa Hospital.

prescribed close to 20 per cent of Ontario's initial supply of the drug Paxlovid.

With a strong focus on primary and community care, the DOHT works as a connector in the community, building partnerships that include allied service providers, such as pharmacists, family physicians, and specialists. With collaboration as a core component of the DOHT, Lakeridge Health continues to work alongside its member organizations to improve access and delivery of coordinated health services to the residents of Durham Region.

Today, the legacy of the coordinated response to the pandemic and recent RSV surge lives on. The Regional Response Team continues to collaborate on broader regional system issues related to the health and social well-being of Durham Region residents, united by the shared commitment to serve their community with safe, compassionate, and high-quality care.



## 'Exceptional' Care During a Scary Time

When Ryan Winterink, a Security Operations Supervisor at Lakeridge, and his wife Kaitlyn, a nurse at NeuPath Centre for Pain and Spine, realized their 19-month-old son Nash needed urgent medical care in October 2022, the thought of going to an Emergency Department frightened them. Both parents were well aware of the challenges hospitals were facing with an early influenza season, ongoing COVID-19 pressures, and the soaring flu cases among children.

However, Nash, who had just recently been declared cancer-free after a year-long battle with retinoblastoma, was struggling to breathe and the couple knew he needed immediate emergency care.

The family arrived at the Oshawa Hospital ED the evening of October 4, 2022 and "right from the start, our interactions with staff across all the departments were exceptional," said Ryan.



Ryan Winterink (right) with his wife Kaitlyn (left) and their son Nash.

“

*The staff in the ED offered Nash a popsicle and took their time with him. When he needed an x-ray, the team helped with his stroller, handed me a tissue to wipe his tears, and were quick and efficient to get the tests completed. As well, the lab technician was gentle and consoling, offering my son a blanket and making every effort of taking a blood sample less stressful for him.*

Ryan Winterink  
Security Operations Supervisor at Lakeridge Health

”

Nash was ultimately admitted to the Paediatric unit and Ryan explains that the outstanding experience continued there. "All the staff were great! They always offered to help, listened to our concerns, and comforted my wife," he said.

Ryan and his wife were equally impressed with the Environmental Services team. "They always knocked before coming into the room, told us exactly what they were doing, and asked every time if there was anything else we needed. Many times, staff would strike up small conversations that brought smiles and laughter to our room."

Ryan added, "It really was the many little things the team did that made such a difference. We are so grateful for the friendly and kind care we received during a very stressful time for our family."

## Reducing ALC Pressures

In 2022/2023, Lakeridge Health introduced strategies to enable more Alternate Level of Care (ALC) patients – those who occupy a hospital bed, but do not require acute care services – to return to the community.

### Lakeridge@Home

Partnering with Bayshore Integrated Health Care Services, Lakeridge Health began the Lakeridge@Home program in December 2022. This 16-week pilot program enabled 50 ALC patients to transition back to the community and receive key rehabilitation services at home instead of in hospital.

Overall feedback from patients and care providers was positive with 85 per cent of patients rating the Lakeridge@Home program as good or excellent. The pilot also showed tremendous promise for future similar ALC support projects with an 80 per cent reduction in unplanned visits to the Emergency Department.

### Transitional Care Units

In 2022/2023, Lakeridge Health added 40 more Transitional Care Unit (TCU) beds into the community, bringing the total number of available TCU beds in Durham Region to 150.

TCU beds are located in retirement homes and help ALC patients receive the right care in the right place while they wait for a permanent long-term care bed in the community.

## Remote Care Monitoring

To further assist with ALC reduction, Lakeridge Health also launched a Remote Care Monitoring program in 2022/2023. Through remote care monitoring services offered in partnership with Toronto Grace Health Centre and Home and Community Care Support Services, enrolled patients at Lakeridge Health were able to be discharged home. By the end of March 2023, 30 patients were able to return to their home and were monitored remotely 24/7 by health-care providers. The program uses monitoring technologies to address a wide range of in-home care issues, including slips and falls, wandering off the property, and challenges with activities of daily life. Patients enrolled in the program received a care plan and are monitored by a case manager to ensure the coordination of a multi-sector care team.

## Activation Teams

Lakeridge Health also introduced a pilot project known as Activation Teams at the Oshawa and Ajax Pickering Hospitals.

The goal of these teams was to minimize a patient's length of stay, decrease the number of days an ALC patient stays in hospital, decrease readmission rates and decrease adverse outcomes, such as falls and pressure injuries.

In place seven days a week, the Activation Teams were partnerships between various members of a patient's care team, including occupational therapists, physiotherapists and physiotherapy assistants, and personal support workers. Together, these teams worked with patients to assist them with advancing their functional abilities, such as dressing, eating, walking, sitting, and transferring to a chair.

A total of 721 patients were enrolled in this pilot. ALC patients who were admitted into the program saw a 65 per cent reduction in the number of days spent in hospital.

This pilot showed tremendous promise for future similar projects as much positive feedback was received.

## Addressing Recruitment and Retention Challenges

In order to address the staffing challenges before us, we know we must not only focus on recruiting new staff, but also work to retain the exceptional individuals that are already part of our team. Over the last year, we've put a number of initiatives in place to help us best care for our patients and create improved working conditions for our teams. Some of our many solutions have included:

- Launching an Internationally Educated Nurse (IEN) career pathway program to help IENs start their careers and transition into registered nursing positions.
- Introducing a program for staff to refer the skilled, compassionate, and dedicated clinicians they know to urgently needed roles in our Emergency Departments and Critical Care Units.
- Streamlining the way clinical staff make requests for shift exchanges, time off, and pay and scheduling queries.
- Rolling out a new process that offers staff improved work-life balance through more predictability and consistency in their schedules.
- Launching a multidisciplinary Retention Task Force and an organization-wide survey to help us understand how we can better retain our people.



Members of the hospital's Central Staffing and Scheduling Team helped to streamline staffing and scheduling processes as part of retention efforts.

# Cardiac Care

## Virtual and In-Person Heart Function Clinics

**P**atients who experience heart failure across Durham Region have even more options for care with the launch of a new, in-person Heart Function Clinic introduced by Lakeridge Health this past fiscal year.

Heart failure, also known as congestive heart failure, is a condition that develops when a person's heart is unable to pump enough blood for their body's needs.

This specialized outpatient cardiac clinic is run by a nurse practitioner (NP), pharmacist, and cardiologists with advanced training in caring for patients with heart failure. It is geared towards the care of patients with symptomatic heart failure experiencing more severe symptoms.

The clinic builds on a virtual monitoring program introduced in January 2022 and an existing inpatient NP-led heart failure program. Also led by NPs, in partnership with a cardiologist, Home and Community Care Support Services, and Region of Durham Paramedic Services, the program helps to improve access to care and reduce Emergency Department visits and hospital readmissions.



Members of the Heart Function Clinic at the Oshawa Hospital.

Using advanced telemedicine equipment and techniques, the NP regularly connects with the patient to track their progress once they are discharged from the hospital. If the NP feels the patient is not doing as well as they should, they can call on a paramedic to visit the patient in their home to do an assessment or to provide treatment. With the paramedic as an additional set of eyes on the patient, the team can decide if the patient needs to come back to the hospital for further care.



The in-person clinic allows the heart function clinic team to follow up on all heart failure patients referred to them, monitor their treatment and ensure follow up through ongoing visits, virtual monitoring, and/or through the regional cardiac rehabilitation program.

Together, the virtual and in-person options are advancing heart failure care in Durham Region and providing patients with the strategies they need to manage their heart health and improve quality of life.

## First of Its Kind Lifesaving App Now Available in Durham Region

**O**n September 21, 2022, the City of Oshawa and Oshawa Fire Services came together with Lakeridge Health and the Durham Region Critical Incident Stress Support Team to announce the introduction of PulsePoint, a free mobile app that will help save lives.

Generously sponsored by GM Canada and OnStar, PulsePoint works within the Oshawa Fire Services' dispatch system by alerting cardiopulmonary resuscitation (CPR)-trained users through the PulsePoint Respond app when someone in a nearby public place requires CPR for a cardiac arrest. It also provides individuals and users with information on where to find the closest public Automated External Defibrillator (AED).



Lakeridge Health President and CEO Cynthia Davis provides remarks at the event to launch the PulsePoint app in Durham Region.



*Earlier CPR and AED shocks make a huge difference in surviving cardiac arrest. We're pleased that this app not only brings our partners together to improve our response to this extreme medical emergency outside of the hospital, but also harnesses the power of individuals in our communities willing to provide CPR to help save lives.*

**Dr. Randy Wax**  
Chief of Staff, Lakeridge Health



# Primary Care

## Innovative Strategies to Increase Access to Family Physicians

**T**he shortage of family doctors is one of Ontario's most important health-care challenges. It's estimated that 2.2 million people in the province don't have a family doctor and another 1.7 million have a family doctor over the age of 65. A comprehensive strategy to address this challenge is now underway at Lakeridge Health.

Building on the partnerships created throughout the pandemic, Lakeridge Health is establishing a regional network of family health-care resources that are fully connected to acute and community care services. Collaboration with new primary care clinics and strengthened partnerships with existing ones will form the basis of this network. All primary care providers, including those who practice independently, will be invited to join the network to gain full access to multidisciplinary support and resources, without changing their practice. And the electronic medical record currently used by all hospitals will be offered to all primary care settings to create a fully integrated digital health system, a first for Ontario.

Coordinating the development of this regional primary care network will be Lakeridge Health's new Department of Family and Community Medicine established in February 2023.



Lakeridge Health and Queen's University leaders, as well as government partners, at the announcement on April 24 about funding for new medical education associated with the Queen's-Lakeridge Health MD Family Medicine Program.

In addition, an innovative partnership – the first-of-its-kind in Canada – has been established with Queen's University. The Queen's-Lakeridge Health MD Family Medicine Program offers a direct pathway into primary care, including exposure to the full range of community-based health-care professionals in a highly supportive team-based practice environment. Students will be fully prepared to begin their practice in Durham Region upon graduation. The program will welcome the first cohort of students in September 2023.

# Emergency Services

## Harnessing the Power of Artificial Intelligence in the Emergency Departments

**N**o doubt, coming to the Emergency Department (ED) can be an uncomfortable and stressful time for many people. In 2022/2023, Lakeridge Health launched a series of innovative tools to provide ED patients with more information about their experience.

In November 2022, the online ED Wait Times Tracker was designed with patients in mind to provide updated information on the estimated wait time to see a physician. Updated every 30 minutes, the online tracker is available on Lakeridge Health’s website and provides an overview of the average wait times over the previous four hours for all of Lakeridge Health’s EDs.

In March 2023, Lakeridge Health unveiled the second phase of the project: a Patient Passport that contains a personalized predicted range for how long a person can anticipate their wait to see a physician. Powered by the same artificial intelligence that predicts the stock market and helps in outer space flight, Lakeridge Health partnered with Durham College’s Hub for

Applied Research in Artificial Intelligence to bring these emerging technologies to the people of Durham Region.

The Patient Passport not only indicates a patient’s personalized estimated wait time range, but also illustrates their ED journey from triage to registration and the waiting room, to initial assessment, treatment, and discharge. As part of this initiative, patients are also able to see more wait time related information on specially designed large, wall-mounted monitors in each Lakeridge Health ED. These monitors include the total number of patients waiting, number of patients being seen, and whether predicted wait times are on track.



The display from the Lakeridge Health Wait Times Tracker.



## Lakeridge Gardens Celebrates a Year of Milestones, Memories, and Achievements

**I**n March 2023, Lakeridge Health marked the one-year anniversary of Lakeridge Gardens. Since opening its doors in March 2022, 320 residents have been welcomed into the state-of-the-art long-term care home, providing much needed care and services close to home for the people of Durham Region. It has been a remarkable first year for Lakeridge Gardens, with many milestones, memories, and achievements to show for it.

Built in collaboration with Infrastructure Ontario and our construction partner, PCL Construction in just 13 months, Lakeridge Gardens was the first facility to be completed as part of the Ministry of Long-Term Care's Accelerated Build Pilot Program. Lakeridge Gardens has since earned a number of accolades, including two prestigious awards.

In February 2023, the home was named in an award received by PCL Constructors Canada as they were honoured with the Toronto Construction Association's Best of the Best Innovation Award. This award recognized the efforts, achievements, and innovative approaches that resulted in the successful outcome of Lakeridge Gardens – a project that was originally estimated to take four to five years to complete.



Each of the floors of Lakeridge Gardens have a unique colour scheme with bright and inviting murals, artwork, and decorations.



As well, the Innovation and Excellence Capital Project Award was awarded to Lakeridge Gardens from AdvantAge Ontario – an association that advocates for and supports the work of organizations within the not-for-profit long-term care, housing, and services for seniors’ sphere.

After opening its doors in March 2022, Lakeridge Gardens celebrated the grand opening of its new haemodialysis clinic in November 2022. The in-house haemodialysis clinic, located on the ground floor of the facility, features nine state-of-the-art dialysis stations. With limited dialysis providers in Durham Region, the opening of this clinic will change the lives of many, including the residents of Lakeridge Gardens and those in the community who need this service.

For Midori Kato and her family, the new haemodialysis clinic has been life changing. “For years, I would drive my mom from Ajax to Oshawa three times a week for her dialysis appointments and now I can walk her across the street,” said Midori, daughter and caregiver for Taeko Hijikata, who receives dialysis at the new clinic. “Having this new clinic in our neighbourhood has improved the quality of life and health of my mom and our family. We are so grateful to the amazing staff, and it truly feels like a weight has been lifted off our shoulders,” said Midori.



Midori Kato (left) with her mother Taeko Hijikata.



*It is an honour to serve the families of our Durham Region communities in this modern and comfortable long-term care home. Thanks to the collaboration and dedication of the Lakeridge Gardens team, along with our government and community partners, we continue to build a campus of care, ensuring residents have access to the specialized and complex care they need, and that long-term care services are integrated into the broader Lakeridge Health system.*

Cynthia Davis  
President and CEO, Lakeridge Health



## Meet the Residents of Lakeridge Gardens

The 320 residents who call Lakeridge Gardens home have a wealth of life stories to share. Meet two of them below.



### Louise Johnson

Known as a local legend, 101-year-old resident Louise Johnson is believed to be the last living World War II “Bomb Girl” in Canada.

In 1942, with most men off at war, Louise was working in a Saskatoon hospital supporting and managing student residences when she got the call from Defence Industries Limited (DIL) recruiters. “The phone rang, and they invited me for an interview for a job in Ontario filling shells for the war and they offered twice as much as I was making,” recalled Louise. In November 1942 at the age of 21, Louise packed her bags and boarded a train headed eastbound for what was then Pickering Township in Ontario. At DIL, Louise met her future husband, Russell. Together, they have one daughter, three grandchildren, and five great grandchildren.

Louise has remained active in the community and in 2021, the Town of Ajax created the Louise Johnson Parkette, in honour of Louise’s 100th birthday and her significant community contributions over the years.

In the spring of 2022, Louise moved into Lakeridge Gardens, which happens to sit almost directly on the lands of the former DIL plant. “If you have to be some place, this is the place to be,” said Louise.



### Kay Madill

In November 2022, resident Kay Madill joined Louise Johnson as part of the elite group of centenarians in Canada when she turned 100 years old. Kay is not only a mother to five, but is also a grandmother and great grandmother to 26 children.

Kay and her husband Bob met during a chance encounter when they were both serving in the Navy during World War II. “Mom worked in payroll in the Women’s Royal Canadian Naval Service making up the pay packets with cash for each sailor,” explained Kay’s daughter Marilyn Brewer. “Poppa came into the office one day for an advance on his pay, took one look at her, and that was that,” said Kay’s granddaughter Jennifer Cooke.

Kay was one of the first residents to move into Lakeridge Gardens after living at the former Sunnycrest Nursing Home in Whitby. “The facilities are lovely and the staff are amazing,” says Marilyn.

But the most important review is, of course, from Kay herself. When asked what she thinks of living at Lakeridge Gardens, Kay simply replies, “it’s pretty neat.”



Josh Wall (right) and his fiancée Jess (left) at their wedding ceremony at Lakeridge Gardens.

## Wedding Bells at Lakeridge Gardens

On November 24, 2022, Lakeridge Gardens resident Dorothy Hosking, celebrated her 90th birthday in a very special way. She watched her grandson Josh Wall marry his fiancée Jess in a ceremony at the home ahead of their destination wedding in Jamaica. The couple, who have been together for almost three years, decided to have a ceremony at the long-term care home with a small group of relatives.

“Growing up, I spent a lot of time at my grandparents’ place in the summer,” explained Josh. “My grandma would do absolutely anything for her four grandchildren. It means everything to me that we were able to get married with her here.”

“This was beyond what we could have ever imagined,” said Jess. “There are some relatives, including Dorothy, who are unable to make the trip to Jamaica and we really wanted to celebrate with them in a special way. This was perfect.”

## New Abilities Centre Partnership Provides Additional Rehabilitation Option for Knee Patients

In December 2022, the Healthy Aging Program at Lakeridge Health partnered with the Abilities Centre in Whitby for the launch of the Total Knee Program. This community-based exercise program helps those who have experienced a knee injury or knee replacement continue their rehabilitation exercises upon completion of the acute phase of their recovery at home.

Physiotherapists from the Ajax Pickering and Oshawa Hospitals, where Lakeridge Health provides musculoskeletal physiotherapy, partnered with the Abilities Centre to develop the Total Knee Program.

Supervised by kinesiologists, personal trainers, and physiotherapy assistants from the Abilities Centre, the program runs twice a week in a circuit style format. Initially started as a pilot program, the Total Knee Program is now a permanent partnership and will continue to connect community members with quality rehabilitation services close to home.

# Capital Projects

## Site Selection for Proposed New Hospital

**A**s Durham Region grows, the demand on our local health-care system also continues to increase. In early 2022, after much consultation and community engagement, an expert, independent site selection panel recommended a site in Whitby as the location for a proposed new hospital. Lakeridge Health's Board of Trustees supported this recommendation.

The proposed new hospital will provide an estimated additional 600 beds to care for more patients and meet forecasted demand based on demographic and population growth projections. Such a focus on increasing acute care capacity

and the inclusion of specialized services, including advanced trauma care, is a win for all of Durham Region. Not only will a new hospital bring care closer to home, increasing accessibility, but also attract and retain talented health-care professionals and support economic growth in the Region.

Approval of the proposed new hospital is a key enabler for the redevelopment of other sites such as Ajax Pickering and Oshawa Hospitals over the next 10-15 years. Throughout this past fiscal year, Lakeridge Health continued to work with the provincial government to secure the necessary planning grant to advance to the next stage of planning for the new hospital.

## Bowmanville Hospital Redevelopment

**D**uring fiscal 2022/2023, the Bowmanville Hospital Redevelopment project moved closer to its targeted fall 2027 opening. Lakeridge Health completed the Stage 2 Submission in December 2022. The Stage 2 plan has been submitted as part of the province's five-stage process for building a hospital. It is based on planning details about the services to be included in the redeveloped facility. In March 2023, the Ministry of Health continued to review Lakeridge Health's submission and preliminary site investigative work will begin in July 2023.

Once complete, the redeveloped Bowmanville Hospital will provide increased access to acute care for the growing community of Clarington within a state-of-the-art and modernized facility, including more inpatient beds to meet the continued population growth in east Durham Region. As well, the newly redeveloped Bowmanville Hospital will support a larger Emergency Department, provide on-site dialysis, and host a broader range of ambulatory services.



## Jerry Coughlan Health & Wellness Centre



Construction of the Jerry Coughlan Health & Wellness Centre.

**T**hroughout the 2022/2023 fiscal year, building construction continued on the new North Pickering health-care facility known as the Jerry Coughlan Health & Wellness Centre (JCHWC). In spring 2023, interior work, such as fitting out the space for Lakeridge Health's new Surgical Centre, began.

Within the new state-of-the-art Surgical Centre at the JCHWC, Lakeridge Health will be providing a wide range of day surgeries, including endoscopy, orthopaedics, and gynaecological procedures, as well as clinics and mental health outreach services.

Once operational, the JCHWC has the potential to reduce pressures on the Lakeridge Health system. By providing a modern and custom-designed centre for a wide range of day surgery procedures, the new Surgical Centre will expand access for people from across the region referred for procedures and other services.

In addition to the new Surgical Centre, the JCHWC will also be home to a primary care practice and urgent care centre, diagnostic services, laboratory services, and a pharmacy. The new JCHWC will provide much-needed health-care services close to home for the people of Durham Region.

# Upgrading Services and Equipment to Better Serve our Growing Communities

**I**n addition to the exciting redevelopment and expansion plans that occurred throughout fiscal 2022/2023, Lakeridge Health continued to improve services and equipment at our existing sites.

In 2023, we were proud to introduce the da Vinci Surgical System – a minimally invasive robotic tool that will enable Lakeridge Health surgeons to provide safer procedures and more treatment options for patients, thanks to its technologically advanced capabilities.

Robotic-assisted surgery means smaller incisions, less blood loss, and a lower risk of infection for patients. With these innovations, patients also experience shorter stays in the hospital, faster recovery, and are back to the comforts of home sooner than ever before. The new da Vinci robot will have an important impact on cancer care and treatment in specialties such as urology, gynaecology, and thoracic and colorectal care.

In March 2023, Lakeridge Health team members, as well as members of our community, were able to offer suggested names for the robot that is part of our new da Vinci Surgical System. The chosen name for the robot was Optimus, which is Latin for “the best!”

The new da Vinci Surgical System will increase access to modernized surgical options for the Durham Region community, thanks in part to the Verwey family’s generous \$1 million donation and the ongoing commitment of the Lakeridge Health Foundation. Learn more in the Lakeridge Health Foundation update on page 35.



Staff and physicians welcome the arrival of the da Vinci Surgical System.

## Other notable improvements this fiscal year included:

- ✓ A new CT at our Port Perry Hospital, which arrived in mid-June 2023.
- ✓ Preparation work for a new Positron Emission Topography (PET) CT scanner at the Oshawa Hospital.
- ✓ Updating the LINAC machines (devices that provide radiation treatment) at the Durham Regional Cancer Centre at the Oshawa Hospital.
- ✓ As part of the opening of Lakeridge Gardens, significant enhancements were made to improve the Ajax Pickering Hospital site and parking. A key feature is a new 500-capacity parking garage that features new electric vehicle charging stations.

# Moving Forward with Our Ongoing Epic Integration



**O**n December 3, 2022, our teams, alongside the six partner hospital organizations in Central East Ontario, marked the one-year anniversary of going live with Epic – our modern, computer-based system that provides a single, unified personal health record for each patient.

This important milestone was celebrated across the organization to recognize the ongoing contributions of our staff and physicians to this once-in-a-generation clinical transformation.

As we continue to harness the many capabilities of this modern and powerful electronic tool over this last year, we’ve continued to lead a legacy of transformation that will last for generations to come.



Staff celebrate the one-year anniversary of the launch of Epic at Lakeridge Health with a “You’ve been Epic!” cookie.

Below are some of this year’s highlights.

- Our Environmental Services team was awarded an “Epic Gold Trophy” for having the fastest patient room turnaround time measured against all other Canadian Epic users.
- In July 2022, we completed our first Epic upgrade – an important measure to keep our Clinical Information System (CIS) up-to-date and secure with the latest features.
- We engaged in significant collaboration with our Central East partners on current issues, future optimizations, and the promotion of MyChart Central East Ontario – a free, secure, online portal that is integrated with Epic and allows patients to access their medical records and personal health information.
- In August 2022, we integrated the Ontario Lab Information System with Epic to provide as comprehensive a view of the patient as possible.
- In October 2022, we began the sharing of electronic medical records from Epic with a defined group of long-term care homes in the Central East Region, including Lakeridge Gardens.
- We launched electronic referrals (e-referrals) via two complementary platforms – Ocean eReferral and EpicCare Link – to simplify communication and tracking between primary care providers, specialists, and patients.



# Advancing Inclusion, Diversity, Equity, Accessibility, and Anti-Racism

**A**s an organization that serves the diverse communities of Durham Region, Lakeridge Health is committed to fostering an environment that promotes inclusion, diversity, equity, accessibility, and anti-racism (IDEAA). We know that it is only through acknowledging the existence of systemic inequities and the proactive effort to dismantle unjust barriers within health-care institutions that we will be able to develop real solutions that will make a difference to staff, physicians, volunteers, patients, and the communities we serve.



Staff gather to join a Healing Circle at the Oshawa Hospital to celebrate National Indigenous Peoples Day on June 21, 2022.

Over the last year, collaboration continued to play an integral role in our ongoing efforts to advance this work. For example:

- We have established the advancement of IDEAA as a 2023/2024 annual priority.
- We partnered with our Organizational Development team to incorporate IDEAA knowledge into our Leading Edge leadership development program, began inclusive leadership facilitated learning, and were selected to partner with the Institute for Healthcare Improvement on equity initiatives within our Emergency Departments.
- We continued our longstanding partnership with the Central East Regional Indigenous Cancer Team and members of local Indigenous communities to recognize National Indigenous History Month and National Indigenous Peoples Day in June and Orange Shirt Day/ Every Child Matters in September.
- During Pride Month in June, we partnered with members of the Two-Spirit, lesbian, gay, bisexual, trans, queer, intersex, and additional (2SLGBTQ+) community to offer virtual events for our staff and physicians to learn more about what it means to be Two-Spirit, and the realities and challenges of accessing health care as a transgender, non-binary, Two-Spirit, and/or gender diverse person.



- During Black History Month in February 2023, Claudette Holloway, President of the Registered Nurses' Association of Ontario, delivered an inspiring message to our teams about the importance of Black health-care providers, their impact on our health-care system, and the collective work we all have to do to continue to promote equity for all. As well, we partnered with the Taibu Community Health Centre to host a screening and debrief of their documentary, *Working While Black*.
- To enhance our quality of care, we have partnered with agencies that hold the expertise for various under-represented populations. These include the Regional Municipality of Durham, Carea Community Health Centre, the Institute for Healthcare Improvement, Victims Services, and Ontario Health.
- We have continued to build IDEAA capabilities across our Board of Trustees, leaders, and team members through mutual learning conversations, inclusive leadership modules, and team-focused education.

Building on this momentum, we are excited to be releasing a multi-year IDEAA plan in June 2023 that will formalize our commitment to IDEAA and guide our work over the next three years. Like every step forward in our IDEAA journey, the input of our staff, physicians, volunteers, and community partners has been crucial to the development of this strategy.



Staff celebrate Orange Shirt Day/Every Child Matters on September 30, 2022.



Staff mark Pink Shirt Day in February 2022.

# A New Mental Health and Substance Use Plan Created Through Partnerships



**D** In fall 2022, Lakeridge Health proudly introduced *Together, Best Mental Health* – a three-year plan to deliver a more integrated system of mental health and substance use care in Durham Region.

*Together, Best Mental Health* was developed through multiple engagement opportunities. This included guidance and input from Lakeridge Health’s Client and Family Advisory Council and Community Advisory Panel for Mental Health and Addictions, a survey of people with lived and living experience, as well as consultation with system partners, subject matter experts, and other stakeholder groups. In addition, a review of literature, health data, and best practices around mental health and substance use services was conducted.

“Thanks to this input, *Together, Best Mental Health* is a collaborative strategy that reflects our deep partnerships with other agencies and groups, as well as clients, patients, and families in their journeys of care,” shared Beth Brannon, Senior Director, Mental Health and Addictions (MHA), Lakeridge Health.

Dr. Kevin Chopra, Chief of Psychiatry and Medical Director, MHA, Lakeridge Health added that “*Together, Best Mental Health* will help us evolve to provide care that is accessible by all, tailored to individual needs, easy to navigate, person-focused, evidence-based, equitable, and compassionate.”

One of the first major initiatives to be introduced as part of this plan was *Central Connect* – a new referral model that streamlined the more than 30 referral methods previously used for the MHA Program and creates a single point of access to more than 50 programs and services for outpatients, Durham Mental Health Services, and Pinewood Addiction Services.

In addition, our efforts have included:

- Continuing to partner with Oshawa-based Back Door Mission, a low-barrier access hub that offers essential supports, social services, and primary health care.
- Working with the Region of Durham on the opening of the Beaverton Supportive Housing Initiative that will provide accommodation and access to wrap-around services to unsheltered residents in North Durham Region. Construction is anticipated to be completed in the summer of 2023 with residents moving in by late summer or fall 2023.
- Adding two more outreach workers to assist with community addictions outreach.
- Continuing to develop new school-based substance use and mental health positions.
- The launch of a virtual Rapid Access Addictions Medicine Clinic.

# Awards and Designations

The 2022/2023 fiscal year was a year full of many awards, designations, and incredible accomplishments that were made possible through excellent collaboration among our teams.

Here are some of this year's most notable achievements.



## Level Three Trauma Centre Designation

In April 2022, Lakeridge Health was one of four hospitals to receive designation as a Level III Trauma Centre from Critical Care Services Ontario and funding to support this designation from Ontario Health East. As part of this designation, a new Interdepartmental Trauma Committee was formed to help guide trauma services at Lakeridge Health to ensure the highest standard of care.



## Highest Possible Standing Awarded by Accreditation Canada

Following a recent evaluation from Accreditation Canada in December 2022, Lakeridge Health was Accredited with Exemplary Standing – the highest possible level awarded by Accreditation Canada.

This result is a testament to the organization's relentless focus and unwavering commitment to create a leading health system that puts quality and safety at the centre of everything we do.



## National Award for Excellence in Surgical Care

In January 2023, The American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP) recognized Lakeridge Health as one of only 78 hospitals in North America to have achieved the "Meritorious" status for surgical patient care.

This award reflects Lakeridge Health's continuous dedication and commitment to providing the highest quality of surgical care for patients as the ACS NSQIP is the only nationally validated quality improvement program that measures and enhances the care of surgical patients.



*To obtain this level of excellence requires tremendous collaboration and partnership from all members of the patient care team.*



Heather Lithgow, *Director of Surgical Services, Lakeridge Health*





## Trillium Gift of Life Network Awards



Staff and physicians with our Trillium Gift of Life Awards.



As part of their 2021/2022 Hospital Achievement Awards, Trillium Gift of Life Network (TGLN) – Ontario’s organ and tissue donation agency – recognized Lakeridge Health with three awards.

- **The Provincial Conversion Rate Award** for reaching a conversion rate of 67 per cent, which exceeds the target of 63 per cent set by TGLN.
- **The Award of Excellence** for meeting or exceeding the provincial conversion rate target for four or more consecutive years.
- **The Provincial Eligible Approach Rate Award** for demonstrating leading practices by facilitating an organ donation discussion with eligible patients and their families at end of life.



*These awards speak to Lakeridge Health’s commitment to organ and tissue donation awareness across the organization. Our team’s efforts have maximized opportunities for families to create a positive impact through donation during tragic moments. We thank and honour the individuals and families of Durham Region who made the choice to donate and save lives.*

Dr. Randy Wax  
Chief of Staff, Lakeridge Health





# Person-Centred Care and Volunteers



## The Shift to Person-Centred Care

**T**his fiscal year marked an important name change for the department from the Patient Experience to the Person-Centred Care team. Person-centred care is an approach to the planning, delivery, and evaluation of health care that is grounded in mutually beneficial partnerships among health-care providers, patients, and essential partners-in-care. It embraces the philosophy of “doing with” the patient and partners-in-care. For this reason, many Patient Experience teams are now aligning with this approach to become Person-Centred Care teams.

Another proud moment for the team this year was the launch of the Guiding Principles of Partnership. Developed in collaboration with patients, essential partners-in-care, and team members, the Guiding Principles of Partnership replaces the former Patient Declaration of Values. It reflects the expectations between team members, patients, and families/essential partners-in-care to improve care experiences through:



**Dignity and Respect**



**Information Sharing**



**Collaboration**



**Participation**

These values build on Lakeridge Health’s commitment to provide patients, residents, clients, and essential partners in-care with a safe, high-quality care experience in our hospitals, long-term care home, and clinics throughout Durham Region.

This year, the Person-Centred Care team also supported multiple experience-based co-design initiatives with Patient and Family Advisors (PFAs) across several programs. These include education initiatives for the Neonatal Intensive Care Units and orthopaedic trauma teams, as well as supporting the mental health intake process and Bowmanville Hospital redevelopment. PFAs are an integral part of the Lakeridge Health team. They volunteer countless hours to offer their lived and living experiences and unique insights in order to enhance quality and person-centred care through the lens of the patient and essential partner-in-care.

Supporting our Lakeridge Health team members was also an important part of their work this year. Our Patient Experience Specialists realigned their work practices to offer a dedicated support model where they are each paired with managers across the organization to support the intake, investigation, and communication of compliments, inquiries, and complaints. Difficult Encounters, a program offered by the Person-Centred Care team, was shared with many team members this year and had positive uptake. The program provides coaching and resources to frontline team members to develop communication strategies to shift difficult conversations with patients and essential partners-in-care to meaningful moments.

# Community Advisory Panels

**L**akeridge Health’s volunteer Community Advisory Panels (CAPs) play an integral role in highlighting community needs and defining the services that matter most to the diverse communities within Durham Region. As advisors to the Lakeridge Health Board of Trustees, CAPs have a unique opportunity to shape health care in their local community and ensure that service planning and care delivery are guided by what is important to the people of Durham Region.

Currently, Lakeridge Health has four geographically based CAPs (North Durham, Ajax Pickering, Clarington, and Oshawa Whitby), as well as a CAP focused on Mental Health and Addictions. Members are broadly representative of these communities, reflecting the many backgrounds, experiences, and viewpoints that comprise each Panel’s catchment population.

This fiscal year, to strengthen the diversity of the CAPs and support their work moving forward, more than 15 new members were recruited to reflect the changing populations living and working in Durham Region. Members offered input and advice to Lakeridge Health, and informed important initiatives, including the organization’s Inclusion, Diversity, Equity, Accessibility, and Anti-Racism (IDEAA) multi-year plan and *Together, Best Mental Health* – the new three-year plan to deliver a more integrated system of mental health and substance use care in Durham Region.

For more information on *Together, Best Mental Health*, read article on page 26.



Members of the Community Advisory Panels (CAPs).

## Volunteers and Spiritual Care

**T**he 2022/2023 fiscal year was another exciting one as former volunteers were welcomed back and new faces were added.

- The number of active volunteers and roles significantly increased. There are now 847 active volunteers and spiritual care providers, with 192 active post-secondary student volunteers that serve in 45 volunteer roles (up from 21 in the spring of 2022) within the five hospitals and Lakeridge Gardens. This includes 363 brand new volunteers! In total, more than 64,000 hours of volunteer service were provided in 2022/2023!
- The volunteers affiliated with Lakeridge Health's partner organization, Distress Centre Durham, joined the Volunteer Resources team.
- A very happy retirement was bid to Lead Chaplain Margaret Johnston-Jones and Ajax Pickering Hospital Spiritual Care Assistant Deb Chapman. Ji-Sook Kyun was welcomed as our new Lead Chaplain and John Karanja as a new Chaplain.
- The pet therapy program for patients and residents had continued success, thanks to the commitment of Therapeutic Paws of Canada.



Volunteers from the Auxiliary of Lakeridge Health Oshawa re-opened their Café this year after a closure due to the COVID-19 pandemic.



Staff with a furry friend from the pet therapy program.

## Ajax Pickering Hospital Foundation

**I**n 2022, the Ajax Pickering Hospital launched three very exciting projects.

On June 26, the inaugural Bike for Bones crossed the finish line with 100 rides and some amazing sponsors helping to raise more than \$60,000 for the Orthopaedic program at Ajax Pickering Hospital. Led by Orthopaedic surgeons (and avid cyclists) Dr. Hamdi Ben Fayed and Dr. Joel Lobo, hospital staff, physicians, local politicians, Foundation Board members, weekend warriors, and novice riders started and ended their 50km or 100km rides through Durham Region at the Audley Recreation Centre in Ajax.

2022 was the official “year of the garden”, and perhaps that was a sign for the Ajax Pickering Hospital Foundation as we also began the Indigenous Community and Healing Garden at Ajax Pickering Hospital, which has been growing and evolving ever since!

In addition to some special Indigenous sacred medicine plants, there are aboriginal perennials that frame the garden, all with a deep purpose in design and/or healing properties. In seven raised (and accessible) garden beds, we planted approximately 20 different vegetables that were harvested and shared with the community and the Salvation Army Kitchen in Ajax.

Later in the summer, we added benches and a pergola, inviting even more staff, visitors, patients, and the community to enjoy the space. Interspersed throughout is signage with QR codes that, when scanned with your cellphone camera, will take you directly to more information about that particular area of the garden.

The Indigenous Community and Healing Garden was supported by the 2021 Ajax Mayor’s Gala. Mayor Shaun Collier himself built, donated, and installed the pergola that was added in September with support from Lakeridge Health’s Senior Director of Capital Planning and Development, Mark Murphy.



Hospital doctors, senior leadership, and medical staff at the inaugural Bike for Bones event.





Staff delivering the backpacks at Christmas.

We were delighted to be accepted into the Healing Forest Initiative Program that is organized through the David Suzuki Foundation, and we will be participating in several upcoming workshops with a group of other Healing Forests and Gardens across Canada.

Working with our Mental Health and Addictions program, the Foundation extended its Compassion Fund activities and delivered filled backpacks for 100 mental health patients (including the adult inpatient unit at Ajax Pickering Hospital and the adult and child and adolescent inpatient units at the Oshawa Hospital) at Christmas.

The holidays can be difficult for many, especially those who are staying with us in the hospital where it can feel isolating and sterile. Furthermore, those living with mental illness are among the most marginalized, oppressed, devalued, and stigmatized populations in our community, so we wanted to help patients celebrate the spirit of the season!

Inside the backpacks were cozy holiday clothing items, goodies, gift cards to grocery stores and restaurants, practical items like hygiene kits, and healthy leisure activities such as art supplies, novels, and puzzles. Plus, the backpacks themselves are important because for many who may be living in homelessness or may not be in a permanent living situation, the bags serve as a tool to carry items that are most important to them in a safe and secure manner.

As we got closer to December 25, the Foundation office became crowded with full backpacks, extra bags and loads of items to be added to the packs, all donated by members of the community, corporations, Foundation Board members and volunteers, sports teams, and hospital staff. Any backpacks that needed to be filled were thoughtfully and meticulously done so by staff in the Mental Health and Addictions program.

And when the day arrived and the patients on our child and adolescent unit opened their backpacks, each child was able to pick whichever backpack reflected them the most as an individual. The patients were beyond excited, and one child even exclaimed, “I somehow managed to pick a backpack that is an exact representation of who I am.”

# Bowmanville Hospital Foundation

**T**hanks to the support of amazing donors, volunteers, staff, and community members, the Bowmanville Hospital Foundation experienced an incredible 2022/2023 fiscal year. The *We Care, We Can* campaign, supporting the Bowmanville Hospital redevelopment and expansion project, remains at the forefront of the Foundation’s priorities.

With a ground-breaking date in sight for the much-needed redevelopment and expansion of the local hospital, this past June, we launched our *We Care, We Can* awareness month.

Our Board of Directors, staff, volunteers, small business owners, and partners, along with community members, gathered outside of Clarington Town Hall to raise the *We Care, We Can* awareness flag at our launch event.

The *We Care, We Can* awareness initiative is designed to offer local businesses the opportunity to make a meaningful contribution to the campaign through running an event, and donating proceeds back to the Foundation to support the hospital. Our Foundation was thrilled to have had the support from our business community and we are grateful for those who chose to take part in our initiative.

Throughout the *We Care, We Can* Awareness Month, a range of creative events and fundraisers took place, each contributing to the cause in their unique way. The participation of various businesses helped generate both financial support and widespread awareness.

Additionally, in June, we held our Annual General Meeting with the theme of *On the Right Track*,

leading us to the redevelopment and expansion of the Bowmanville Hospital. Long-time Sportscaster Joe Tilley was our host for the evening and we had an exciting line-up of speakers, including former Lakeridge Health Chief of Staff Dr. Tony Stone, and Clarington Mayor Adrian Foster. Our special guest speaker was Demi Chalkias – a Canadian Female Race Car Driver – who inspired us all with her story of adversity and never giving up despite the odds.

In November, we hosted our first in-person gala after three years. We came back in a big way with our *All in for Healthcare: A Casino Night*. We brought all the sights, sounds, and excitement of Las Vegas to the Durham Region.



The “All In For Healthcare Gala” – Bringing Las Vegas to Durham Region.



2022 *We Care We Can* Awareness Month flag raising.

# Lakeridge Health Foundation

**L**akeridge Health Foundation has built on the extraordinary momentum generated over the past two years. During the 2022/2023 fiscal year, our donors continued to show us that they are proud to prioritize health care in Oshawa and Whitby..

Two years after launching *Our Cancer Campaign* to advance cancer care in Durham Region and beyond, the Foundation closed our fiscal year with over 82 per cent of our ambitious \$20 million goal achieved!

In September 2022, we announced the Million Dollar Match to help bring robotic surgery and the da Vinci Surgical System to the Oshawa Hospital. The Bob and Sue Verwey Family Foundation generously committed to matching all donations to *Our Cancer Campaign*, up to \$1 million. The response from our community was overwhelming! Inspired by our expert surgeons and the kindness of the Verweys, our donors rose to the occasion with energy and enthusiasm, and the match was met in a few short months.

Our Foundation would like to thank the entire Surgical Program in Oshawa for their help, support, and participation in advertising, events and media throughout the campaign. Read more about the da Vinci Surgical System on page 22.

Lakeridge Health Foundation granted over \$3.5 million to the Oshawa and Whitby Hospitals in our 2022/2023 fiscal year to a number of departments. Two of our Foundation's



Sue (left) and Bob (right) Verwey stand with surgeon Dr. Elena Igwe (middle) to announce the couple's \$1 million donation to robotic surgery.

Endowment Funds, the Kelly Burger Legacy Endowment Fund and the Anne and Charles Morison Endowment Fund, came together to fund a new Phlebotomy Chair in the Rapid Response Oncology Clinic. Lakeridge Health Whitby Volunteer Services' final gift to our Foundation helped fund a much-needed mobile X-Ray machine. We were also happy to help spread a little holiday cheer when the staff at the Whitby Hospital used dedicated funding to assemble and deliver over 80 gift bags to patients in Complex Continuing Care.

Our Foundation continued to invest in the professional development of our skilled hospital staff. During Nursing Week in May, 15 dedicated



nurses received financial support to pursue studies in nursing degree courses, nursing diploma courses, nursing specialty certificate courses, or nursing-related conferences. The first Allied Health Bursary for allied health clinicians was announced in September 2022, supporting ten allied health professionals as they advanced their educations.

In 2022/2023, our Foundation achieved over \$5.4 million in revenue – all thanks to our dedicated supporters. We continue to be amazed by our donors’ kindness and the Lakeridge Health team members who inspire our community to prioritize health care in Durham Region.



Staff and physicians welcoming the da Vinci Surgical System to the Oshawa Hospital.

## Port Perry Hospital Foundation

**T**he Port Perry Hospital Foundation connects the community served by Port Perry Hospital in ways that are supportive of great local health care. This fiscal year, the community was once more here for their hospital.

The Port Perry Dragon Boat Festival was back following a two-year pandemic-induced hiatus. Paddlers and organizers enjoyed the Port Perry waterfront, engaged in friendly paddling competition while fundraising for the hospital.

In other events, the first Mayor’s Gala in close to a decade was organized by retiring Mayor Bobbie Drew and her team. It was a great success with the Foundation included as a beneficiary.

Gratitude for great care is often the inspiration behind a donation and for James Mann, this could not be truer. In early February 2023, while pulling another vehicle out of a ditch in a blinding snowstorm, the winch snapped, flying back with enough force to penetrate James’ cheek and cause life-threatening injuries. James credits the emergency team at Port Perry Hospital for saving his life, stabilizing him before transporting him to Sunnybrook Health Sciences Centre for multiple surgeries and further care.

James has since made an incredibly generous donation of \$50,000 to the Foundation and is working with business associates to seek further support. James’ story is a testament to why care close to home matters so much and how giving back helps ensure continued great care for others.



2022/2023 has also been a year of projects for the Foundation:

- With the input of community, staff, and volunteers into the design, an accessible patient garden is under construction. The healing powers of nature will soon complement great medical care.
- The funding of two Physician Sleep Rooms at Port Perry Hospital makes it possible for physicians who live farther afield to get needed rest while on call. This is so important for physician retention.
- The largest and perhaps most exciting project currently underway is the arrival of computerized tomography (CT) scanner at Port Perry, scheduled to “go live” in the summer of 2023. This is possible because of the \$4 million *Here for You* campaign.

- Commitments to expanding and updating medical equipment at Port Perry Hospital this year have included:
  - > Updated Sonosite portable ultrasounds for both emergency and surgical programs.
  - > Four Phillips MX800 monitors for our emergency bays.
  - > Expanding monitoring capabilities for all levels of care.
  - > State-of-the-art replacements for all of Port Perry’s manual defibrillators.

Port Perry Hospital Foundation is incredibly grateful for all of our partners in philanthropy. This includes our colleagues at Lakeridge Health who provide insight and direction to ensure we are utilizing community dollars for the most important needs of our hospital; the physicians and allied medical professionals that practice in North Durham; our sister Foundations of Lakeridge Health that support their hospital sites; and our community of supporters that stand united in investing in local health care. Thank you!

Working together, we will continue to strengthen health care for all in Durham Region in exciting ways.



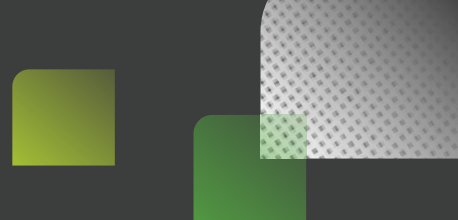
Dragon Boating 2022.



James Mann thanks staff.



Excited for CT!












## Broader Public Sector Reporting

In 2022/2023, Lakeridge Health focused on three annual priorities:

- Transforming Care through Emergency Department Revitalization.
- Developing a Quality Management System.
- Transforming the Experience of our People and Teams.

Progress towards the organization’s Strategic Plan was monitored throughout the year using the corporate scorecard below:

Strategic Direction	2022/23 Corporate Measure	2022/23 Results
 Be a <b>Workplace of Choice</b>	Voluntary turnover rate (annualized)	
 Commitment to <b>Individual Healthcare</b>	Zero Harm	
	% ED admits with LOS ≤ 8 hours	
 Create an Integrated <b>System of Care</b>	Balanced position at the Ministry of Health line	
 Improve <b>Population Health</b>	% of Ontario screen-eligible people, ages 50-74, who completed at least one screening mammogram within a 30-month period	

Legend: Red = Did not achieve target; Green = Achieved or exceeded target; Yellow = Data in development

At the end of the year, we achieved green status for one of the five corporate measures. However, three targets were not met and the remaining measure was under development.

## Be a Workplace of Choice

### ● Voluntary Turnover

Aligned with the annual priority, *Transforming the Experience of our People and Teams*, this corporate measure was monitored using the annualized voluntary rate. This rate decreased steadily; however, the target was not met.

Nursing-specific recruitment strategies were successful with more than 250 nurses hired; however, turnover continues to be a challenge, especially in the first two years of employment.

Initiatives to improve this metric are included on page 11 of this report. Many of the initiatives were in the planning stages this year and we have therefore not experienced the full impact of these efforts. Work continues into the next fiscal year and will be focused on workforce stabilization and optimization.

## Commitment to Individual Health Care

### ● Zero Harm

Aligned with the priority, *Developing a Quality Management System (QMS)*, this corporate measure was monitored using a zero harm composite measure. A working group was established and their work resulted in the development of the following six zero harm measures:

- Number of workplace violence incidents.
- Falls rate (with harm).
- Hand hygiene – Moment 1.
- Bar Code Medication Administration compliance.

- Medication reconciliation on discharge (with best possible medication history).
- Pressure injury documentation and repositioning compliance.

The focus was to design the elements of the QMS, including:

- Alignment System – A refresh of the annual corporate and program planning process to engage team members in the identification of our annual priorities.
- Daily Management System – Development of learning modules.

The above six zero harm measures will be utilized to monitor progression of QMS implementation next year and will comprise part of the 2023/2024 corporate scorecard.

### ● Emergency Department (ED) Length of Stay (LOS) for Admitted Patients

This aligns with the priority, *Transforming Care through ED Revitalization*, and was monitored using the percentage admitted ED patients with a LOS that was equal to or less than eight hours. This measure improved steadily; however, the target was not met. Activities focused on recruitment and retention of ED staff and physicians, as well as capacity and flow throughout the organization.

ED revitalization initiatives are included on page 15 of this report. Work continues into 2023/2024 to improve ED LOS times. As well, a number of new initiatives are being planned.

## Create an Integrated System of Care

### ● **Balanced Position at the Ministry of Health (MOH) Line**

The target of achieving a balanced position at the MOH line was not met as the year ended in a deficit position. Activities to reduce the deficit included:

- Implementation of various saving initiatives through a benchmarking exercise aimed to identify the areas of potential improvements in the efficiency of operations.
- Ensuring service levels stay within available funding limits while continuing ongoing advocacy with the government to secure support for increasing population needs.
- Review and implementation of staffing-related strategies, including, but not limited to, recruitment, retention, and workforce planning.

Additional initiatives are being planned over the next three-year period in order to reduce the deficit and return to a balanced position.

## Improve Population Health

### ● **Breast Cancer Screening**

The metric, *percentage of Ontario screen-eligible people, ages 50-74, who completed at least one screening mammogram within a 30-month period*, improved steadily throughout the fiscal year and results exceeded target as of the third quarter of the year. Activities to support target achievement included:

- Patient education on the importance of screening, including sessions with partners focused on First Nations and Black communities.

- A social media campaign; and
- Implementation of a self-referral form for participants to book online.

## Financial Performance

Lakeridge Health has reported a \$56M deficit for the fiscal year ended March 2023, while the prior fiscal year ended in a slight deficit position of \$900,000. The largest contributor to this year's deficit is related to Bill 124. On November 29, 2022, Bill 124 was declared by the Ontario Superior Court of Justice to be "void and of no effect" on the grounds that it interfered with unions' freedom of association rights under the Canadian Charter of Rights and Freedoms. As a result of the court's decision, certain collective agreements may need to be re-opened for all years impacted by Bill 124. Accordingly, Lakeridge Health has recorded an accrued liability for estimated retroactive payments to the impacted employees.

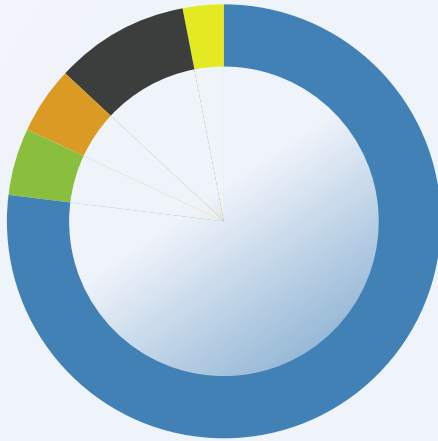
The financial position was also largely impacted by an overall increase in compensation costs driven by industry-wide health human resources challenges, overtime costs, and other one-time labour agreements related costs, as well as supplies costs driven mainly by post-pandemic surgical recovery volumes, enhanced safety protocols, and inflationary increases. While one-time funding was received to help with the pressures related to the COVID-19 pandemic, it did not fully offset the deficit.

Lakeridge Health continues to address financial challenges through the implementation of efficiencies of operations, the development of recruitment and retention strategies, as well as ongoing advocacy with the provincial government.



# Lakeridge Health Financials

## Revenue Distribution 2022/2023

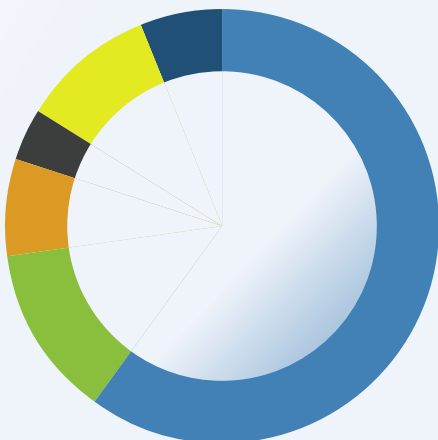


- 76.6% Ministry of Health
- 5.0% Patient services
- 5.3% Other ancillary revenue and recoveries
- 9.8% Specifically funded programs
- 3.4% Amortization of deferred capital contributions – equipment and buildings

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**Total Revenue \$882,190,000**

## Expenditure Distribution 2022/2023



- 60.0% Compensation and benefits
- 13.0% Supplies and other
- 7.4% Drugs
- 4.4% Medical and surgical supplies
- 9.5% Specifically funded programs
- 5.7% Amortization, including buildings, equipment, and interest on debt

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**Total Expenses \$938,214,000**

# 2022/2023 Board of Trustees



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Pickering



**Thelson Desamour**  
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**Tom McCulloch**  
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**Ijade Maxwell Rodrigues**  
Brooklin



**Mark Mulima**  
Ajax



**Bill Sims**  
Bowmanville



**Jeff Somerville**  
Whitby



**Rachel Traore-Takura**  
Bowmanville

## Elected Members



**Cynthia Davis**  
President and CEO



**Dr. Randy Wax**  
Chief of Staff



**Petrina McGrath**  
Health System  
Executive, People,  
Quality, and Practice  
and Chief Nursing  
Executive



**Dr. Megha Suri**  
President,  
Medical Staff  
Association



**Dr. Julie Ann  
Francis**  
Vice President,  
Medical Staff  
Association



**Anita Neeson**  
Volunteer Council  
Representative



**Peter Hobb**  
Foundation  
Representative



**Dr. Tony Stone**  
Outgoing  
Chief of Staff



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