



Living Our Values

Annual Report 2021/2022



Lakeridge
Health

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Board of Trustees

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

Living our Values: Inclusion, Compassion, Innovation, Teamwork, and Joy

Values. They are a person's principles or standards of behaviour. One's judgment of what is important in life. At Lakeridge Health, our values represent the foundation of who we are and what we do.

This year, as the COVID-19 pandemic once again tested our resolve, we witnessed the Lakeridge Health team live these five values like never before.

In this Annual Report, we share stories that exemplify these values across our multi-site organization. Stories of being inclusive in our actions, compassionate in our care, innovative in our thinking, achieving success through teamwork, and capturing moments of joy.

Although the unknowns and turmoil of the COVID-19 pandemic dominated our world once again, our staff and physicians came together each and every day to ensure that patients and residents received high-quality care when they needed it most, and to support each other during some of the most difficult days ever experienced.

We have shown teamwork, both within our organization and as a health-care system, connecting with our community health partners to support the health of Durham Region residents. From offering COVID-19 testing and vaccination clinics to opening a COVID-19 Therapeutic Clinic and ensuring care could be received in various ways, including through virtual urgent care centres, Lakeridge Health is fortunate to have incredible partnerships both internally and within the community.

Our partnerships extend to our volunteers, Patient and Family Experience Advisors, Community Advisory Panels, Foundations, and donors – all of whom are integral to the Lakeridge Health team. We wouldn't be where we are today without their active support and engagement.

We displayed innovation and teamwork through the implementation of Epic, a new, digital clinical information system, which was simultaneously launched alongside six partner hospital organizations across Central East Ontario. Similarly, we opened our new long-term care home, Lakeridge Gardens. This 320-bed state-of-the-art home was completed in record time through the Ontario government's Accelerated Build Pilot Program, and in partnership with PCL Construction and Infrastructure Ontario.

We showed compassion by going above and beyond to support patients, residents, and each other in times of need. Examples you'll read about here include the Environmental Services Manager at Lakeridge Gardens who took a resident's clothes home to wash when he noticed the resident had no family visiting. And the Registered Nurse who braved a historic winter storm to drive team members to and from work safely, transport medication from one hospital to another, and bring takeout food to team members so they could continue to serve their patients.

We demonstrated inclusion as we continued to advance our inclusion, diversity, and equity efforts across the organization to address racism and discrimination, while ensuring an equitable environment for team members, patients, residents, and clients, their families, and our community. There is still work to do at Lakeridge Health; and, in the spirit of inclusion, we are excited to continue this journey.

Underscoring all of this is our focus on bringing joy to our workplace and our roles whenever possible.

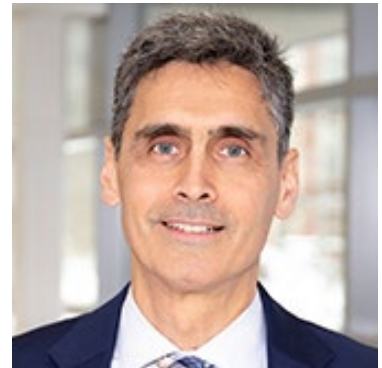
Lakeridge Health's strength is our people. We are grateful for each and every one of our team members who continue to rise up amidst the challenges of a global pandemic and live and breathe our values every day. Together, we remain unwavering in achieving our vision of *One System. Best Health.*



Sharon Cochran
Chair, Board of Trustees



Cynthia Davis
President and CEO



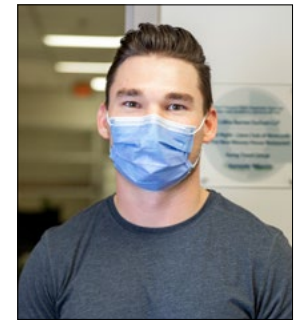
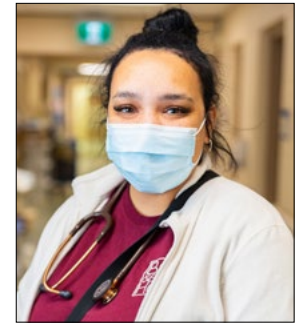
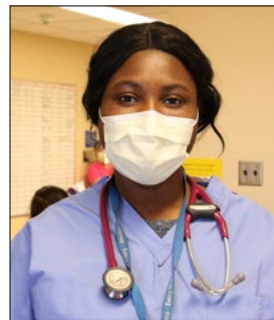
Dr. Tony Stone
Chief of Staff

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, and more than 20 community health-care locations, Lakeridge Health offers some of the broadest and most comprehensive acute care, ambulatory care, and long-term care services in Ontario.

Lakeridge Health is 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 7,700 staff, physicians, and volunteers, Lakeridge Health is working in collaboration with its Durham Ontario Health Team, primary care, and community 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.

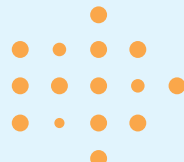


Vision



One System.
Best Health.

Mission



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

Values

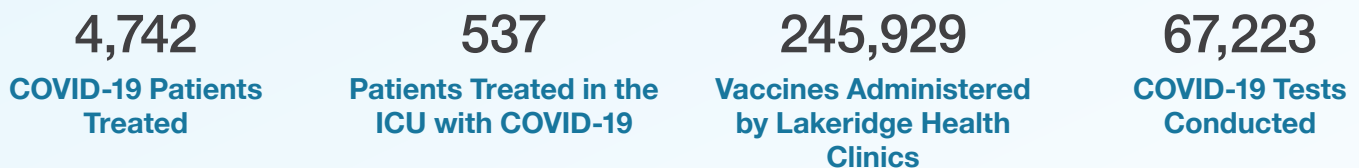
- Inclusion
- Compassion
- Innovation
- Teamwork
- Joy

Lakeridge Health By the Numbers

For the fiscal year April 2021 to March 2022.



COVID-19 Response



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

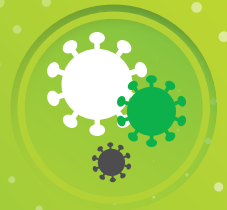
Lead the transformation to a connected and integrated system of care in Durham Region.



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.

COVID-19 Pandemic



In 2021/2022, Lakeridge Health solemnly marked the second year of the COVID-19 pandemic. Though 2021/2022 once again tested the resilience, resolve, and fortitude of our teams, Lakeridge Health emerged stronger, never once wavering on its commitment to provide the highest quality of acute care to the people of Durham Region.

Lakeridge Health started the fiscal year with the entrance of the third wave of COVID-19 and ended the year in the fifth wave. Throughout each successive wave, Lakeridge Health tackled the COVID-19 response on two fronts: teams exemplified a united approach internally, across departments; and externally, collaborated with system partners.

During the third and fourth waves that began in the spring and fall of 2021, Lakeridge Health focused on creating and sustaining critical care and inpatient capacity for COVID-19 and non-COVID-19 care alike. By late December 2021 and early 2022, amidst a dramatic rise in the number of cases with the highly transmissible Omicron variant, Lakeridge Health, like much of the world, found itself entering the fifth wave, forcing the hospital to launch its strongest COVID-19 response yet.

In the fifth wave, the organization faced an unprecedented staffing crisis. Once again, Lakeridge Health teams and external partners, including the Durham Ontario Health Team and primary care, worked together to optimize and sustain staffing resources to ensure the safest care for patients.



Towards the end of 2021/2022, Lakeridge Health began the recovery phase of the fifth wave and by February 2022, started the ramp up of surgical procedures. Unfortunately, just as this fiscal year began to close out, the sixth wave began.

Ensuring the Health of Durham Region During the Second Year of the Pandemic

In 2021/2022, Lakeridge Health invested a tremendous amount of resources to ensure the health of Durham Region residents. The organization partnered with Durham College and Ontario Tech University to establish a space to vaccinate community members, as well as vaccinate and test Lakeridge Health staff and frontline essential workers, especially during the fifth wave.

In January 2022, Lakeridge Health added COVID-19 treatment options to its busy vaccination clinics and COVID-19 Assessment Centres, and opened a new COVID-19 Therapeutic Clinic (CTC). The new CTC provided eligible COVID-19 patients with access to new antiviral medications, including Paxlovid.



This collaborative approach to vaccination, testing, and COVID-19 treatment resulted in:



1,063,665 doses of the COVID-19 vaccine administered across Durham Region as of November 30, 2021. Approximately **245,929 COVID-19 vaccines** were administered through Lakeridge Health vaccination clinics.



Approximately **67,223 COVID-19 tests** were conducted through Lakeridge Health COVID-19 Assessment Centres.



Lakeridge Health's CTC prescribed approximately **20 per cent** of total prescriptions in Ontario for Paxlovid.



Patient and Team Member Stories

Lakeridge Health Designated a Best Practice Spotlight Organization (BPSO)

In 2021, The Registered Nurses' Association of Ontario (RNAO) designated Lakeridge Health a Best Practice Spotlight Organization (BPSO).

BPSOs are health-care and academic organizations selected by the RNAO to implement the RNAO's best practice guidelines (BPGs). More than 1,000 BPSOs have been established across Ontario and around the world, and we are proud to be one of them.

This dynamic partnership focuses on evidence-based practice to optimize clinical and health outcomes. Although this initiative is led by the RNAO, a BPSO designation goes well beyond nursing practice and spans the interprofessional team. All team members at Lakeridge Health have made a noticeable effort to becoming Best Practice Champions, working tirelessly to raise awareness of BPGs, and to motivate their colleagues.

Over the last three years, the following five BPGs have been implemented to achieve the BPSO designation:

- Assessment and Management of Pain.
- Preventing Falls and Reducing Injury from Falls.
- Assessment and Management of Pressure Injuries for the Interprofessional Team.
- Delirium, Dementia, and Depression in Older Adults.
- Care Transitions.

Thanks to the collaborative effort of everyone involved in the BPSO journey, the BPGs have already resulted in significant improvements in clinical practice and patient care.

This includes:

- The implementation of a checklist to improve the transfer of care process for paediatric patients admitted through the EDs.
- Realigning and updating pain assessment tools for patients of all ages.
- Incorporating strategies to decrease patient falls.
- The introduction of evidence-based tools to recognize changes in patients' mental status related to delirium, dementia, and depression and implement a personalized plan of care.
- Harmonizing and updating pressure injury prevention strategies across Lakeridge Health.

Currently, Lakeridge Health is building on its BPSO work with the implementation of two additional BPGs:

- Assessment and Care of Adult at Risk for Suicidal Ideation and Behaviour.
- Person- and Family-Centered Care.

Achieving a BPSO designation is truly a testament to the leadership and dedication of the Lakeridge Health team, as well as the commitment to the highest standards of excellence in care for all patients.



Addressing Vaccine Hesitancy Among Specific Populations

Increasing the vaccination rate among staff and Durham Region residents remained a focus throughout 2021/2022.

Lakeridge Health collaborated with the Black Physicians' Association of Ontario (BPAO), Carea Community Health Centre, DurhamONE, and Durham Region Public Health to open several COVID-19 vaccine clinics in support of the Black community in the summer and early fall of 2021.

"Research has shown that COVID-19 has disproportionately impacted Black and racialized communities throughout the pandemic. As well, there is a documented hesitancy to vaccines among some members of different racialized and faith groups," said Dr. Placide Rubabaza, Obstetrician and Gynaecologist, Lakeridge Health.

Dr. Rubabaza, along with a team of health-care professionals, helped to organize the clinics. Although in support of the Black community, the specialized clinics provided first and second doses to Durham Region residents of all ethnicities and faiths.


The clinics used several strategies to help build trust, address questions, and reduce barriers to make vaccines as accessible as possible.



Lakeridge Health collaborated with the Black Physicians' Association of Ontario, Carea Community Health Centre, DurhamONE, and Durham Region Public Health to open COVID-19 vaccine clinics in support of the Black community.


"There are many reasons people may be hesitant about vaccination, but when a family member or a member of their community shares their great experience, it goes a long way towards encouraging them to get the vaccine," said Francis Garwe, CEO, Carea Community Health Centre.

**Why I'm...
VACCINATED!**



I chose to be vaccinated for not only my protection but also for family. Never really knowing what I bring home everyday, I want them to be safe. I want to be able to make many more memories like the one in the photo, hiking with my wonderful family.

Nicole Mayhew, Laboratory Assistant



Role modelling the way in Durham Region

Through an internal campaign, many team members shared their reasons for getting vaccinated.

A Collaborative Approach During the Fifth Wave

Working together to increase access to care during the fifth wave

During the fifth wave of the pandemic, the highly transmissible Omicron variant and resulting increased case counts helped to fuel a serious staffing crisis at Lakeridge Health. And coupled with the usual patient volumes associated with the seasonal cold and influenza season, emergency departments (EDs) across the system experienced both staffing shortages and capacity challenges.

To assist with ensuring continued access to acute care hospital services during the fifth wave, Lakeridge Health partnered with Durham Region primary care physicians

and clinics. Through this partnership, community clinics were expanded and more patients with cold and flu symptoms were able to be seen and treated in the community, thereby helping to ease the burden on Lakeridge Health's EDs.

This collaboration helped to not only increase access to community care for less acute patients, but also ensured that those in critical and emergent situations were able to quickly, and more easily, access the care they needed through the EDs.

The COVID-19 Therapeutic Clinic: A Success Story

By early 2022, Ontario approved several outpatient antiviral therapies, including Paxlovid, to treat COVID-19. Lakeridge Health was one of 15 Ontario hospitals to open a COVID-19 CTC to administer these treatments.

Accessed by appointment and referral from a COVID-19 Assessment Centre, Urgent Care Clinic, Cold and Flu Clinics, and primary care providers, the CTC provides specialized antiviral treatment for eligible adults with mild to moderate COVID-19 who are at risk of progressing to serious illness.

Working in collaboration with Central East Primary Care, Durham Region COVID-19 Assessment Centres, and Central East hospital partners, the group was able to prescribe close to 20 per cent of the nearly 675 prescriptions of Paxlovid therapy in Ontario during the early stages of the rollout, making this innovative model one to follow.

“We’re incredibly proud of what we were able to accomplish when we worked together,” said Dr. Brad Wiggers, Medical Director, CTC and Infectious Diseases Specialist, Lakeridge Health. “Through this tremendous partnership and collaboration, we helped to strengthen community care. Our collective efforts are improving the health of Durham Region residents and the Central East Region population.”



Virtual Urgent Care: A Safe Space for Care

In 2021/2022, heading into the second year of the unprecedented pandemic, Lakeridge Health continued to make use of virtual technology to deliver high-quality, safe care, even under lockdown. During 2021/2022, there were 4,178 virtual visits to Lakeridge Health's Durham Virtual Urgent Care Clinic.

Ajax resident Joy Serranno was one of those visits. Prior to the pandemic, the 28-year-old had battled depression and anxiety. She managed her condition through a combination of therapy and prescribed medications. During the pandemic, when her prescriptions ran out, she was unable to immediately book an appointment with her regular care provider.

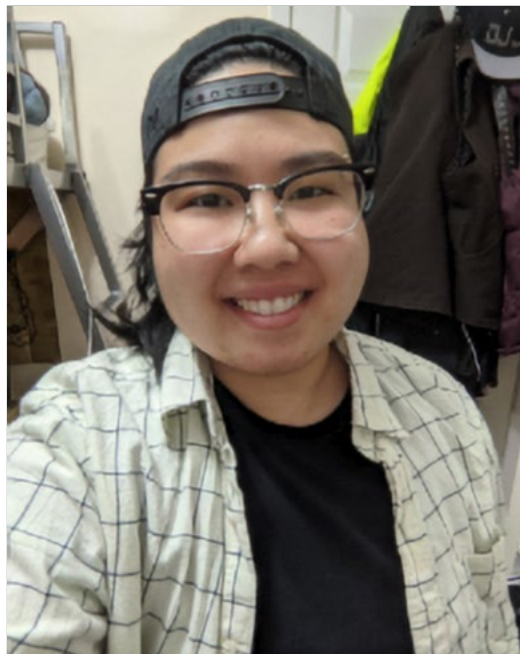
"I like to be busy with work, going to school, and hanging out with friends," said Joy. "Once we went into lockdown, I didn't have anything to do. The additional time on my hands with no distractions caused bad feelings to resurface."

With the help of the Durham Virtual Urgent Care Clinic, Joy received a referral to Lakeridge Health's Mental Health Urgent Care Clinic, where she was able to refill her prescription and connect to other vital mental health services.

"I couldn't believe it! The process was amazing!" said Joy. "I was able to access the services I needed, when I needed them, in a way that was a safe space for me."

As a result of her experience with the Durham Virtual Urgent Care Clinic, Joy was able to better manage her depression and anxiety through the pandemic.

"I don't think that I could have gotten here if I didn't have the support of the virtual care options at Lakeridge Health," she said.



Joy Serrano



I couldn't believe it! The process was amazing! I was able to access the services I needed, when I needed them, in a way that was a safe space for me.

Joy Serrano
Ajax resident

Long-Term Care



Lakeridge Gardens Brings 320 Urgently Needed Long-Term Care Beds to Durham Region

In March 2022, Lakeridge Health celebrated the grand opening of the highly anticipated, new long-term care home, Lakeridge Gardens with partners, PCL Construction, Infrastructure Ontario, and provincial, regional, and municipal government partners.

With capacity for 320 residents, Lakeridge Gardens provides high-quality care in a modern and safe environment. It is the first facility to be completed as part of the Ontario government's Accelerated Build Pilot Program, with major construction done in just 13 months.

Lakeridge Gardens was designed and built with evidence-informed infection prevention and control measures and with the resident and their family at the centre of care. It features outdoor spaces on each floor, a specialized behavioural unit with access to a secure rooftop terrace, private and semi-private rooms, a hair salon and spas, and multiple bright and sunny gathering areas for families to connect with their loved ones.



Ontario Premier, Doug Ford, (left) with Board of Trustees Chair, Sharon Cochran, (at the podium) and Ministers Paul Calandra, Christine Elliott, Kinga Surma, and Peter Bethlenfalvy, and Lorne Coe, MPP Whitby at an event celebrating the substantial completion of Lakeridge Gardens in February 2022.



Thanks to their collaboration and dedication, seniors across Durham Region will have access to high-quality long-term care services closer to home. I am confident our vision of *One System. Best Health.* will be felt by the residents who will call Lakeridge Gardens their home and by the families who will make memories in this building for years to come.

Sharon Cochran
Chair, Board of Trustees
Lakeridge Health

The home also houses a nine-station dialysis unit, thanks to funding from the Ministry of Health and the Ontario Renal Network. This unit will mean an increased quality of life for residents who will be able to access treatment in the comfort of their home; and it will also be available to those in the community who require dialysis services.

“Thousands of individuals from across the region came together to make this home a reality,” said Sharon Cochran, Chair, Board of Trustees, Lakeridge Health. “Thanks to their collaboration and dedication, seniors across Durham Region will have access to high-quality long-term care services closer to home. I am confident our vision of *One System. Best Health.* will be felt by the residents who will call Lakeridge Gardens their home and by the families who will make memories in this building for years to come.”

Even the name of the facility has its origins in collaboration. The perspectives of community members and our staff and physicians were sought out in choosing the home’s name with more than 600 responses received.

Thanks to this input, Lakeridge Gardens reflects the people, communities, patients, residents, and families that are served each and every day. In addition to representing these many diverse voices, Lakeridge Gardens also embodies growth. Growth as Lakeridge Health continues its journey to transform care and build a regional system of care, and growth for the future residents who will call the new long-term care facility their home.



Members of the Lakeridge Gardens care team are focused on ensuring every resident receives high-quality and safe care in a resident-friendly environment.

Contributing the Fifth Wave Pandemic Response

Even before the first permanent resident walked through the doors, Lakeridge Gardens had already played an important part in helping Durham Region navigate the fifth wave of the COVID-19 pandemic. In early February 2022, more than 60 patients were temporarily moved into the third floor to assist with patient capacity pressures.

It was a sure sign of many incredible things to come as Lakeridge Health continues 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.

Ensuring High-Quality Care at Sunnycrest Nursing Home

Since coming into Sunnycrest Nursing Home in December 2020 to help the staff and residents manage a serious COVID-19 outbreak, Lakeridge Health expanded its role in the home in 2021/2022, becoming the temporary long-term care licence holder for the residence. Throughout 2021, Lakeridge Health worked with the ownership of Sunnycrest and the Ministry of Long-Term Care to ensure the continued delivery of high-quality care for residents and support for families.

By early 2022, as a result of the planned closure of the home, Lakeridge Health, in partnership with the Ministry

of Long-Term Care and Home and Community Care Support Services, worked closely with residents and their families to ensure that all residents were placed into a home appropriate for their needs and in accordance with their preferences.

Shortly thereafter, a new Temporary Emergency Licence was issued to maintain long-term care capacity at Sunnycrest and to protect the health and safety of the remaining residents until they could be placed into other long-term care homes.

Environmental Services Staff Help to Build a Family-like Atmosphere

Commitment to high-quality, safe care is reflected in all who work at Lakeridge Gardens, including the Environmental Services Team.

“Environmental services staff in a long-term care home have a unique role in that they get to meet all the residents as they do their jobs and end up spending a lot of time with them and become integral to the culture of the home,” explained Brian Taylor, Manager of Environmental Services, Lakeridge Health.



With a focus on creating a family-oriented, person-centred culture, Brian encourages Environmental Services staff who are working on Fridays to bring residents outside during the warmer weather months so Lakeridge Gardens staff can take them for a quick stroll.

Brian demonstrated this same commitment to exceptional care and service when more than 60 patients were temporarily moved to the third floor of the home to help assist with capacity pressures during the fifth wave of the pandemic.

The home didn't yet have its washers and dryers set up to launder residents' clothes and Brian noticed that one of the patients had limited clothing and no family visiting, so he took the patient's clothes home and washed them himself and brought them back the next day.

“To me, these sorts of actions are something that comes naturally when you work in long-term care; we want to do everything for our residents that we possibly can.”



Patient and Team Member Stories

Team Members Brave Historic Winter Storm to Care for Patients and Support Colleagues

On January 16 and 17, 2022, the Greater Toronto Area experienced a major winter storm, with 40 to 60 centimetres of snow falling over a period of just 15 hours and blizzard-like conditions. The winter event resulted in snowfall amounts that exceeded the total accumulation in January, February, and March of 2021 combined.

When Alan Kameda, Registered Nurse, drove into the Oshawa Hospital the morning of January 17, it was clear how challenging a day it was going to be.

“I drove in with my wife, who is a pharmacist at Lakeridge Health and as soon as we got on to the grounds of the Oshawa Hospital, we saw many people trying to help push cars that had been stuck in the snow,” explained Alan.

After seeing numerous emails coming in from staff who needed help getting into work or back home, he sent an email letting staff know he was available to drive them in his truck, which could make it through the snow.

In addition to driving about 20 staff to and from work, everywhere between Newcastle and Pickering, Alan also helped to bring medication from the Oshawa Hospital to the Ajax Pickering Hospital and bring takeout food to teams at the Ajax Pickering and Bowmanville Hospitals and Sunnycrest Nursing Home. He finally made it home himself at 10:30 p.m. that night after coming in at 7:00 a.m.

Although Alan has been hailed by colleagues and hospital leadership alike for his exceptional efforts, he has a much different perspective on the part he played that snowy day.

“The help I provided during that one-day emergency is nothing when you compare it to the ongoing crisis health-care teams have been navigating during the last two years of the COVID-19 pandemic,” Alan explains.

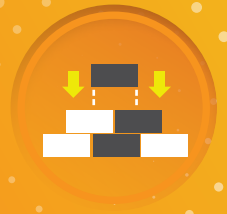
Alan also notes that he has a great deal of appreciation for the many staff and physicians that made the effort to get into work that day.

“They could have just said ‘I’m not coming in,’ but they wanted to be there to care for patients and support their colleagues. That’s what kept me going and what made it all worthwhile.”



Alan Kameda stands with his truck – the one he used during the January 2022 winter storm.

Capital Projects



Building an Integrated System of Care through Teamwork and Collaboration

The fiscal year, 2021/2022, was a year full of capital planning accomplishments. In addition to completing and opening our new long-term care home, Lakeridge Gardens, a site was identified for a potential new hospital, approval was received from the Government of Ontario to move to Stage 2 in the planning process for the Bowmanville Hospital redevelopment project, and a new Interventional Radiology suite was opened in the Oshawa Hospital.



Construction of Lakeridge Gardens in July 2021.

Site Selection for Proposed New Hospital

In 2021, Lakeridge Health continued its efforts to identify a site for a potential new hospital in Durham Region. And in early 2022, the Lakeridge Health Board of Trustees accepted an independent expert panel's recommendation to protect a site in Whitby for a proposed future hospital in Durham Region.

The recommendation was provided to the Board following a phased process that included a comprehensive public consultation on the criteria used to score site proposals, a public Call for Proposals to interested landowners, and a rigorous evaluation and scoring process.

The proposed site is located on 50 acres of land south of Highway 407, west of Highway 412, east of Lake Ridge Road, and north of Highway 7/Winchester Road. The location is easily accessible due to its proximity to major existing highways and roadways, as well as planned public transit. Its location in central Durham Region will help to serve residents across the region.

The site selection is a key part of Lakeridge Health's Master Plan, which identifies capital investments needed to meet projected demand in Durham Region over the next 25 years.



Bowmanville Hospital Redevelopment Planning Moves to Stage 2

In March 2022, Lakeridge Health, in partnership with its provincial and regional government partners, formally announced that the Bowmanville Hospital Redevelopment Project moved through to Stage 2 of the planning process.

Situated in one of the fastest growing communities in Durham Region, once operational, the newly redeveloped Bowmanville Hospital will provide enhanced patient care through modernized facilities and better meet the acute care needs of the residents of Clarington for generations to come.

New Interventional Radiology Space Opens at Oshawa Hospital

In August 2021, the Diagnostic Imaging team celebrated the official opening of a new, state-of-the-art home for Interventional Radiology (IR) at the Oshawa Hospital.

The extensive redevelopment project, funded by \$5 million in donor support from Lakeridge Health Foundation, brings with it more than two times the space, increased safety for staff, technologically advanced imaging equipment, and the ability to provide much more complex procedures.

The new pre- and post-procedure area adjacent to the new IR suites holds 10 beds and includes a dedicated room for minor procedures. Technology in the new department space includes advanced CT capabilities, including 3D imaging, which provides the IR team with the ability to offer these services independently. This will free up resources in the dedicated CT area and enable more patients to access these services.

By moving out of the former Diagnostic Imaging area, the IR renovation has made room for a complete revitalization of the Ultrasound Department in the Oshawa Hospital that will ultimately include seven private rooms and upgraded space for staff.



From left to right: President and CEO, Cynthia Davis, along with Diagnostic Radiologist, Dr. Sean Galante; Lakeridge Health Foundation CEO, Yves Gadler; and, Diagnostic Imaging Manager, Maria Hilts.

Construction Continues on Jerry Coughlan Health & Wellness Centre

Lakeridge Health, in conjunction with our development partner NorthWest Healthcare REIT, continues to progress with the construction of the Jerry Coughlan Health & Wellness Centre (JCHWC), scheduled to open in the fall of 2022. Located in the rapidly growing community of North Pickering, the four-storey centre will provide extensive day surgery procedures in state-of-the-art operating theatres. The JCHWC will also provide additional surgical spaces and improved training capabilities for paramedic training. Other floors in the building will offer primary care, an urgent care clinic, diagnostic imaging, and lab services.



Construction progress on the Jerry Coughlan Health & Wellness Centre in May 2022.

Epic Go-Live



On December 3, 2021, Lakeridge Health went live, alongside six partner hospital organizations in Central East Ontario, with the biggest and most transformative project in the organization's history – the launch of the new, digital clinical information system (CIS), Epic.

Epic provides a single, unified personal health record for each patient and is a critical investment in quality, access, and sustainability for the future. With Epic, providers now have immediate access to up-to-date health information such as a patient's medical history, test results, and medication records. Having this information in real-time is mission critical in providing high-quality care in a person and family-centred manner.

“Epic will vastly improve the way care is delivered in Durham Region and for the 1.5 million patients across Central East Ontario for generations to come,” said Dr. Ilan Lenga, Chief Information Officer and Chief Medical Information Officer, Lakeridge Health.

With the new Epic CIS, health-care teams are better equipped with the tools they need to collaborate across different parts of a hospital and multiple hospitals, enabling them to make the best possible decisions about an individual's care and treatment.

The launch of Epic also included a new MyChart Central East Ontario patient portal that is integrated with the Epic system. This free, secure, online portal allows patients to access their medical records and personal health information.



Epic will vastly improve the way care is delivered in Durham Region and for the 1.5 million patients across Central East Ontario for generations to come.

Dr. Ilan Lenga

Chief Information Officer
and Chief Medical Information Officer
Lakeridge Health



Care Teams Share Data in Real Time to Ensure Seamless Patient Care Transitions

As a best-in-class clinical information system that has been adopted by hospitals throughout Canada, continuity of care is one of the biggest advantages with Epic. The transfer of a child from Lakeridge Health to The Hospital for Sick Children (SickKids) shortly after Epic went live using Epic’s Rover technology illustrates the lifesaving benefits of this system.

“Rovers are a mobile device that help to increase patient safety by allowing the scanning of information in real time, such as patient identification, medication, care team, and vital signs at the point of care, typically at the patient’s bedside,” said Dr. Ilan Lenga, Chief Information Officer and Chief Medical Information Officer, Lakeridge Health.

Arden Eldridge, Patient Care Manager of the Emergency Department at Oshawa Hospital

explained, “SickKids had the entire patient chart to review even before the patient was transferred. As well, one of our nurses in the Emergency Department who accompanied the patient was able to connect to the Wi-Fi available in the ambulance to share updates with the SickKids team en route.”

Upon arrival at SickKids, which also uses Epic, the care team was able to confirm that the clinical information gathered on transfer was received and easily accessed the patient’s chart and continued to update the record.

“I’m so proud of how our nursing team was able to use this incredible tool to ensure seamless patient flow and transition of care,” Arden shared.

Inclusion, Diversity, and Equity



Continuing our Inclusion, Diversity, and Equity Journey

In June 2020, following the tragic death of George Floyd, Lakeridge Health made a commitment to accelerate its inclusion, diversity, and equity efforts in order to address all forms of racism and discrimination across the organization, including anti-Black and anti-Indigenous racism, and promote an equitable environment for all.

The first steps were to establish an interdisciplinary Inclusion, Diversity, and Equity Committee, and conduct an internal review of the lived experiences for the diverse members of the Lakeridge Health community. Feedback was solicited through various internal engagements, such as an organization-wide survey, one-on-one conversations, an online anonymous forum, and virtual focus groups.

This valuable data led to a number of important recommendations that Lakeridge Health continues to put into action. Over this last year, we've maintained and built on this momentum. These efforts have included:

- The creation of an Inclusion, Diversity, Equity, and Accessibility Committee (IDEA) as a standing committee of our Board of Trustees. Shortly after its formation, the IDEA Committee launched a public community survey to help them better understand the barriers, gaps, and areas of opportunity within the Lakeridge Health system, and where the community feels the Board should prioritize its actions, especially those related to equity, inclusion, accessibility, and anti-racism. Feedback collected through this survey is being used to directly inform and guide the development of a Board-focused action plan.
- The addition of a Director responsible for inclusion, diversity and equity and the partnership with a physician for this portfolio. This leadership team

is working closely with the Lakeridge Health Board of Trustees, Senior Leadership Team, internal stakeholders, as well as external community partners, to develop a long-term inclusion, diversity, and equity strategy that addresses racism and discrimination and continues to build an equitable environment that benefits the team, patients, residents, and community.

- The creation of Indigenous and Black Communities of Inclusion to provide safe spaces for team members to share feedback and opportunities for improvement, as well as promote increased employee engagement, and population health discussions. While there is still much for us to learn in our journey, in 2021/2022, we continued to make tremendous gains in this area, working in partnership with our teams and community partners.



Lakeridge Health President and CEO, Cynthia Davis, participates in an Indigenous Smudge Ceremony during the National Day for Truth and Reconciliation/Orange Shirt Day on September 30, 2021.

Mental Health



During the COVID-19 pandemic, the need for mental health and addictions services in our communities continued to grow. In 2021/2022, Lakeridge Health focused on building a more integrated, coordinated, and connected system of care to improve mental health and addictions supports and services within Durham Region, including:

- Joining forces with the Region of Durham and community partners in August 2021 to form a Task Force to implement addiction and treatment services through a street outreach team.
- Establishing a Community Advisory Panel for mental health and addictions to ensure mental health and addiction services are more easily accessible to Durham Region residents.
- Expanding access to care for addictions services in four Durham Region school boards.
- Initiating the Concurrent Disorders Day Treatment program.
- Adding educators to the Pinewood Centre and Durham Mental Health Services' (DMHS) teams.



Members of the Concurrent Disorders Day Treatment team, from left to right, Niru Balasubramaniam, Victoria Soares, and Holly O'Brien.

As well, in order to enhance patient care, Lakeridge Health introduced new tools and programs, including:

- Helping to design a new toolkit to assist ED teams across the province in treating patients with opioid-related issues as part of the Mentoring, Education, and Clinical Tools for Addiction: Primary Care-Hospital Integration (META:PHI) group – a provincial initiative led by Women's College Hospital to support the treatment of people struggling with substance use disorders.
- Introducing the Safewards model of care at DMHS and Pinewood Centre in September 2021, which prioritizes workplace violence prevention, and client care and safety.

Moving forward, Lakeridge Health will launch and implement a Mental Health and Substance Use Services strategy to guide future decisions to improve the delivery of mental health services and supports, while advancing health system integration.



Addiction Outreach Counsellors, from left to right, Harrison Ramsey and Matthew King.

Patient Experience and Volunteers

The COVID-19 pandemic has continued to push the patient experience team to elevate how patient and family-centred care is provided at Lakeridge Health.

We are grateful for the ongoing support of our Patient and Family Experience Advisors, Spiritual Care team, and the hundreds of volunteers in our Auxiliaries whose shared desire for a healthier community has been integral.

Below are some of this year's highlights.

- *Email a Patient* remained an important, free service for families and friends of hospitalized patients to send notes and messages. The messages are prepared with care and compassion to be hand delivered and in some cases, read aloud, creating meaningful connections for patients and their families and friends.
- Volunteers have maintained their connection to the organization and commitment to volunteer activities as they eagerly await news that they can, once again, restore more volunteer activities to support patients and teams. Over the last year, volunteers were active in a number of roles, including patient surveyors, the Patient Experience Emergency Department program, transportation and wayfinding at the Ajax Pickering and Oshawa Hospitals, the Dialysis program, and the Durham Regional Cancer Centre, as well as new opportunities at Lakeridge Gardens.
- Spiritual Care, Volunteer Resources, and Patient Experience collaborated to refresh and rename the sacred space at the Oshawa Hospital as the Centre for Spiritual Care and Reflection. As well, the Oshawa Auxiliary generously donated the furniture. This important activity created a welcoming space that promotes inclusion and provides comfort for everyone.

- Volunteers played an integral part in the Patient and Family Ambassador program that was put in place to support the launch of our new Epic Clinical Information System last December – helping to educate and build awareness about Epic with patients, families, and visitors, as well as promote the new patient portal, MyChart Central East Ontario. As well, Lakeridge Health led the co-development and implementation of MyChart Central East Ontario among the six partner hospital organizations who, at the same time, were also implementing Epic and MyChart.



Patient and Family Experience Advisor, Drea, in the role of Epic Ambassador ready to greet patients with information about Epic, MyChart Central East Ontario, and share items to help patients and families during their wait time.

Community Advisory Panels

As an advisory group to the Lakeridge Health Board of Trustees, Community Advisory Panels (CAPs) help to shape community health care in the Durham Region and complement the work of the 7,700 dedicated Lakeridge Health team members who support patients and families every day.

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.

Guided by Lakeridge Health's Vision of *One System. Best Health.*, the CAPs play an integral role in highlighting community needs and defining the services that are most important to the diverse communities of Durham Region. Each CAP shares information between the organization and the community and brings forward community-specific concerns, questions, and suggestions. They provide valuable input and advice to the Board of Trustees to help improve the overall health and wellness of people in Durham Region and foster an accessible, inclusive, and equitable environment for all.

This year, CAPs focused their collective efforts on the COVID-19 response to bring awareness and education with regards to the latest guidelines and restrictions to local communities. Additionally, CAP members participated in a joint engagement session as part of the Board-focused Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee action plan.



Patient and Team Member Stories

A Special Meal to Thank Cancer Team for “Surreal” Care Experience

When Pam McArthur thinks of the care she received during her radiation treatment at the Durham Regional Cancer Centre (DRCC), she explains it as “surreal and almost heavenly.”

“I just can't say enough about the staff and physicians at the DRCC,” said Pam. “It didn't matter what area the staff and physicians were from or what sort of care they were providing, every individual had the same caring and compassionate manner, always asking how they could help me, encouraging any questions I had, and ensuring I didn't feel alone.”

As she completed her radiation therapy treatment this past winter, Pam knew that she wanted to do something to thank the team and arranged for 60 individually packaged lunches to be provided for the entire radiation therapy team.

Pam also notes that “even when I finished my treatment, the staff were quick to tell me that I could still call them at any time and that they were still here for me. It was so amazing.”



Staff members from the Durham Regional Cancer Centre.

Foundations

Ajax Pickering Hospital Foundation

During the second year of the pandemic, the Ajax Pickering Hospital Foundation hunkered down and continued to work hard with their donors to raise money to support the hospital.

The Foundation was excited to witness the building of the new long-term care home, Lakeridge Gardens. As the walls went up, the Foundation was creating plans for how it would support the home's 320 residents. With the help of donors, residents will have the extra special touches that will make the building "feel like home." This includes a \$10,000 donation from Beverly Rogers in support of the hair salon and a \$60,000 donation from UA Local 46, Plumbers Steamfitters and Welders, in partnership with PCL Construction. This joint donation will help to transform empty walls into hallways filled with artwork that exude colour and friendly images, add bright and flowery murals to bring the outside to the inside for those residents who find it difficult to leave the building, as well as decorations to encourage residents to enjoy the different seasons and celebrate in cheerful surroundings.

While COVID-19 impacted the number of special events the Ajax Pickering Hospital Foundation was able to host, its two annual golf tournaments went full steam ahead. Both the Mayors' Charity Golf Classic and the Who's Your Caddy? Ladies-Only Golf Tournament raised funds for the Jerry Coughlan Health & Wellness Centre currently being built in Pickering.

And because the Pickering Mayor's Gala again could not host its regular spectacular and glamorous evening, it switched to a virtual event with an online auction. However, the evening still boasted a message from the mayor, trivia about the city, and entertainment from local talent. Thank you to this event's committee volunteers



Ajax Mayor Shaun Collier (far left) presents the cheque from the Ajax Mayor's Gala to the Ajax Pickering Hospital Foundation for the Indigenous Community & Healing Garden being built at Ajax Pickering Hospital.

and sponsors who generously supported the Jerry Coughlan Health & Wellness Centre.

The Ajax Mayor's Gala took a different spin on their 2021 virtual gala and created a road trip through Ajax taking guests to various interesting stops close to home. The proceeds from the Gala are supporting the design and building of an Indigenous Community & Healing Garden on the west side of Ajax Pickering Hospital, which will be a calm and peaceful space for patients, staff, volunteers, and community members.

In connection to this garden, Ontario Power Generation made a generous donation to support the creation and growth of a natural meadow located nearby. This habitat is an ecosystem under transition. Native plants rescued in the spring will be replanted, and other Indigenous seeds will be scattered. And as different plants grow in the seed orchard, their seeds in turn will be collected and become a part of a seed library, extending the impact of this project to the whole province of Ontario.

Bowmanville Hospital Foundation

The Bowmanville Hospital Foundation experienced an incredible 2021/2022 fiscal year, thanks to the support of amazing donors, volunteers, staff, and community members. The *We Care, We Can* campaign, supporting the Bowmanville Hospital redevelopment and expansion project, remains at the forefront the Foundation's priorities.

The fiscal year began with the Annual General Meeting with Canadian hockey player and Olympian, Tara Watchorn Stone, in attendance as a keynote speaker, as well as an appreciation event for the Planned Giving donors of the J.W. Alexander Starlight Society. New volunteers continue to be welcomed, which includes the *We Care, We Can* Awareness Month Committee, introduced this fiscal year. This committee will continue their work throughout the campaign to engage our generous community in fundraising.

In October, safely following all COVID-19 restrictions at the time, our second ever virtual gala, The Great

Escape, took guests on a virtual road trip around the world through food, song, and dance. This event raised funds in support of the *We Care, We Can* Campaign and the *State of the Heart* fundraiser.

In March 2022, the Ontario government confirmed that the Bowmanville Hospital is moving to Stage 2 of planning for its redevelopment project. Lorne Coe, MPP for Whitby; David Piccini, MPP for Northumberland-Peterborough South; Lindsey Park, MPP for Durham; and Clarington Mayor Adrian Foster; joined President and CEO Cynthia Davis, Chief of Staff Dr. Tony Stone, and Chair of the Board of Trustees Sharon Cochran at the Bowmanville Hospital for the announcement. This is great news for the expansion and redevelopment of the Bowmanville Hospital.

The Foundation would like to thank Lakeridge Health, our partners, and the community for their ongoing collaboration and assistance in their support of our vision of inspiring exceptional giving through a legacy of philanthropy.



Fiona Hodkinson, Vice Chair and Secretary, Bowmanville Hospital Foundation Board of Directors (far left) and Chris Kooy, Chair, Bowmanville Hospital Foundation Board of Directors (second from far left) are presented with a \$5,000 cheque from representatives of the Knights of Columbus Council 6361 to support the *We Care, We Can* campaign for the expansion and redevelopment of Bowmanville Hospital.

Lakeridge Health Foundation

The 2021/2022 fiscal year marked another exceptional year for Lakeridge Health Foundation. In fact, over the past two years, during the unprecedented and extended pandemic, there was no challenge we couldn't overcome. We owe our donors so much gratitude for their unwavering support!

In the fall of 2022, we launched the *Our Cancer* campaign with an ambitious goal of raising \$20 million to advance cancer care in Durham Region and beyond. Alongside the 34-person Campaign Cabinet comprised of community leaders and physicians, our team is working with several community members, local businesses, associations, and service clubs to raise awareness and funds for cancer care at Lakeridge Health. The response to date has been incredible and we are pleased to have reached more than 60 per cent of our goal!

Our Foundation saw record fundraising numbers through online personal fundraising pages – a unique and deeply personal resource for community members wanting to raise money in their own ways. One such event took oncologist Dr. Leta Forbes and her patient Sandra Jack to new heights when they raised more than \$15,000 as they walked along the edge of the CN Tower!

Lakeridge Health Foundation granted over \$4.5 million to the Oshawa and Whitby Hospitals throughout the year. The new Interventional Radiology suites opened at the Oshawa Hospital with double the space and boundless impact for patients – the majority funded by past donor support (see full story on page 17). In Whitby, upgrades and new equipment for patient rooms and social spaces were funded to provide greater comfort and an improved patient experience for those receiving care on site.

We were honoured to receive a collective \$3 million in donations from two long-time community members, both leaving legacies that will advance health care for families in our region for years to come.

This past year marked our greatest fundraising outcomes in 15 years, achieving over \$7 million in revenue – all thanks to our dedicated supporters. We continue to be blown away by our donors who support our hospitals and the Lakeridge Health team members who inspire our community to make health care a priority in Durham Region.



As part of his 100th birthday celebration, the late Harry Peleshok presents Lakeridge Health with \$1 million. In photo (from left to right), Yves Gadler, CEO, Lakeridge Health Foundation; Janet Stewart, Chair, Foundation Board of Directors; Harry; Sherry Bassin, acclaimed Canadian Ice Hockey Executive and long-time best friend of Harry; and, Cynthia Davis, President and CEO, Lakeridge Health.

Port Perry Hospital Foundation

The year 2021/2022 was all about Port Perry Hospital Foundation's *Here for You* fundraising campaign. Its goal of bringing a long-awaited CT scanner to the Port Perry Hospital, while also ensuring other new and replacement medical equipment used in the delivery of care, was made possible.

The *Here for You* campaign publicly launched in March 2021 with \$2.45 million towards its campaign goal of \$4 million already committed. Early investment from the Port Perry Auxiliary, along with a number of other most generous supporters, had us well set for success.

Having to travel to another Lakeridge Health hospital for a CT scan, often when time is of the essence, is a common story for North Durham residents, and the community was excited about and dedicated to the *Here for You* campaign's success.

Donor support poured in, many with a personal story of why this project mattered to them. Brand new events like *Port Perry Pedals* with family-friendly rides of

10 kilometres and endurance rides of up to 150 kilometres attracted 200 riders and raised tens of thousands of dollars. Those blessed with artistic talent painted, photographed, and cooked for the cause. Local businesses got creative with their own fundraising initiatives. And the community gave and gave again.

The *Here for You* campaign exceeded its fundraising goal, raising \$4.15 million a full year ahead of expectation. Now the team at Lakeridge Health is working hard to have the new CT suite installed and caring for patients this year.

Our Foundation is proud to support the good work of our medical team at the Port Perry Hospital. Grants this year have included updated medical equipment in the lab, ED, surgical suites, and inpatient units. Further grants have enhanced safety and staff morale and wellbeing during the continued challenges of the COVID-19 pandemic.

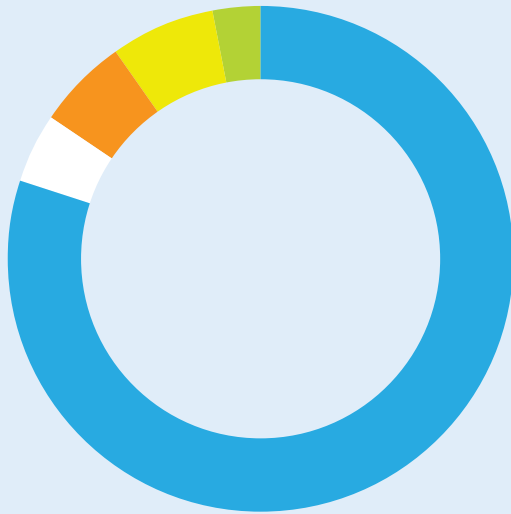
This year, our community has shown in no uncertain terms that, just as their hospital is here for them, they are here for their hospital.



Community members gather to begin riding in the inaugural Port Perry Pedals event supporting Port Perry Hospital Foundation's *Here For You* campaign in 2021.

Financials

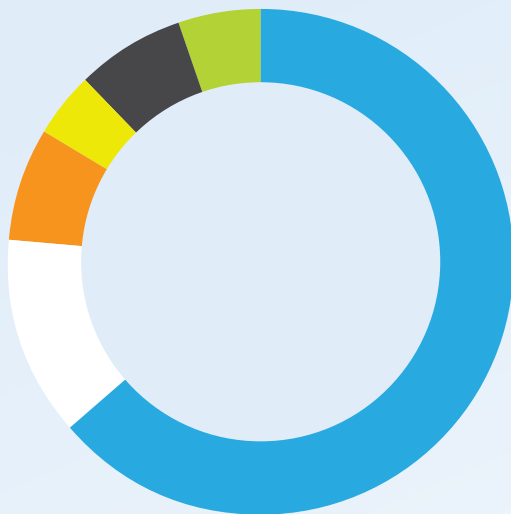
Revenue Distribution 2021/2022



- 80.0% Ministry of Health and Long-Term Care (“MOHLTC”)
- 4.7% Patient services
- 5.6% Other ancillary revenue and recoveries
- 6.9% Specifically funded programs
- 2.8% Amortization, including buildings and equipment

Total Revenue \$830,238,000

Expenditure Distribution 2021/2022



- 63.7% Compensation and benefits
- 12.9% Supplies and other
- 7.1% Drugs
- 4.3% Medical and surgical supplies
- 7.0% Specifically funded programs
- 5.1% Amortization, including buildings, equipment, and interest on debt

Total Expenses \$831,132,000

[Full financial statements can be found on the Lakeridge Health website.](#)

2021/2022 Board of Trustees



Sharon Cochran
Board Chair
Whitby



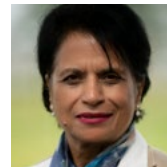
Cordelia Clarke Julien, Vice Chair
Pickering



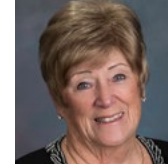
Thelson Desamour
Secretary
Pickering



Tom McCulloch
Treasurer
Pickering



Shashi Bhatia
Pickering



Barb Brady
Port Perry



Carion Fenn
Ajax



Ben Gray
Port Perry



Shane Hardy
Ajax



Ijade Maxwell Rodrigues
Whitby



Alok Sethi
Whitby



Nancy Shaw
Oshawa



Bill Sims
Bowmanville



Jeff Somerville
Whitby



Rachel Traore-Takura
Bowmanville



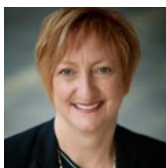
Marek Ulanicki
Whitby



Jeff Beaton
Whitby

We remember **Jeff Beaton** who sadly passed away in September 2021.

Elected Members



Cynthia Davis
President and CEO



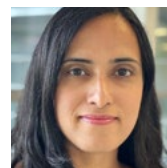
Peter Hobb
Foundations
Representative



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



Dr. Tony Stone
Chief of staff



Dr. Megha Suri
Vice President,
Medical Staff
Association



Dr. Randy Wax
President, Medical
Staff Association



Janice Wye-Baker
Volunteers and
Auxiliaries



lh.ca

Ajax Pickering Hospital

580 Harwood Avenue South
Ajax, ON
L1S 2J4
905-683-2320

Oshawa Hospital

1 Hospital Court
Oshawa, ON
L1G 2B9
905-576-8711

Whitby Hospital

300 Gordon Street
Whitby, ON
L1N 5T2
905-668-6831

Bowmanville Hospital

47 Liberty Street South
Bowmanville, ON
L1C 2N4
905-623-3331

Port Perry Hospital

451 Paxton Street
Port Perry, ON
L9L 1L9
905-985-7321



**Lakeridge
Health**