



2024/2025

ANNUAL REPORT



Lakeridge
Health





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

This past year marked a defining chapter in our journey to build a truly integrated and patient-centred health system for the people of Durham Region. Guided by our vision of **One System. Best Health.**, we made bold strides by working hand in hand – across teams, with our community partners, and alongside the people we serve every day.

Together, we transformed care through collaboration. From a historic investment by the Ontario government in Durham's health infrastructure to the introduction of our region's first PET-CT scanner and the expansion of virtual and primary care services, our collective efforts have reimagined what's possible in care delivery.

At the heart of this transformation is our unwavering commitment to equity, dignity, and cultural safety. In our second year of the IDEAA Multi-Year Action Plan, we implemented impactful initiatives including a renewed Accessibility Plan and a new Indigenous Cultural Practices policy – ensuring care honours every person's background and experience.

As an important part of this, we are further strengthening our relationships with communities by actively creating meaningful ways to meet people where they are. Whether through culturally responsive care, presence at community events, or new channels for engagement, we are listening, (un)learning, and building trust to better serve the rapidly growing and diversifying needs of Durham Region.

These achievements are a testament to the extraordinary people of Lakeridge Health – our dedicated staff, physicians, volunteers, learners, and partners. Their passion, innovation, and resilience have driven us forward and inspired real, lasting change.

As you read through this year's Annual Report, we invite you to explore the many ways we are transforming care through collaboration – and building a healthier, more connected future for everyone in Durham Region.

With gratitude,



Cynthia Davis
President and CEO



Dr. Randy Wax
Chief of Staff



Cordelia Clarke Julien
Chair, Board of Trustees



Lakeridge Health By the Numbers



1,253

Budgeted Beds
(including long-term care)



209,645

**Emergency
Department Visits**



44,850

Inpatient Discharges



478,737

Clinic Visits



61,713

Surgeries



22,363

MRIs



116,215

Mental Health Visits



4,633

Births



102,894

Virtual Visits



582,241

Outpatient Visits



278,369

**Patients Served
Every Year**



7,474

Employees



901

Credentialed Staff
(physicians, dentists, and
midwives)



1,085

Volunteers



166

**Active Research
Studies**



3,592

Students Trained
(including medical trainees and
Lakeridge Gardens)

Milestones in Excellence

Throughout the year, we have continued to lead with purpose – investing in technologies, spaces, and models of care that put patients first. Each milestone reflects how innovation and strategic partnerships are improving access, quality, and health outcomes for our communities.

Highlights

- **New Anoscopy Clinic** – Expanding timely access to life-saving screening.
- **Ontario Government's Investment in Durham Region's Health System** – Building capacity and supporting future growth.
- **Launch of Durham's First PET-CT Scanner** – Enhancing local cancer care with cutting-edge imaging technology.
- **First in Canada to Achieve Dual ISO Certification** – Setting the national benchmark for information and privacy security in health care.
- **Sustainability Leadership** – Recognized at the Durham Greener Buildings Symposium.
- **Excellence in Dialysis Care** – Proud to be named among the best in Ontario.



Durham Region's first PET-CT scanner at the Oshawa Hospital.



Government of Ontario announces transformative investment towards enhancing health-care services in Durham Region.



Anoscopy Clinic lead, Dr. Jeffrey Craig, and team at the Ajax Pickering Hospital.

IDEAA in Action: Building a More Equitable System

Our commitment to inclusion, diversity, equity, accessibility, and anti-racism (IDEAA) is foundational to our mission to *Empower People to Live Their Best Health*. This year, we continued to expand initiatives that removed barriers and built trust with diverse populations.

Highlights

- **“I Belong, Too” IDEAA Action Plan Report** – Sharing progress and reaffirming our commitments.
- **Launch of Indigenous Sacred Fire Spaces** – Honouring the traditions and healing practices of Indigenous Peoples.
- **Review of Year One of our Five-Year Accessibility Plan Released** – Ensuring care is accessible to all, now and into the future.
- **Revolutionizing Sickle Cell Care Through Equity and Inclusion** – A model of culturally responsive, patient-led innovation.



Sunrise ceremony in partnership with Ontario Tech University.



Lakeridge Health team members at the Pride Durham vendor market.



Celebrating Earth Day with the lighting of the first Sacred Fire at the Oshawa Hospital Healing Garden.

Shared Success: Collaboration that Transforms Care

At Lakeridge Health, we know that we are stronger together. Through meaningful partnerships with academic institutions, health networks, and community organizations, we are creating a seamless system of care that's responsive to today's needs – and ready for tomorrow's challenges.

Highlights

- **AI Innovation Through Ontario Tech Partnership** – Harnessing technology to enhance diagnostics and decision-making.
- **Lakeridge Health Physicians Co-Author National Study** – Advancing evidence-based care through research.
- **Transforming Home Care in Durham** – Collaborating with partners to bring more care into the community.
- **Strengthening Mental Health Care Through Collaboration** – Formalizing partnerships to improve access and outcomes in Durham Region.



Cynthia Davis and Dr. Steven Murphy signing the PATH partnership memorandum of understanding.

A new, modern model for home care in Durham Region



Launch of new innovative home care model, Durham OHT at Home.



Radiation Oncologists Dr. Audrey Li and Dr. William Chu, co-authors of the national study.



Volunteer and Spiritual Care: Compassion in Action

At Lakeridge Health, transformation happens not only through medical innovation and system-wide partnerships, but through the quiet, powerful acts of compassion shared every day by our volunteers and spiritual care teams.

With nearly 1,085 volunteers across our sites, these dedicated individuals bring warmth, comfort, and connection to patients, families, and team members. Their presence is a vital part of the healing environment we strive to create – offering a friendly face in moments of uncertainty, patient support and guiding visitors through our halls, or simply sitting with someone in need of company. Every gesture, no matter how small, contributes to a more human, more caring health system.

Transforming the Patient Experience: Volunteer Highlights from 2024/2025

This year, our volunteers have deepened their impact across the organization, supporting new services, enhancing access, and building bridges within our community:

- **Enhancing Care at the Jerry Coughlan Health & Wellness Centre**

Volunteers have become integral to the new Surgical Centre, providing wayfinding and reassurance to patients and families navigating this leading-edge facility.

- **Inspiring the Next Generation**

High school students have brought energy and empathy to Lakeridge Gardens and our Ajax Pickering and Oshawa sites, enriching lives while gaining valuable experience in service and care.

- **Expanding into Specialized Roles**

Volunteers have returned to key programs, such as Spiritual Health Visiting at Bowmanville Hospital.

- **Supporting Mental Health and Addictions Services**

New pilot partnerships, including a volunteer initiative at Pinewood Centre, are helping to strengthen the wraparound supports for clients and caregivers in our community.



Spiritual Care: Supporting the Whole Person

Our Spiritual Care team holds a truly special place in our organization — offering compassionate support for the emotional, cultural, and spiritual well-being of patients, residents, clients, families, and team members. This year, the team has grown its impact by mentoring students through Clinical Psychospiritual Education, blending instruction with hands-on practicum. They've also deepened community connections by collaborating with faith leaders and embedding culturally responsive practices that reflect our values of inclusion, diversity, equity, accessibility, and anti-racism (IDEAA).

A meaningful new partnership with the Wellness Program has brought the launch of Code Lavender — a dedicated response to support staff in the aftermath of difficult or traumatic events.

Spiritual Care providers are often a steady presence in life's most tender moments — offering comfort in crisis, celebrating joyful milestones, and walking beside individuals through grief, uncertainty, and healing. Whether through a quiet presence at the bedside, rituals that bring meaning, or words that soothe, their work reminds us every day that health care is not just about curing — it's about caring.

A Shared Journey of Care and Compassion

None of this would be possible without the dedicated individuals who give their time, energy, and heart to Lakeridge Health. Their contributions reflect the very best of who we are and who we strive to be – a connected, compassionate health system where every person feels seen, valued, and supported.



Volunteer Brian Bussiere, at the Durham Regional Cancer Centre.



Official unveiling of Anna's Place at the Bowmanville Hospital.



Bob Camozzi, Spiritual Health Visitor volunteer, and John Karanja, Spiritual Health Practitioner.

Lakeridge Health in the Community

Over the past year, we've been deeply intentional about showing up — not just to be seen, but to truly listen, learn, and unlearn alongside the diverse communities we serve across Durham Region. These engagements aren't about solving complex challenges in a single moment; they're about opening new windows of opportunity to connect, build trust, and deepen our understanding. Through a wide range of community events, we're strengthening relationships and shaping more responsive approaches to health, well-being, and equity.

Below are just a few snapshots that highlight the energy, connection, and collaborative spirit that drive our ongoing journey toward better care for all.



Pride Durham Rainbow Market 2024



Ladder 2 Rise Youth's annual Take a Kid to Work Day event



Black Queens of Durham Holiday Pop-Up



Durham Region's inaugural Black Health & Wellness Day



Municipality of Clarington Black Vendor Village



Rest or Reform Conference



Lakeridge Health's 2025 Women in Health Symposium



Family Fun Day 2024 at Ajax Downs



The Future of Health Care in Durham event



National Day for Truth and Reconciliation Sunrise Ceremony



Durham OHT Vision 2030 Event



National Indigenous Peoples Day Big Drum Social



Durham Accessibility Conference



Ontario Tech Brilliant Catalyst Challenge



EmpowerHer Breast and Cervical Health Seminar



Black Physicians' Association of Ontario Black Joy Gala



Town of Ajax Volunteer Fair



Together We Rise Durham



Health for All event



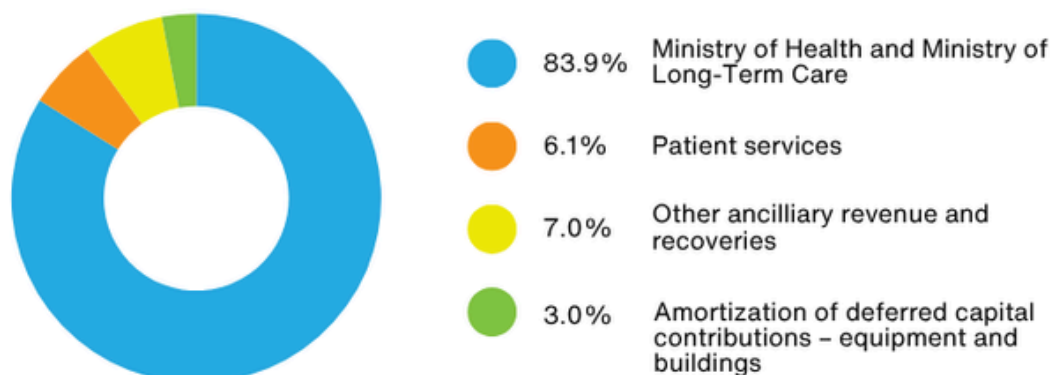
2024 Annual General Meeting



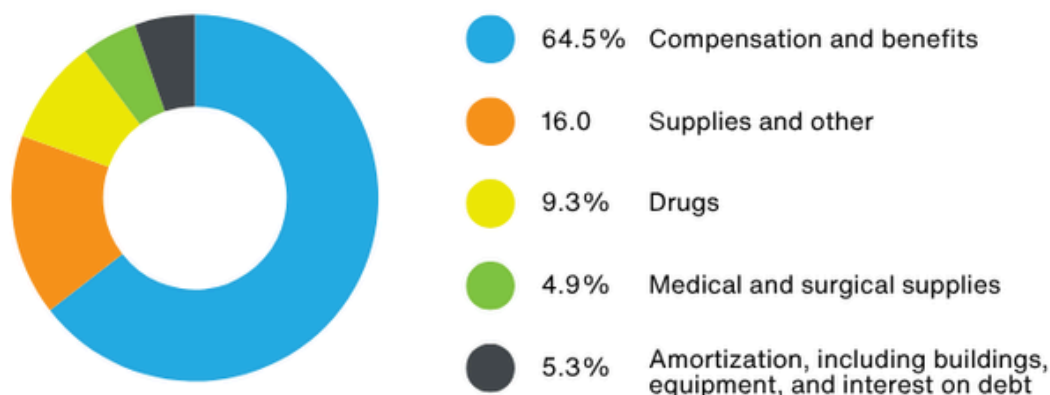
Business Summit: Sustainability & Innovation



Summary of Financial Results



Total Revenue: \$1,057,940,000



Total Expenses: \$1,089,919,000

Lakeridge Health has reported a \$32M deficit for the fiscal year ended March 2025, compared to a \$37 million deficit in the previous fiscal year.

This financial outcome was primarily driven by inflationary pressures, increased service demands due to a growing population requiring hospital care, and rising compensation costs associated with ongoing health human resource shortages.

Lakeridge Health, in consultation with government partners and in alignment with provincial priorities, remains committed to pursuing efficiencies and fostering innovation to achieve financial sustainability.



Foundations Community Reports

Ajax Pickering Hospital Foundation Update

The Intensive Care Unit (ICU) in any hospital is a stressful and busy environment, not only for patients, but also for the families who are supporting a loved one through a serious health crisis.

Thanks to a generous donation from the Murray Frum Foundation, directed by Ajax residents the Murphy-Beaudet family, two family-focused spaces in the ICU at Ajax Pickering Hospital have been completely refurbished. The Family Lounge and the Quiet Room were thoughtfully redesigned to offer welcoming, calming, and private environments for visitors.

Michelle Murphy, who has personally experienced the emotional weight of time spent in the ICU, was inspired to help create a more comforting space for others. The Ajax Pickering Hospital Foundation was honoured to recognize her parents, Michael and Patricia Murphy, through this heartfelt project.

Every detail in these rooms was carefully selected to provide peace, rest, and space for reflection, including:

- Comfortable armchairs, sofas, and stools.
- Cube shelves with greenery and neutral décor.
- Essentials like tissues stocked in cupboards.
- Adjustable tables and dimmable lamps for personal comfort.
- Soothing artwork and calming colour palettes.
- A charging station to help families stay connected.
- A Kids' Corner with child-sized seating and activities.
- A Quiet Room with a sound machine and cozy community-made blankets.



ICU Family Lounge before and after



ICU Quiet Room before and after



In fiscal year 2024/2025, the Ajax Pickering Hospital Foundation issued over \$1.9 million in funding - ranging from small-scale initiatives to major equipment investments. From printing palliative care booklets for Lakeridge Gardens families, to funding advanced echocardiogram equipment that uses ultrasound technology to visualize the heart's structure and function, every dollar made a difference, thanks entirely to the generosity of our incredible donors.

One of the year's most significant equipment upgrades was the full replacement of more than 20 bassinets used throughout the Women's and Children's Program. This essential piece of equipment plays a key role in fostering closeness between mothers and their newborns during those critical early moments. This significant upgrade was made possible thanks to the success of the sold-out 2024 Car Raffle, a major gift from the Ajax Mayor's Gala, and a tremendous outpouring of community donations. During the holiday season, representatives from Boyer Dealership in Ajax and Pickering, Mayor Shaun Collier, and his wife and Gala Chair, Rose, personally delivered the new bassinets to staff.

Each year, more than 1,600 babies are born at the Ajax Pickering Hospital. These new, state-of-the-art bassinets will serve families every day, offering:

- Smooth, quiet maneuverability to avoid disturbing sleeping mothers and babies.
- Adjustable height for ergonomic positioning and to support mother-infant closeness.
- Dual-access drawers for easy use in any room layout, minimizing disruption.
- Tilting baskets to promote more natural interaction between mother and baby.

Because when a new life begins, every family deserves the very best in comfort, care, and connection.



Delivery of new bassinets to the Ajax Pickering Hospital.

Bowmanville Hospital Foundation Update

This past year marked a defining chapter for the Bowmanville Hospital Foundation - a period of remarkable community-driven impact. From historic gifts to milestones in hospital redevelopment, from rebranding our identity and releasing our campaign video, to deepening our connections across Clarington and beyond, we rose to the occasion with determination and a shared commitment to local health care.

At the heart of everything was one powerful truth - *We Care, We Can*. That simple message, woven into all we do, came alive in our actions, events, and the individuals who raised their hands to support local health care. Our 2024/2025 fiscal year was the most successful in the Foundation's history - driven not only by the revenue raised, but by the incredible spirit of generosity that surged through every corner of the community.

Throughout the year, critical progress was made toward the hospital redevelopment. In August, Lakeridge Health and Infrastructure Ontario issued the Request for Qualifications (RFQ) - a key milestone that marked the transition from planning to action. In September, we celebrated the opening of a new interim helipad, restoring emergency air ambulance service to Clarington for the first time in five years. In October, community members helped shape our hospital's future through interactive visioning sessions. These milestones reflect a bold and shared vision for a hospital that is more modern, more compassionate, and more responsive to the needs of our rapidly growing population.

One of the year's defining moments came on November 1 at our Mission Possible Gala. With more than 400 donors and guests gathered at Deer Creek Golf Club, the evening saw the public debut of our logo and campaign video, which earned a standing ovation. That night, Ontario Power Generation announced a transformative \$2.5 million gift, solidifying their role as a leading force in the redevelopment of the Bowmanville Hospital. Thanks to an additional \$30,000 matching gift from Phoenix A.M.D. International Inc., and the generosity of our sponsors, donors, and volunteers, the event raised over \$400,000 and reminded us all of what's possible when purpose meets passion.



Dr. Anthony Stone accepting his Governor's Circle award at the Mission Possible Gala.



Ontario Power Generation presenting a \$2.5 million donation to the We Care, We Can campaign at the Mission Possible Gala

The legacy of community leaders continued to be felt in countless ways. More than 50 years ago, John Rice sold a piece of land to the Bowmanville Hospital at cost, foreseeing its future value. That land would go on to house the hospital's heliport and parking infrastructure, and now plays a critical role in the footprint of the hospital's redevelopment. In 2024, the family's legacy continued with a generous donation in shares to support the hospital's expansion - another deeply impactful gesture. John, Janet, and the Rice family's foresight and generosity remind us that true philanthropy builds not just for today, but for generations to come.

In December, we proudly renamed our hospital café and gift shop to *Anna's Place* in honour of longtime volunteer and hospital supporter Anna Strike. Her spirit and service live on through a \$500,000 donation from the Strike family and in every cup of coffee, every small moment of connection the space now holds. Similarly, we are deeply grateful to The Royal Canadian Legion Branch #178 Poppy Fund, whose ongoing contributions continue to advance our hospital's expansion and equipment needs.

But this year wasn't just about raising the necessary funds for this project - it was about people. During our annual gala, we were proud to recognize Dr. Anthony Stone with the 2024 Governor's Circle Award for his decades of service and leadership in medicine. From emergency care to palliative support, Dr. Stone's influence continues to shape the fabric of health care in our region. Inside the hospital, initiatives like our Spirit Cart became a joyful tradition - bringing snacks, smiles, and campaign updates directly to staff across multiple departments. More than just a cart, it became a symbol of gratitude, reminding our frontline health-care workers that their work matters and their well-being is our priority.



Team members enjoying the Spirit Cart.



Staff, volunteers, and the Strike Family celebrating the renaming of Anna's Place in loving memory of Anna Strike.



This past year, the Foundation was committed to the growth and education of our community. On March 4, the *2025 Pathways to Impact* event offered nonprofit and business professionals the chance to learn from thought leaders in AI, branding, and strategy. With inspiring speakers like Dr. Carolyn McGregor, Katie Dempsey, and Nicole Gagliardi, the event helped attendees think bigger about their roles in creating meaningful impact. Meanwhile, our Foundation's participation in the province-wide *Split the Pot* lottery brought both excitement and funds to our cause, with winners in Clarington, and every ticket supporting our redevelopment efforts.

The *Circle of Gratitude*, a new program the foundation has taken part in, gave patients and families a way to recognize the exceptional care they received. With each pin, note, and framed certificate presented, we were reminded of the humanity behind health care, and the importance of acknowledging those who make healing possible. This program continues to inspire heartfelt recognition across departments and connects directly to our campaign's broader vision for compassionate, community-centered care.

Our community came alive in new and beautiful ways through the *We Care, We Can* Awareness Initiative. With over 64 local businesses like Harvey's, St. Louis Bar and Grill, and Yard Bird hosting fundraisers, proceeds were generated through third-party initiatives supporting the campaign. Cultural events like the Navratri Garba Festival, organized by Unity in Diversity, reminded us that fundraising is joyful, inclusive, and rooted in celebration. Together, these grassroots efforts brought in over \$100,000 and countless conversations about the future of health care in our region.

Behind every gift, every event, and every step forward is a team - of donors, staff, volunteers, board members, hospital partners, and community champions. Together, we are building something bigger than a hospital, we are creating a legacy of giving that will support health care today and for generations to come. As we look ahead, we remain grounded in our purpose and energized by our progress.

To every individual who has joined us in the incredible 2024/2025 fiscal year - thank you. Because of your belief in local care, lives are being changed, and our system is growing stronger.



Community members gathered at Pathways to Impact 2025.



Lakeridge Health Foundation Update

Lakeridge Health Foundation is thrilled to share that the 2024/2025 fiscal marked our best year ever, with more than \$9.1 million in revenue! We continue to be inspired by the courage of our patients, the skill of our medical teams, and the extraordinary generosity of our donor family. With milestones like this, we are enhancing patient care at our Oshawa and Whitby Hospitals, and supporting innovative regional opportunities.

Our 2024/2025 fiscal year was filled with stories of community members who were compelled to support our hospitals—from John and his wife Marilyn who went the ‘extra mile’ by funding the purchase of a new treadmill for the Respiratory Rehabilitation Clinic, to a remarkable gift aimed at digitizing our laboratory and pathology operations that will accelerate cancer diagnosis.

Even in the face of challenges like a nation-wide postal strike this past winter, the generosity of our community was unstoppable. Families, businesses, and community groups throughout Durham Region all stepped up during our Holiday Appeal to help replace 58 lifesaving Automated External Defibrillators (AEDs). We are most grateful to Dr. Puneet Singh and Dr. Shannon Trainor, who led the charge during this campaign, and to all staff who promoted and contributed to the appeal.



John and his wife Marilyn.



Dr. Puneet Singh and Dr. Shannon Trainor.



We also continued to see the lasting effect *Our Cancer Campaign* will have on cancer care programs throughout Lakeridge Health. By the end of the campaign, our community had raised over \$21 million for cancer priorities, including Durham Region's first PET-CT scanner and da Vinci surgical robot.

Reaching an organizational best, Lakeridge Health Foundation's financial achievements in 2024/2025 enabled us to grant over \$4.6 million to our hospitals. This was made possible by the generosity of donors throughout our community and their gratitude for the dedicated physicians, nurses, and staff who provide exceptional care to their patients every day.

In 2025, we embark on our Foundation's 50th anniversary with new and returning events, exciting donor engagement opportunities, and ambitious goals to support our hospital programs. We are deeply grateful for our donor family, hospital colleagues, volunteers, and community advocates. Together, we can advance key health-care priorities now, and set our sights on meeting the needs of future generations of Durham Region residents and their families.



Wilson Yiu, Manager, Diagnostic Imaging, and Bryan Mogaji, Corporate Charge Technologist, Nuclear Medicine and PET-CT and Radiation Safety Officer.



Port Perry Hospital Foundation Update

The 2024/2025 year has been one of extraordinary generosity, partnership, and community spirit. Thanks to our incredible community of donors, volunteers, and event supporters, the Port Perry Hospital Foundation has made meaningful strides in advancing patient care and comfort throughout Lakeridge Health's Port Perry Hospital.

One area of support this year was the Port Perry Hospital's New Life Centre, a five-suite labour and delivery unit that we are often told feels like home, all while being in the arms of an amazing medical team.

With our community's support, recent additions include new Bili Blankets and an upgraded Phototherapy Light to treat jaundice. These additions allow moms to cuddle and comfort their babies during treatment; a true gift in what can be challenging early days. Soon to arrive are Wireless Fetal Monitor sets, which will allow many new moms to walk, shower, and labour without being encumbered by numerous attached wires.



Here for your family, every step of the way



Dr. Jacqueline Holotka, Melissa Loney, Katherine Miller and baby Daniel, and Samantha Michaud



Lucy Belle, born at the Port Perry New Life Centre

Other New Equipment Ensuring Great Care Close to Home in 2024/2025:

- A new mechanical ventilator is improving emergency response for patients in respiratory distress and for urgent, complex cases across all departments.
- Seven automated external defibrillators (AEDs) have been added in clinical and public areas of the hospital – one of Lakeridge Health's highest priorities last year.
- A rapid infuser, a top-priority piece of equipment, has been acquired to support patients with rapid blood loss.
- Advanced equipment, like the small but mighty handheld Ottoscopes (ear lights), Ophthalmoscopes (eye lights), and the Pocus Butterfly Ultrasound, which connects to a smart phone for great visual clarity and quick viewing during bedside exams in the Emergency Department.
- Three new AirBeds are helping prevent and alleviate complications related to bed sores for the most vulnerable patients.
- Emergency Department waiting room seating upgrades have replaced worn and torn furniture. Funded by a few thoughtful donors, these improvements were made in direct response to patient feedback following an emergency visit.



One of the new AED's installed at the Port Perry Hospital



Upgraded seating in the Emergency Department waiting room



Donor Brian Gribben with the old and new rapid infuser



Updates on Other Port Perry Hospital Foundation-Funded Projects

In 2024, 4,438 CT scans were performed at the Port Perry Hospital, with more than half for emergency cases. The Port Perry Hospital CT scanner, which arrived in summer 2023, was fully funded by donor support and remains an outstanding example of the community's role in enabling best-in-class care—especially when every second counts.

The Port Perry Hospital's Healing Garden also opened in 2024, replacing an old garden space that had become unsafe due to pitted pathways and crumbling walls. Today, the new Healing Garden is a peaceful, accessible space available for patients, families, staff, and visitors alike, and was made possible due to the community's ongoing commitment to their local hospital.

We are deeply grateful to our donors whose support enhances quality patient care every day in so many ways.

We are grateful also to our Lakeridge Health colleagues for their guidance in ensuring we are using donor funds where they're needed most. We are also grateful to our fellow Lakeridge Health family of Foundations for their ongoing collaborations.

Together, we are building a stronger, healthier Durham Region.



The official grand opening of the Port Perry Hospital Healing Garden.



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