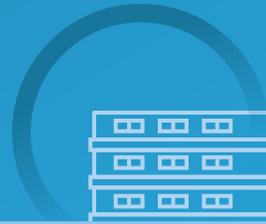
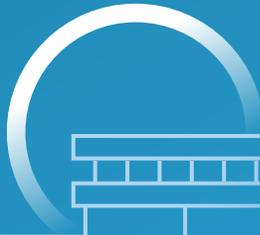




Lakeridge
Health



Lakeridge Health
Annual Report
2020/21

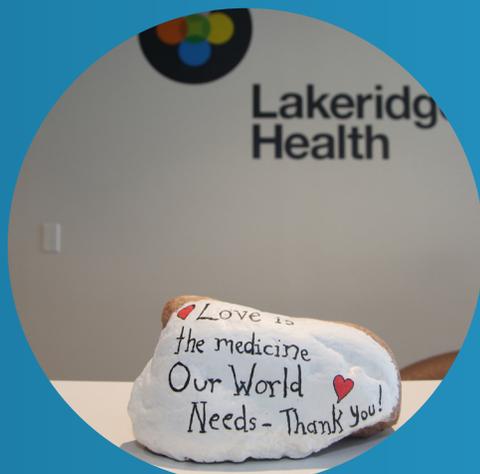




As we reflect on the past year, our thoughts are dominated by the COVID-19 pandemic.

We acknowledge the personal impact the pandemic has had on so many and the sacrifices made to keep our community safe.

Lakeridge Health has been on the front lines of this health-care crisis. Over three consecutive waves, staff and physicians consistently delivered high-quality and compassionate health care, despite unprecedented challenges. We would like to extend our sincere thanks and appreciation to the Lakeridge Health team who protected our community like never before.



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

This past year was like no other in our lifetime as COVID-19 changed our lives.

We acknowledge the personal impact the pandemic has had on so many and the sacrifices made to keep our community safe. Thank you.

This year has tested Lakeridge Health in so many ways, particularly in our Emergency Departments, Intensive Care Units, and Critical Care Units, as well as beyond our hospital walls, as we helped manage outbreaks in long-term care homes and operationalized COVID-19 testing sites and vaccine distribution throughout Durham.

As true system custodians, we worked with our partner hospitals to manage patient volumes caused by pandemic hotspots throughout the GTA. And as a result, over 900 people diagnosed with COVID-19 successfully returned home to their families after inpatient admissions because of this collaboration.

The calibre of the Lakeridge Health team is second-to-none. Throughout the year, they rose to the challenge every day, united by a shared commitment to serve our community.

In addition to our pandemic response, we made progress in other key areas of our strategic plan:

- We formalized the integration between Lakeridge Health and Durham Mental Health Services to enable better coordination and faster access to essential mental health and addiction services.
- We continued to build system capacity through the Bowmanville Hospital planned expansion, new Interventional Radiology and Ultrasound suites at the Oshawa Hospital, construction on the Jerry Coughlan Health and Wellness Centre, and the new accelerated build long-term care home that will add 320 long-term care beds in Durham Region.



Through the incredible dedication and commitment of Lakeridge Health staff and physicians, what started with uncertainty and anxiety has evolved into countless stories of perseverance and courage as we adapted to a new reality and continued to deliver care, either in person or virtually across Durham Region.

- The Central East Regional Cancer Program, located at the the R.S. McLaughlin Durham Regional Cancer Centre at Lakeridge Health, finished the year as number one in the province with respect to key quality indicators – a testament to the team’s efforts to improve access to high-quality cancer care across the entire region.
- We accelerated our efforts to create a more inclusive and equitable workplace. It has been a particularly trying year with so many alarming events occurring around the world. Each tragedy strengthens our resolve to take a stand against intolerance and do our part to enable an inclusive environment for our people, patients, and community.
- And we continued to foster healthy, high-performing and inclusive teams through a comprehensive wellness and safety strategy, particularly important during the pandemic.

We are delighted to highlight just some of the accomplishments in the pages of this Annual Report. Thank you to all our community and provincial partners, Community Advisory Panels, Patient and Family Experience Advisors, hundreds of valued volunteers and Auxiliaries, and our Foundations. All of you have come together with a shared desire for a healthier community.

In the year ahead, we will continue to further our vision of *One System. Best Health*. We are thinking and acting as one system to deliver the highest quality, safest care that supports the broader needs of the community across the health-care continuum.

Thank you for your continued support and we look forward to keeping you updated on our progress.



Sharon Cochran
Chair, Board of Trustees



Cynthia Davis
President and CEO



Dr. Tony Stone
Chief of Staff



About Us

Lakeridge Health is Durham Region's acute care provider, offering one of the broadest and most comprehensive ranges of acute care services in the province. With five hospitals, four Emergency Departments, and more than twenty community health-care locations, we offer our culturally diverse community a wide range of acute care, ambulatory, and long-term care services across multiple sites.

Lakeridge Health is home to several regional specialty centres, including the R.S. McLaughlin Durham Regional Cancer Centre, Pinewood Centre for addictions and mental health, and The Shoulder Centre. We also provide regional eye care, community mental health programs, and chronic kidney disease services to residents of Durham Region and beyond.

Guided by our vision of *One System. Best Health.*, we are committed to delivering the highest standard of care and supporting patients and their families on their care journey with compassion and kindness.

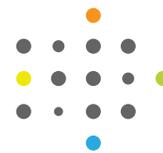


Vision



One System.
Best Health.

Mission

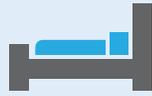


We empower people to live their **best health.**

Values

- Inclusion
- Compassion
- Innovation
- Teamwork
- Joy

Lakeridge Health by the Numbers



783

Budgeted
Beds



171,011

Emergency
Department
Visits



34,974

Inpatient
Discharges



403,507

Clinic Visits



24,071

Surgeries



18,380

MRIs



37,065

Mental
Health Visits



3,973

Births



1,057

Students Trained
(including medical trainees)



154

Active Research
Studies



6,442

Virtual visits

COVID-19 Response



906

patients
discharged



32 patients transferred in and



61 patients transferred out of our hospitals

as part of the provincial emergency Incident Management System response

Year in Review

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.

Improve Population Health

The pandemic reminded us that health care does not start and stop at the doors of our hospitals. The events of the last year illustrated the critical need for collaboration among community partners to promote prevention and address health and wellness strategies that foster healthier communities.



Virtual Health Care

Virtual health care is a central feature of our five-year Strategic Plan; however, COVID-19 fast-tracked our efforts to make care accessible outside the hospital environment. By harnessing virtual technology, we have brought more services into people's homes and enabled better communication between physicians and patients.

Today, in partnership with Ontario Health and Home and Community Care Support Services Central East, we provide remote support to hundreds of patients every month for a variety of needs. Through the Virtual Ward remote monitoring program and the Durham Virtual Urgent Care Clinic, these services include critical care assessments, mental health support, dialysis and rehabilitation services, and cancer care consultation and follow up. Using a smartphone or computer, individuals can access a rapid response nursing team, a primary care provider or an Emergency Department physician from the comfort of their home and receive medical advice, prescriptions, or referrals, where indicated.



“Virtual care has a positive impact on a patient’s recovery and overall experience. Patients are able to feel more comfortable and confident knowing they can remotely access a care team who can help them understand changing symptoms and detect any potential health problems or worsening conditions.”

Dr. Ilan Lenga, Chief Information Officer and Chief Medical Information Officer

Moving forward, virtual care will become a standard practice in more clinical areas as we better understand its role in our overall health-care system and its value from a quality and accessibility standpoint.

COVID-19 Assessment Centres and Vaccine Clinics

Access to timely COVID-19 testing became a critical strategy in stopping the spread of the COVID-19 virus. Lakeridge Health teamed up with primary care and community partners across Durham Region to open seven COVID-19 Assessment Centre locations and operate pop-up, drive-by, and mobile community testing sites.

By late 2020, as part of the initial rollout of COVID-19 vaccines, Lakeridge Health opened the first vaccine clinic at the Oshawa Hospital. Under provincial guidance, Lakeridge Health provided the first vaccines to the highest risk health-care providers. In record time and ahead of the provincial goal, Lakeridge Health team members vaccinated all consenting residents, essential caregivers, and health-care providers in long-term care and retirement homes across Durham Region. As the provincial rollout continued, in partnership with the Durham Region Health Department, we opened two high-priority vaccine clinics at Durham College's Oshawa Campus Ice Centre and the Ajax Community Centre, administering thousands of vaccines to people who work and live in Durham Region.



Improved Health-Care Services for Young and Elderly People in Durham Region

Collaboration with community and hospital partners helped to improve access to high-quality and specialized care services for specific patient populations, including children and the elderly.

In 2020/21, Lakeridge Health partnered with Grandview Kids, SickKids Hospital, and Complex Care for Kids Ontario to co-lead the Durham Region Complex Care Program. This collaboration is helping children with complex care needs receive care close to their home, while decreasing hospital Emergency Department visits.



Photo taken prior to the COVID-19 pandemic.

This year, Lakeridge Health opened a Paediatric Respiriology Clinic – the first of its kind in Durham Region, as well as a Paediatric Allergy Clinic. Both services give families greater peace of mind knowing that specialized services and expertise are available in their community.

Seniors and older adults admitted to Lakeridge Health, but no longer in need of acute hospital services, may experience challenges returning home. In 2020/21, Lakeridge Health, in partnership with SE Health, launched the Lakeridge Health@Home program. This program provides elderly patients personalized care from an interdisciplinary team, including nursing, personal support, occupational therapy, physiotherapy,



speech therapy, and other services. This holistic approach enables eligible patients to spend less time in hospital and transition safely home, decreasing potential Emergency Department visits and readmissions.



“Within the first two hours after we came home, members of the team began to arrive. First, a personal support worker, then a nurse, and later a therapist. Everyone in the Lakeridge Health@Home program worked so hard to resolve any issues we encountered, and the team is like part of the family now.”

Katrina Gibson (right), wife of Lakeridge Health@Home patient Russ Gibson (seated in front), along with SE Health Personal Support Worker Tabitha Duffy-Harry.

Supporting Long-Term Care Residents During the Pandemic

During the pandemic, Lakeridge Health teams responded to serious COVID-19 outbreaks at both Orchard Villa Long-Term Care Home in Pickering and Sunnycrest Nursing Home in Whitby. Bringing its clinical leadership and expertise in infection prevention and control, Lakeridge Health worked with the homes’ leaders to restore evidence-based practices and operations that helped bring the COVID-19 outbreak under control, improved the quality of care for residents, and ensured that appropriate policies and procedures were in place to better enable the homes to respond to future outbreaks.

On December 3, 2020, Lakeridge Health assumed temporary management of Sunnycrest Nursing Home through a Voluntary Management Contract, approved by the Ministry of Long-Term Care.



Lakeridge Health team members brought clinical and infection prevention and control expertise during COVID-19 outbreaks at two Durham Region long-term care homes.

Commitment to Individual Health Care

Despite the challenging events of last year that stretched health-care teams like never before, Lakeridge Health maintained its unwavering focus on delivering the highest quality, safest care, and best outcomes for people living in Durham Region – fostering an environment and culture that puts patients and families first.



Cutting Edge Diagnostic Imaging Care in Durham Region

A new Computerized Tomography (CT) scanner at the Ajax Pickering Hospital is enabling Lakeridge Health's clinical teams to provide a better patient experience and better image quality with less radiation dose.

Lakeridge Health also continued its multi-phase renovation in the Oshawa Hospital's Diagnostic Imaging department. In December 2020, the first phase of the renovation project opened to serve patients in a newly redesigned space. This state-of-the-art area includes the first five of seven new ultrasound suites, improving the patient experience with more privacy and a better working environment for staff and radiologists.



In addition, construction began on the new Interventional Radiology suites, which opened in July 2021. These new suites will offer more space, allow staff and physicians to perform twice as many procedures, and enable more patients to receive complex care in a better, faster, and safer way.

COVID-19 Response Team

Teams across the Lakeridge Health system came together like never before to respond to the three waves of the COVID-19 pandemic. Guided by Lakeridge Health’s COVID-19 Response Team (CRT), we managed unprecedented critical care capacity, transferred and received patients as part of the GTA and Central East Incident Management Systems, and redeployed staff from throughout our system and community health-care partners to where they were most urgently needed.

Anchored by an unwavering commitment to safe, quality care, the CRT helped us stay at the forefront of scientific evidence, guided our operational decisions on



The CRT was led by Medical Director of Critical Care, Dr. Karim Soliman (left in photo), Medical Director of Quality and Patient Experience, Dr. Dan Ricciuto (centre in photo), and Interim Vice President, Clinical Services, Julie Goldstein (right in photo), with input from many other skilled and experienced health-care leaders throughout our organization.

everything from personal protective equipment and testing protocols to hospital visitation and communication to our community. This allowed us to provide the very best care and support to team members, patients, and families.

Advancing Palliative Care Services in Durham Region

We are thrilled to welcome Dr. Aynharan Sinnarajah as the Dr. Gillian Gilchrist Research Chair in Palliative Care. The Gilchrist Chair is a joint appointment with Queen’s University and Lakeridge Health, awarded to a clinician-scientist with a proven record of academic, leadership, and clinical success in palliative care. With degrees from the University of Toronto and Harvard, Dr. Sinnarajah is a recognized leader in palliative care, a prolific researcher and experienced educational supervisor.

Palliative care is an important part of the health-care continuum, improving the quality of life of persons and their families facing a life-limiting illness. With this new appointment, Dr. Sinnarajah will work to

advance the delivery of palliative care services in Durham Region, improve and standardize palliative care across all Lakeridge Health sites, and contribute to high-quality research, scholarship, and innovation.



“I look forward to returning to Lakeridge Health where my interest in palliative care was first nurtured by a wonderful family physician in Bowmanville. I am honoured to take on this exciting opportunity to work with Lakeridge Health and Queen’s University to contribute to the advancement of palliative care in Durham Region and beyond.”

Dr. Aynharan Sinnarajah, Dr. Gillian Gilchrist Chair in Palliative Care Research

Create an Integrated System of Care

Lakeridge Health continues to collaborate with partners throughout Durham Region and beyond to advance our goal to support people throughout their health-care journey by developing a connected and coordinated system of care.



Expanding our Capacity

Thanks to generous support from our government partners, Lakeridge Health is moving forward with projects that will strengthen and expand the regional health-care system to address the changing needs of the communities we serve.

This year, we welcomed a historic investment of up to \$37.5 million from the Region of Durham and a \$2.5 million planning grant from the Government of Ontario to support the much-anticipated Bowmanville Hospital expansion and renovation. Features of the updated hospital will include a larger, modern Emergency Department, expanded inpatient units, and state-of-the-art diagnostic imaging services that will meet the needs of the high-growth communities of Bowmanville, Clarington, and surrounding areas.

We are on track to open the new long-term care home on the site of the Ajax Pickering Hospital in early 2022. Scheduled to open in March of 2022, this project is part of the province's Accelerated Build Pilot Program and will bring 320 urgently needed long-term care beds to Durham Region.



A view of the long-term care home construction in January 2021.

The home will include innovative infection prevention and control measures and a modern design that prioritizes residents' quality of life and provides an enriching workplace for staff.

Lakeridge Health, in conjunction with our development partner NorthWest Healthcare REIT, is progressing with the Jerry Coughlan Health and Wellness Centre, scheduled to open in the spring of 2022. Currently under construction in the rapidly growing community of North Pickering, the four-storey centre will provide day surgery procedures and



MPP for Ajax and Minister of Long-Term Care, Rod Phillips (left), and Lakeridge Health President and CEO, Cynthia Davis (right) visit the site of the long-term care home in February 2021.

other Lakeridge Health services, as well as an urgent care clinic with the ability to conduct a range of diagnostic and laboratory tests, physicians' offices, and a pharmacy, all within a state-of-the-art, patient-centred setting. This integrated model will support patients from across Durham Region and beyond to seamlessly transition between acute, ambulatory, and community care.



The new long-term care home currently under construction beside Ajax Pickering Hospital.



The Jerry Coughlan Health and Wellness Centre currently under construction in North Pickering.

Leveraging Technology to Transform Care Delivery

Lakeridge Health is partnering with six other hospital organizations representing 14 hospitals in Ontario's Central East Region to deliver a new, digital clinical information system (CIS). Once implemented later in 2021, patients in the Central East Region who receive hospital care will have a single, unified personal health record across the partner hospitals.

The new CIS is the biggest quality project Lakeridge Health has undertaken and will transform the way health care is delivered for generations to come. By being better connected with a comprehensive, real-time view of the patient record,



care teams across different parts of a hospital, and across multiple hospitals, can better collaborate to make the best possible decisions about each individual's treatment and care to deliver a more seamless experience. What's more, the standardized tools and processes of the CIS will reduce duplication, streamline processes, and improve results. This will mean more time at the bedside, improved quality and safety, and better outcomes for patients.

Mental Health and Addictions System of Care

The onset of COVID-19 has amplified the growing need for mental health and addictions services in communities across Canada, including Durham Region.

Last fall, on October 1, 2020, Lakeridge Health and Durham Mental Health Services (DMHS) announced a voluntary integration, bringing together Lakeridge Health's acute mental health and addictions services with DMHS' expertise in community-based mental health.

In January 2021, Lakeridge Health and Distress Centre Durham (DCD) began a partnership with a shared goal of providing better, more coordinated mental health and crisis intervention programs and services across Durham Region.

By working together, Lakeridge Health, Pinewood Centre, DMHS, and DCD can enable better coordination in both community and acute care settings, and facilitate smoother transitions and faster access to essential mental health and addiction services to provide a client-centred, wrap-around supportive continuum of care.

Moving forward, Lakeridge Health has taken steps to prioritize the development of a comprehensive, multi-year mental health and addictions strategy that will build on our existing partnerships and programs to ensure vital services are available to this growing patient population.



Pinewood Centre

Be a Workplace of Choice



Listening and Learning to Build a Culture of Inclusion and Equity

From the global community to our own cities and neighbourhoods, we all have a role to play in ending racism, discrimination, and violence. The COVID-19 pandemic has reinforced the disparities that exist for Indigenous peoples, Black Canadians, and other racialized and religious minority Canadians and their communities.

This year, we accelerated our work to support inclusion, diversity, equity, and accessibility and create a more accepting and inclusive environment for all those who work or receive care at our organization, including:

- Creating safe spaces for marginalized people to share feedback and opportunities for improvement through the formation of Communities of Inclusion.

- Developing a Smudge Ceremony Policy that respects the spiritual and cultural practices of First Nations, Inuit, Métis, and Urban Indigenous patients and their family members/partners-in-care.
- Recognizing dates of significance throughout the year, such as Black History Month, Orange Shirt Day and Every Child Matters, National Indigenous Peoples Day, the Lunar New Year, Nowruz (Persian New Year), Ramadan, Passover, Holi, and more.
- Promoting continual learning through access to online information, resources, and tools for both staff and our community.

By listening and learning we can develop real solutions that will make a difference to staff, patients and the community.



Ceremony to honour Joyce Echaquan's spirit.



Staff at the Port Perry Hospital marking the tragic death of George Floyd.



Marking Orange Shirt Day and Every Child Matters on September 30, 2020.

Peer Supporters Provide an Important Wellness Support

As our staff and physicians continue to provide exceptional care to community members, we work hard to ensure they are taking equally good care of themselves.

In addition to many wellness supports available to team members, this year we launched a Peer Support Program.

Peer Supporters offer confidential, non-judgmental support for team members who are experiencing a difficult time. Peer Supporters are specially trained staff, physicians, and Patient and Family Experience Advisors who are easily accessible by telephone or email.



“I contacted the Peer Support program because I felt overwhelmed and needed mental health supports. I was connected with a peer very quickly. The support was exceptional. It felt very good to be heard and understood by someone who does similar work. The Peer Support program provided an effective, timely, and safe option for me.”

Lakeridge Health staff member

Education and Research to Help Train the Workforce of the Future

Lakeridge Health remains committed to training and mentoring learners at every level. Our organization proudly trains health professionals through partnerships with Queen’s University, Ontario Tech University, and Durham College. The Lakeridge Health Education and Research Network – our training, education, and research hub – welcomes students across a range of health disciplines. Last year, Lakeridge Health educated more than 1,000 students, including medical trainees and nurses.

We also continue to expand and deepen our research partnerships – hosting more than 150 research studies.

Some of the many topics focus on:

- Novel drug therapies, stem cell treatments, and chart reviews for COVID-19.
- Novel drug treatments in outpatient and dialysis patients.
- Drug studies in orthopaedic surgery patients.
- Oncology studies in areas such as prostate cancer, breast cancer, myeloma, and lung cancer.
- Observational and interventional trials in infectious diseases, paediatrics, and mental health.

Patience Experience and Volunteers

Despite a year like no other, we have remained steadfast in our commitment to deliver an exceptional patient and family experience.

The pandemic led the Patient Experience team to rethink how person- and family-centered care is provided. New collaborations and stronger partnerships led to innovative solutions that go beyond traditional approaches.

We are grateful for the ongoing support of the 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.

Here are some of the year's highlights:

- Thanks to the support of our Foundations, the Virtual Connections program, launched in April 2020, has helped families and friends remain connected to their hospitalized loved ones through video calls. Virtual Connections was then expanded to support residents at Orchard Villa Long-Term Care Home and Sunnycrest Nursing Home when Lakeridge Health assisted the homes during two COVID-19 outbreaks.
- Spiritual Care supported team members with opportunities to reflect on the one-year anniversary of the pandemic and find hope for the future through small huddles or private one-on-one talks.
- Through our dedicated Patient and Family Experience Advisors, meaningful engagement and collaboration has continued virtually. As a result, the patient and family voice was included in the implementation of vital services, such as the COVID-19 vaccination clinics and virtual care.
- Volunteers continued to support initiatives virtually. Notably, the Real-Time Patient Survey Program pivoted from in-person surveying to post-discharge phone calls, engaging patients and families in providing valuable feedback on their experiences. This has proven to be very successful with three times the number of surveys completed, on average.
- Lakeridge Health's five Auxiliaries donated perishable items from their closed gift shops and café spaces to our teams and some also provided funds for various initiatives, including TV services for all inpatients during the month of May 2020 and the Smile Behind The Mask initiative.



Spiritual Care team members (from left to right) Ji-Sook Kyun, Chaplain, and Margaret Johnston-Jones, Lead Chaplain.



From left to right, volunteers Susanne Clark, Vern Williams, and Angela Harris by the Gift Shop at the Oshawa Hospital.

Community Advisory Panels

Community Advisory Panels (CAPs) continued to play an integral role in highlighting and defining the needs and services that are most important to the diverse communities of Durham Region. Volunteer CAPs are geographically located in Ajax Pickering, North Durham, Oshawa-Whitby, and Clarington. Each CAP provides input and

advice to the Board of Trustees, shares information between the organization and the community, and brings forward community-specific concerns, questions, and suggestions. This year, a newly formed Mental Health and Addictions CAP was established to ensure that the services provided promote equity and reduce disparities.

Ajax Pickering Hospital Foundation

The Ajax Pickering Hospital Foundation witnessed immense thoughtfulness, resilience, and strength from the community this year.

Thanks to the generosity of individuals and local businesses, since the start of the pandemic, we have:

- Distributed more than 2,000 donated meals for team members.
- Solicited over 40 iPads and webcams to support the Virtual Connections video call program.
- Distributed thousands of bite-sized treats and thousands of dollars in gift cards to help support team members.

The pandemic sadly forced the cancellation of many of our events; however, the Mayors' Charity Golf Classic was still able to go ahead with its 25th anniversary celebrations! In September 2020, sponsors and golfers stepped up their support for the sold-out tournament – raising the most ever and pushing the cumulative total raised by the tournament throughout its history for the Ajax Pickering Hospital to the \$4 million mark!

And while the City of Pickering's Mayor's Gala could not host its regular glamorous evening, committee volunteers still showed their commitment to the hospital and gladly supported 2020's non-event event!

All these amazing event sponsors, along with other generous donors throughout the year – including 407 ETR Concession Company Limited, CanadaHelps COVID-19 Healthcare & Hospital Fund, The Frontline Fund, Maple Leaf Farms Foundation, Ontario Power Generation, Pickering Toyota, and the Picov Family – have enabled the Foundation to fund countless pieces of equipment and technology to care for COVID-19 patients and others throughout the hospital.

Another donation from the Town of Ajax helped to transform part of the cafeteria into an inviting and peaceful lounge area where team members can enjoy breaks or have informal meetings, patients can gather with loved ones, or visitors have a comfortable spot to wait.

The new space includes new furniture, a renovated wall with an embedded fireplace, as well as a TV.



By their makeshift appreciation window, Tracy Paterson, CEO of the Ajax Pickering Hospital Foundation (left), stands with staff outside the Emergency Department offering thanks to everyone in our community for their support.

Donors also showed team members some 'love' this past Valentine's Day by supporting decorations, candy treats, thank you notes, and homemade heart pins that were dropped off throughout the hospital. The fun continued with spot prizes of Tim's cards, mugs, and more. The Christmas trees in the cafeteria were even transformed into Valentine's Day trees!



(From left to right) Lakeridge Health President and CEO Cynthia Davis with Ajax Pickering Hospital CEO Tracy Paterson.

Bowmanville Hospital Foundation

The Bowmanville Hospital Foundation celebrated an exciting 2020/21 fiscal year, inspired by the dedication and strength of our medical teams, staff, volunteers and the tremendous outpouring of community support.

The *We Care, We Can* campaign, supporting the Bowmanville Hospital redevelopment and expansion project, remains a top priority for the Foundation. The capital campaign is one of many priorities featured in the Foundation's new 2021-2024 strategic plan – *Strong, Responsive, Together*. This plan will guide decisions and help ensure a sustainable future for the Bowmanville Hospital and Foundation.

In January 2021, a \$2.5 million planning grant and an interim helipad from the Provincial government started the ball rolling on milestone investments for the Bowmanville Hospital redevelopment project. In April, we gratefully welcomed an investment of up to \$37.5 million from the Region of Durham for the Bowmanville Hospital expansion and renovation.

This is the largest investment ever to be made to health care or any other initiative in the region.

We also charted new territory with the RESILIENT Swing & Show event series, which featured a golf tournament and our first-ever virtual gala that, combined, raised over \$300,000 in support of the *We Care, We Can* campaign and the *Equipped for Care* fundraiser.

All these achievements would not have been possible without the collaboration and support from Lakeridge Health, our partners, and the community.



Bowmanville Hospital staff outside during an appreciation parade hosted by the community.

Lakeridge Health Foundation

The 2020/2021 fiscal year was one of exceptional gratitude for the Lakeridge Health Foundation. Despite the constraints of the pandemic, we worked closely with our community to raise the profile of the Oshawa and Whitby Hospitals. We are thrilled to share that \$5.2 million in fundraising revenue was raised in support of cancer care, Smart IV pumps, Interventional Radiology, COVID-19 relief, and other priorities. This achievement would not have been possible without our dedicated donors.

We saw an incredible response from our community throughout the COVID-19

pandemic with over \$1.2 million raised in honour of our front-line heroes who continue to work tirelessly to keep our families and communities safe. More than 18 community events and initiatives, new and ongoing, actively raised support for our local hospitals.

A number of inspiring stories of giving stood out during this past year:

- The Herman Kassinger Foundation generously donated \$300,000 to the Brachytherapy Program in the R.S. McLaughlin Durham Regional Cancer Centre to fund new equipment and innovative treatment options.



Oshawa residents Peter Hernandez, Irina Roudenko, and their three daughters (left) are joined by local musicians, Amanda DeBoer and Steven Ladwig (centre), to present a cheque to Director of Development and Campaigns, Steve MacDonald, and Director of Administration Carolyn McCutcheon, in support of cancer care to Lakeridge Health Foundation, resulting from the first annual Charity Driveway Concert in Beau Valley.

- We were honoured to assist the physicians and staff in the Emergency Department in setting up the Dr. Benjamin Fuller and Family Endowment in Emergency Medicine, a \$53,000 (and growing) investment that will advance emergency care in Durham Region for generations to come.
- Brooklyn Burger-Jacobs, a local teen, set out to honour her mom who was diagnosed with terminal cancer. In a

short time, Brooklyn raised over \$68,000 to carry on her mother’s legacy and support cancer care for our region.

We have had the privilege of not only receiving kind donations from our community this past year, but also hearing stories of exceptional patient care. Thank you to those who were inspired by our incredible team members to support our Foundation and advance health care in Durham Region.

Port Perry Hospital Foundation

The Port Perry Hospital Foundation has spent the 2020/21 fiscal year focused on three aims – supporting our health-care team through COVID-19, enhancing medical equipment in all areas of our hospital, and the successful launch of the *Here for You* campaign to bring CT and other essential equipment to Port Perry.

The *Here for You* fundraising campaign publicly launched in March 2021 with \$2.45 million already raised towards our campaign goal of \$4 million. It was a tremendous start! Through a shared vision with Lakeridge Health’s leadership and the wonderful financial support from our North Durham community, including the Auxiliary to Lakeridge Health Port Perry, this project will surely transform health care at the Port Perry Hospital.

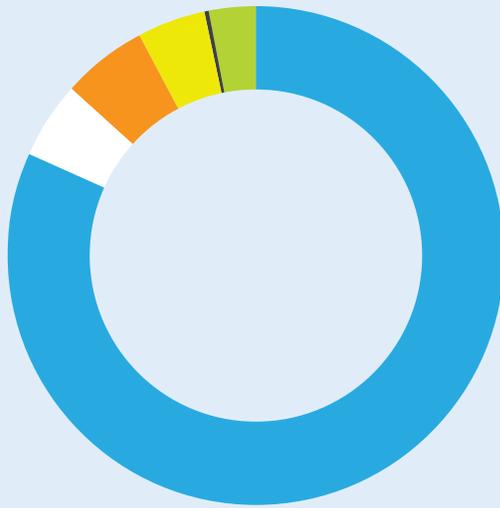
Continued generous community support during COVID-19 has meant that we’ve been able to purchase equipment and upgrade physical spaces in the Emergency Department and inpatient unit to keep patients and staff safe. Donors have also



shown our front-line heroes their gratitude with donations of treats and meals from local restaurants.

We have also helped with non-COVID priority equipment this year, including a new operating table, an updated laparoscopic tower for the surgical department, and some much-needed updated lab equipment. All important to ensure great patient care, today and into the future.

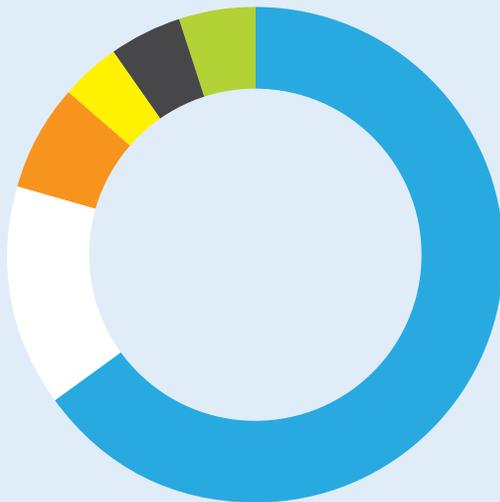
Revenue Distribution 2020/21



- 81.8% Ministry of Health and Long-Term Care (“MOHLTC”)
- 4.9% Patient services
- 5.6% Other ancillary revenue and recoveries
- 4.5% Specifically funded programs
- 0.3% Research grants
- 2.9% Amortization of deferred capital contributions - equipment and buildings

Total Revenue \$770,161,000

Expenditure Distribution 2020/21



- 65.1% Compensation and benefits
- 14.4% Supplies and other
- 6.9% Drugs
- 4.1% Medical and surgical supplies
- 4.5% Specifically funded programs
- 5.0% Amortization, including buildings, equipment, and interest on debt

Total Expenses \$766,807,000

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2020/21 Medical Leadership

Dr. Joan Abohweyere, Chief of Paediatrics and Neonatology and Medical Director, Women and Children's Program

Dr. Gregory Athaide, Chief of Obstetrics and Gynaecology and Medical Director, Women and Children's Program

Dr. Neeraj Bajaj, Chief of Psychiatry and Medical Director, Mental Health and Addictions Program

Dr. George Buldo, Vice President Medical and Academic Affairs

Dr. John Dickie, Chief of Surgery and Medical Director, Surgical Program

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Dr. Nadia Ismiil, Chief of Laboratory Medicine and Medical Director for the Laboratory Medicine Program

Dr. Mustufa Khan, Interim Chief and Medical Director, Diagnostic Imaging

Dr. Ilan Lengua, Chief Information Officer and Chief Medical Information Officer

Dr. John Maybee, Chief of Anaesthesia and Assistant Medical Director for the Surgical Program

Dr. Philip Moran, Chief of Emergency Medicine and Medical Director for the Critical Care and Emergency Medicine Program

Dr. Dan Ricciuto, Medical Director, Infection Prevention and Control and Chief and Medical Director, Quality and Patient Experience

Dr. Karim Soliman, Chief of Critical Care and Medical Director for the Critical Care and Emergency Medicine Program

Dr. Tony Stone, Chief of Staff

Dr. Hasan Zaidi, Chief and Medical Director, Medicine



**Lakeridge
Health**

Ajax Pickering Hospital

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

Port Perry Hospital

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

Bowmanville Hospital

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

Whitby Hospital

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

Oshawa Hospital

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

For more information, contact communications@lh.ca or visit lh.ca.