

# Lakeridge Health Annual Report 2020



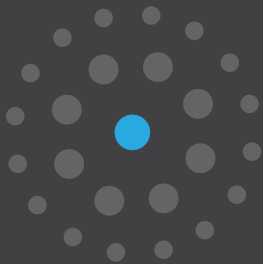
Lakeridge  
Health





Lakeridge  
Health

## Vision



One System.  
**Best Health.**

## Mission



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

## Values

- Inclusion
- Compassion
- Innovation
- Teamwork
- Joy



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2018/19 Board of Trustees

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

We are proud to share Lakeridge Health's 2019/20  
Annual Report, celebrating a year of positive change  
in unprecedented times.

Across five hospitals and community locations, our team provided safe, high-quality care to thousands of patients a day, while delivering new services for our growing communities. At the same time, we continued to reimagine health care by partnering with other organizations, patients and families in new ways to make our communities healthier.

As we reflect on an extraordinary year, it is through the lens of the global pandemic, the greatest challenge we have faced in modern times. The way we have taken on the fight against COVID-19 is a testament to the courage and determination of our team and to the community's unfailing commitment to Lakeridge Health and Durham Region.

In June 2019, we launched our new Vision – One System. Best Health. – and put our Strategic Plan into action. There were many notable achievements; the Annual Report highlights just some of our collective stories.

During 2019/20, we continued to build and deepen partnerships that enhance the health and wellness of local populations while advancing inclusion and equity.

Lakeridge Health, along with 18 partners across Durham Region, became one of the first Ontario Health Teams, introducing a transformative model that better connects patients and providers in their communities.

Our Community Advisory Panels, Patient and Family Experience Advisory Councils and Community Leaders helped to keep Durham's diverse patients, families and the communities at the forefront of care.

We continued to expand our services and enhance the experience in our emergency departments, hospitals and community programs. We transformed the pharmacy at the R.S. McLaughlin Durham Regional Cancer Centre with a modern patient and family area and state-of-the art robotic technology. Our transitional care strategy supported over 120 patients to safely transition to their next level of care, making more beds available for people who need our specialized care. In January 2020, we opened our 22-bed mental health unit at Ajax Pickering Hospital for people who need 24/7 acute mental health services.

And, we reached an important milestone in the proposed voluntary integration of Lakeridge Health (Pinewood Centre) and Durham Mental Health Services (DMHS). Lakeridge Health's Board of Trustees and Corporate Members approved this innovative and exciting partnership to create a better, more accessible community mental health and addictions system.

We made substantial strides in our plan to redevelop our facilities to serve Durham's needs into the future. Together with our partners, we are bringing the Jerry Coughlan Health and Wellness Centre one step closer to Durham communities.

Patient and family-centred care is being advanced with programs such as the Healing Ceiling at Port Perry Hospital that brings local art into patient rooms, while Lakeridge Health became the first Ontario hospital to introduce a personalized predicted wait time at Bowmanville Hospital's ED. Our exemplary Accreditation Canada survey results reflect our relentless focus on clinical quality.

Success depends on our team. Lakeridge Health continued to foster healthy, high-performing and inclusive teams through a comprehensive safety strategy.

There is no greater example of the power of our team, our partnerships and our community than our response to COVID-19. Lakeridge Health and its provincial and regional partners responded proactively and decisively to novel coronavirus.

We are inspired by the efforts of all our staff, physicians and volunteers who have gone above and beyond to keep people safe. Our incredible team handled complex changes with great skill and compassion – from setting up screening

at all doors to personal protective equipment (PPE) stewardship to having very difficult conversations with patients about postponing elective surgeries.

The virtual solutions accelerated during the pandemic to support people with disease management, mental health and addictions, and recovery from COVID-19, will be an enduring feature of our health system.

Our Foundations have raised more than \$1 million within just a few months to support our pandemic response, while volunteers have stepped up to rally behind patients and frontline teams.

The resourcefulness and innovation demonstrated during the pandemic will make our organization and communities even stronger as we adapt to a world with COVID-19.

Thank you for your unwavering commitment to creating a leading health system with people at the centre of everything.



**Sharon Cochran**  
Chair, Board of Trustees



**Susan deRyk**  
Interim President and CEO



**Dr. Tony Stone**  
Chief of Staff



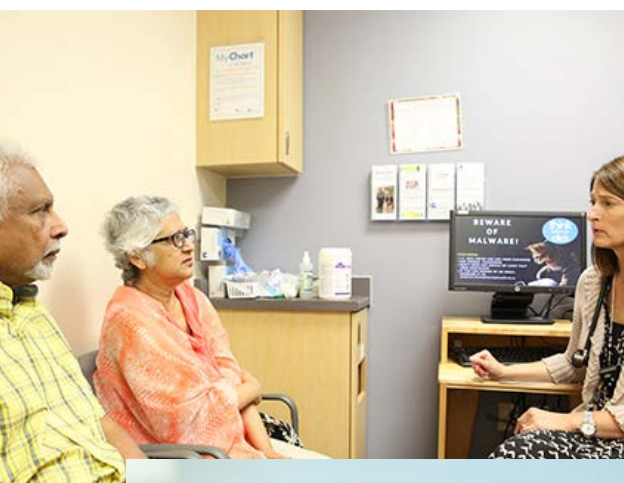
# About Us

**L**akeridge Health is Durham Region's acute health care provider and one of Ontario's largest community health systems.

With five hospitals, four emergency departments, a residential treatment centre and more than a dozen community health care locations, Lakeridge Health is working to provide the best experience for patients and their families in one of the fastest growing areas of the province.

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. Lakeridge Health also provides regional eye care, mental health, and chronic kidney disease services to residents of Durham Region and beyond.

Supported by a dedicated team of more than 5,400 employees, 760 physicians and 1,700 volunteers across 16 locations, Lakeridge Health is working with partners at all levels to create an integrated health system to improve the health and wellness of the more than 650,000 people in Durham Region.



## A Health Network Serving Durham Region and Beyond



**821**

Budgeted  
Beds



**204,338**

Emergency  
Department  
Visits



**38,084**

In-Patient  
Discharges



**450,008**

Clinic Visits



**51,072**

Surgeries



**25,163**

MRIs



**14,401**

Mental  
Health Visits



**4,297**

Births



**1,980**

Students Trained  
(including medical trainees)



**170**

Active Research  
Studies

# 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.

**Important note:** the contents of this Annual Report reflect activities during April 2019 to March 2020, the first few months of the global pandemic. Significant change has happened since that period.



# Improve Population Health

## Transforming Communities



Lakeridge Health is improving population health and transforming communities through innovating, modernizing and expanding services and fostering strong community partnerships.

**T**he Jerry Coughlan Health and Wellness Centre (JCHWC), a new comprehensive medical and health care centre, is coming soon to the rapidly growing community of North Pickering. Offering hospital services, physicians' offices, an urgent care centre and a range of medical, diagnostic and community-based services, under one roof, the JCHWC will support the health and wellness of the population.

Located on a 2.3-acre property owned by Lakeridge Health, this new facility is being developed through an innovative partnership model. Lakeridge Health and its partner, NorthWest Healthcare Properties REIT, will develop the facility and share the footprint to extend Lakeridge Health's outpatient

services. The centre was named after local philanthropist, founder of Coughlan Homes and community-builder, Jerry Coughlan, in recognition of the Coughlan family's historic \$7 million gift to the Ajax Pickering Hospital Foundation.

**Our Master Plan** continued to guide Lakeridge Health's growth and development to meet changing community needs through the next 20 years. Lakeridge Health is working with the Ministry of Health to move forward the **redevelopment and expansion of Bowmanville Hospital** to be construction-ready in 2022. Planning for our other crucial projects, including building a **New Durham Region Hospital** for the entire region and exploring a **seniors' residential complex adjacent** to Ajax Pickering Hospital, continued moving ahead throughout the year.



## Virtual Care

Virtual health is a central feature of Lakeridge Health's five-year Strategic Plan to connect people with needed care at home, at work and or wherever they are. A number of virtual care services introduced this past year took flight during COVID-19 as we rapidly adopted new ways to support patients and families.

### Virtual Critical Care Supports Port Perry Residents

**W**ith no on-site critical care services, the Port Perry Hospital had been relying on the telephone to consult with referring physicians for critical patient cases. This all changed with the introduction of a virtual care program in 2019.

Using the Ontario Telehealth Network (OTN) and Microsoft Teams platforms, Port Perry Hospital's physicians can reach out to an intensivist at other Lakeridge Health hospitals to have critically ill and injured patients assessed via video call, on demand.

"It allows specialty services to be part of the care provided by all Lakeridge Health hospitals," says Dr. Karim Soliman, Co-Medical Director Emergency Medicine & Critical Care. "While we are starting with critical care, the model can be extended to other specialty services."

"I used a virtual consult for a patient with respiratory distress near the beginning of the pandemic," says Dr. Nadine MacDonald, Port Perry ER Physician. "This gentleman was suspected of having an exacerbation of his COPD but we knew we couldn't use BiPap safely because of the possibility of COVID-19 infection."

Through a virtual consult with the ICU, it was recommended that I start the patient on OptiFlow (oxygen therapy), which I hadn't used in COPD before. We also arranged for him to be admitted to the COVID-19 unit at Oshawa Hospital with ICU consulting. The patient did very well and was discharged home the next day with outpatient therapy."

Dr. MacDonald adds, "The patient, and I, along with the Respiratory Therapist and the Intensivist, were able to converse at the patient's bedside allowing for more seamless care."

## COVID-19 accelerates virtual solutions

**I**n just a few months, the **Virtual Ward** program in collaboration with the Central East LHIN (Ontario Health East), remotely monitored and supported over 100 patients with COVID-19 to convalesce at home instead of in the hospital.

**Virtual Connections** supported over 1,000 engagements between patients and their loved ones who cannot visit in person during the pandemic. Using an iPad, palliative patients have been able to connect with those closest to them while numerous parents have introduced their new babies to family members who cannot be there with them.

The first connection was at Ajax Pickering between a male patient and his wife who had never spent a day apart in 64 years. He has since passed away, but his family takes comfort in the time they were able to spend together at the end of life.

"I am so happy you guys did this for him," said his granddaughter. "I bawled my eyes out when we got a call saying he would get to virtually connect with my grandma. He treasured that moment so very much and I'm so grateful."

“

I bawled my eyes out when we got a call saying he would get to virtually connect with my grandma. He treasured that moment so very much and I'm so grateful.

– **Granddaughter** of Patient

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## Advancing Inclusion, Diversity and Engagement in the Community

In collaboration with community partners, we continued to advance the **Inclusion, Diversity and Engagement (IDE) Framework** to support Lakeridge Health to continuously reflect the communities we serve.

**T**o address disparities in health access and outcomes, we need high quality and meaningful data. This past year, through our partnerships, we were able to access a wider variety of data to better understand the marginalization experienced by specific populations in Durham Region, at a very local level. This important data will help us to remove barriers to care and consistently design and deliver culturally safe programs.

Last year, we initiated the Community Leaders group made up of prominent members of ethnocultural, racialized, faith, language, and other communities across Durham Region. This key advisory group provides Lakeridge Health with insights about the issues that matter most to different communities as well as effective solutions. During the COVID-19 pandemic,

we worked with the group to ensure community members received timely information in multiple languages.

Implementing the IDE framework throughout the organization is a priority for the Board of Trustees. Over the last several years, the Framework has been used to renew Board membership to ensure Lakeridge Health's governance is reflective of the diverse communities of Durham Region. Fostering an organizational culture that embraces diversity and champions social justice continues to be a Lakeridge Health-wide priority for 2020/21, as we take focused actions to systematically address racism faced by Black people, Indigenous people and People of Colour as well as all forms of discrimination.



Inclusion  
Diversity  
Engagement



## Providing Culturally Safe Care for First Nation, Inuit, Métis & Urban Indigenous (FNIMUI) Communities

**I**n December 2019, Lakeridge Health team member Janice Kelly joined Lakeridge Health's Indigenous Program, Aniin, as an Indigenous Outreach Liaison. Janice is Anishnabaae from Biigtigong Nishnaabeg (Pic River First Nation), a small First Nation between Sault Ste. Marie and Thunder Bay. She works closely with the Central East's Regional Cancer Program's Indigenous Cancer Lead, Dr. Jason Pennington, and the Regional Indigenous Navigator, Kathy MacLeod-Beaver.

"Working and being with the elders and community members has been a highlight," says Janice. "Assimilation policies have created overwhelming challenges and long-term inequities for First Nations, Inuit, Métis and Urban Indigenous (FNIMUI) people. I am amazed at the beauty and resilience of Indigenous people."

"The Indigenous Outreach Liaison position offers a wealth of resources and connections for the Indigenous community in Durham Region. Janice and the team offer a bridge between Western medicine and Traditional ways of knowing, and support Indigenous community members on their health journey," says Jennifer Bouma, Health Promoter, Indigenous Team with Carea Community Health Centre.

Culturally competent support has been essential during the COVID-19 pandemic.

"We work hard to build strong relationships and to be a part of a process that works with FNIMUI partners," says Janice. "We see the need especially during these unprecedented times. I feel very fortunate to be able to help create a culturally safe environment for FNIMUI people to access care, to advocate for changes that make a difference and support positive outcomes throughout the Indigenous cancer journey."



# Commitment to Individual Health Care

## Transforming Patient Care



**L**akeridge Health continued to use innovative approaches to drive quality improvement and enhance the patient experience across all programs and services. **These are just some of the ways that we transformed patient care together.**



Waiting in the emergency department is stressful. For many patients, one of the biggest concerns is the wait time and this new tool can help to reduce some of the frustration and anxiety and improve communication.

– **Dawn Finnegan**, Patient and Family Experience Advisor



In collaboration with Durham College, artificial intelligence was used to **predict wait times for patients in the emergency department**. With the roll out of this system at Bowmanville Hospital in February 2020, Lakeridge Health became the first organization in Ontario to provide patients with a personalized predicted wait time. By informing patients how long they are anticipated to wait for a physician assessment, this system alleviates some of the stress experienced in the ED and gives people greater control over their health.

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The **Healing Ceiling** program at Port Perry Hospital is lifting patients' spirits through artwork. Local Scugog artists create works of art that are displayed on the ceiling above hospital beds to bring people comfort during their inpatient stay.

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Our team implemented **evidence-based guidelines** to improve outcomes for seniors and other populations. Lakeridge Health achieved a 10 per cent reduction in patient fall rates in 2019/20 through implementing the Preventing Falls and Reducing Injury from Falls best practice guideline from the Registered Nurses' Association of Ontario.

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Accreditation Canada awarded Lakeridge Health **exemplary standing for our on-site survey**, recognizing our 99.3 per cent compliance with the standards in areas including governance, infection control, quality and various clinical programs. Lakeridge Health was one of the first health organization in Ontario to pilot an innovative Sequential Accreditation approach designed ingrain quality practices at all levels in an organization. Lakeridge Health's Laboratory Medicine team also attained a near-perfect accreditation score (99.7%) from the Institute for Quality Management in Healthcare (IQMH) while our Diabetes Program achieved 100 per cent of the Diabetes Canada Standards Recognition Program standards.



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Lakeridge Health and six other hospitals in Central East Ontario launched the **regional Clinical Information System (CIS) initiative**, the most significant clinical transformation in our history. Once implemented in 2021, participating organizations and their patients will have secure, real-time access to the same patient record, including test results, treatment histories and medication records. This will enable far-reaching improvements in the quality and experience of care.

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The **R.S. McLaughlin Durham Regional Cancer Centre** implemented a **state-of-the-art robotic drug dispensing technology**, offering the highest standard of cancer therapy to Durham patients and families.

## Expanding Mental Health and Addictions Services

**I**n late January 2020, the much-anticipated **22-bed Mental Health Unit** opened at Ajax Pickering Hospital, offering more options for people with mental health conditions across Durham Region. These new mental health beds will enable people in West Durham to receive immediate, specialized inpatient mental health care, in their own community.

This modern space is specially designed for people who need 24/7 acute mental health services to enable their recovery. Patients and their families are supported by a team of approximately 50 highly skilled professionals and six psychiatrists, offering the latest standard in patient-centred mental health care. The unit has the capacity to support about 600 additional patient admissions a year. During the early stages of COVID-19, part of the unit located at 3 West in Ajax Pickering Hospital was temporarily used as a specialized COVID-19 unit. It has since been fully restored for patients requiring mental health care.

- Individual rooms with ensuite washrooms to enhance patient privacy;
- A comfortable and quiet visiting room for patients and their loved ones;
- Special design features that provide a safe environment for everyone; and
- A light-filled common dining area to allow people to enjoy a meal with others.



“

In the days, weeks, months, years, and decades to come, many people in the Durham Region – our grandparents, mothers, fathers, sisters, brothers, children, grandchildren, friends, neighbours, colleagues – will come here to heal from the devastation mental suffering brings to their lives. The care they will get here will give people a decent, precious chance at putting their lives back together, and maybe even building a better life.

– **Percy D’Souza**, Patient Advisor,  
Mental Health and Pinewood Centre  
Patient and Family Advisory Committee

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**Andre was diagnosed with schizophrenia at age 16.** Over the years, his family commuted between their Ajax home and Centenary Hospital in Scarborough for care. Now aged 30, Andre was recently able to receive care at the Ajax Pickering Hospital.

“It’s certainly comfortable to be able to receive care in our own community of Ajax,” said his mother Maureen. “Unfortunately, my son was admitted to hospital just as the COVID-19 pandemic hit, so we were unable to visit him. However, we didn’t have to worry. The team at the hospital was very communicative and I know the care Andre received was excellent. I could hear it in Andre’s voice. It also gave us peace of mind knowing that his social worker from the community was there providing care to Andre while in hospital.”

## Team Approach Slows Kidney Disease Progression

**L**akeridge Health’s **Multi-Care Kidney Clinic at Whitby Hospital** helps approximately 500 Durham residents each year with Chronic Kidney Disease (CKD). The dedicated team of nephrologists, nurses, dietitians, pharmacists, pharmacy technicians and a social worker support those with early-stage disease.

Last year, the clinic achieved over 90 per cent for “deferred dialysis starts,” far exceeding the provincial target of 75 per cent. This means that patients remain healthy longer, delaying the start of dialysis. Last September, the home dialysis clinics began offering online consults that can be conveniently provided in the comfort of a patient’s home.

Patients, like Raglan resident, Owen George, complement regular clinic visits with virtual visits at home. When Owen was diagnosed with CKD, he managed his symptoms through dietary changes and support from his care team in the Multi-Care Kidney Clinic. But he eventually needed dialysis. Now, having the option of virtual care visits has significantly decreased his time at the clinic along with travel costs.



# Create an Integrated System of Care

## Transforming Partnerships



**T**hrough strong regional partnerships and integrated care, Lakeridge Health advanced our goal to support people throughout their health care journey.

As one of the province's first Ontario Health Teams (OHTs) announced in December 2019, the Durham OHT will support seamless patient transitions between health care providers, supported by one health record and one care plan.

The 19 OHT partners represent the care continuum, including primary care providers, hospitals, mental health, and home and community care. The Durham OHT is further bolstered by the support of more than 70 partners from different sectors across Durham.

Many of the partnerships forged through the OHT have been strengthened in response to COVID-19, as providers from primary care, home and community care, long-term care, the Region of Durham, and social services mount a coordinated regional pandemic response.

“

The proposed changes, which include a true team approach in addressing a Durham resident's health care and support needs while ensuring patients and caregivers are fully supported in moving between different parts of the health care system are, in my view, a major milestone in improving the health care experience and health care outcomes.

– Anne-Marie Yaraskavitch,  
Patient, Family and Caregiver Advisor

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The regional partners are supporting people to access COVID-19 testing, managing PPE supplies, and delivering virtual care. Lakeridge Health's infection

control experts and specialists are advising and assisting medical teams within long-term care and primary care across Durham Region.

## A Systems Approach to COVID-19 Testing

**C** OVID-19 testing is offered through a partnership between Lakeridge Health, Durham Region Health Department and primary care. To access a COVID-19 test, people complete an online assessment form on Lakeridge Health's website and are automatically booked for an appointment at one of the **COVID Assessment Centres** in Ajax and Oshawa.

A partnership between Region of Durham Paramedic Services and Lakeridge Health is allowing residents with developmental disabilities living at Community Living Oshawa/Clarington to be assessed and tested for COVID-19 at the residence.

Over the next 20 years, people over the age of 90 will be the fastest growing sub-set of the population, with significant growth in all groups aged 65 and older. To address dramatic demographic shift, an early priority for the Durham Ontario Health Team is to create a connected system of care for older adults living with frailty.

**Our Transitional Care Unit (TCU)** strategy is a tangible example of integrated care for seniors. The nearly 110 community transitional care beds that opened last year are providing a safe, temporary home for 120 seniors who are waiting for their chosen long-term care home to become available.

The TCUs are also helping to reduce hallway health care by freeing up hospital beds for acutely ill patients who need specialized inpatient services.

The strategy has reduced Alternate Level of Care or ALC (patients who are ready to be discharged from hospital but cannot access appropriate alternative care) by 41 patients per day on average.



This pandemic has caused stress for many residents. The online assessment and screening feature of the COVID-19 Assessment Centre has enabled residents with physical disabilities to quickly and comfortably receive the test they needed in the comfort of their home.

– **Fintana Willie**, Residential Supervisor,  
Community Living Oshawa Clarington



Residents receive 24/7 care from a multidisciplinary team from Bayshore HealthCare including RNs, RPNs and PSWs, and have access to primary care, physiotherapists, occupational therapists, social workers, as well as dietary, pharmacy and wound care services. With this support, people are less likely to be re-admitted to the hospital or visit the emergency department. Moreover, this program is fulfilling residents' needs, with 100 per cent of participants reporting that they are satisfied with their experience.

# Be a Workplace of Choice

## Transforming Teamwork



**G**uided by our shared values, Lakeridge Health undertook an organization-wide effort to ensure **healthy, safe, and secure workplace** for everyone on our team.

While each value is essential to be a workplace of choice, last year we focused on taking an evidence-based approach to foster **Joy** at work as an essential contributor to quality. As part of this effort, all Lakeridge Health programs took part in the Institute for Healthcare Improvement's (IHI) internationally recognized Joy in Work e-Learning Series.

Lakeridge Health also developed a comprehensive **Nine-Point Workplace Violence Prevention and Safety Plan** that emphasized communications, prevention and response training. Mental health and wellness support – already a priority before COVID-19 – has been

enhanced to help our teams with resilience and stress management during this extraordinary time.

The new **Clinical Information System (CIS)** is a key strategy to improve the satisfaction of our people. By standardizing and automating processes to ensure safety and quality and providing better, richer information for decision-making, the CIS will unleash the potential of our health care teams.





## Safewards – Improving the therapeutic relationship between health professionals and patients

**S**afewards, an internationally recognized program that engages staff and patients in a positive way to reduce tension and conflict, was implemented by Lakeridge Health's Mental Health, Occupational Health, Safety, and Healthy Workplace and Occupational Therapy Programs.



Safewards has improved communication. By working with different team members, we are getting to know what everybody's role is. What I have noticed is that it is instilling hope, in the patients and in the staff as well.

– RPN, Inpatient Mental Health,  
RPN, Inpatient Mental Health



## Values

- Inclusion
- Compassion
- Innovation
- Joy
- Teamwork

## Building a Workforce and Knowledge of the Future

**L**akeridge Health remains committed to **training and mentoring learners at every level**. Our organization trains more health professionals than some academic teaching hospitals through partnerships with Queen's University, Ontario Tech University, and Durham College. Lakeridge Health Education and Research Network, our leading training, education and research hub, welcomes students across a range of health disciplines. Last year, Lakeridge Health educated 1,980 students including medical trainees and nurses.

We are also expanding and deepening our research partnerships - last year we had 170 research partners and have hosted approximately 600 research studies and clinical trials.



## Advancing regional medical leadership

**O**ver the last several years in support of Lakeridge Health's evolution as a regional health care network, the physician leadership structure has been strengthened to support the growth of specialty services across Durham Region and local impact of our programs, while enabling the highest organization-wide quality and service standards.

A key element of the plan is the recruitment of Department Chiefs/Program Medical Directors and Division Heads responsible for ensuring standardized, high quality care and seamless access to services across all Lakeridge Health locations.

Last year we welcomed several exemplary physician leaders as new Chiefs and Medical Directors.



### **Dr. Neeraj Bajaj**

Department Chief Psychiatry and Medical Director, Mental Health and Addiction Services

### **Dr. Hasan Zaidi**

Department Chief of Medicine and Medical Director, Medicine Program

### **Dr. John Dickie**

Chief Surgery, Department Chief of Surgery and Medical Director, Surgical Program

### **Dr. Joan Abohweyere**

Department Chief of Pediatrics & Neonatology; Co-Medical Director, Women and Children's Program

### **Dr. Dan Ricciuto**

Chief and Medical Director, Quality and Patient Experience, Medical Director, Infection Prevention and Control

### **Dr. Nadia Ismail**

Department Chief Laboratory Medicine and Medical Director, Laboratory Services

Our Division Heads are also essential to elevating clinical quality at Lakeridge Health.

To cultivate physician leadership, our passionate team of physicians is being supported through specially designed education, leadership development, and

wellness programs, including peer-reviewed resources. Recognizing how stressful the pandemic is for clinical teams, physician wellness checks were introduced to support those caring for patients.



# Volunteers and Auxiliaries



**P**rior to the COVID-19 safety restrictions in mid-March, Volunteer Resources delivered 132,700 hours of volunteer service with 1,789 individuals participating throughout the year (Adult and Student volunteers, Spiritual and Religious Care providers and Patient and Family Experience Advisors). Here are some of the year's highlights.

- Volunteers, along with Interprofessional Practice and the Medical team members, provided comfort and companionship to patients through the Volunteers Helping Seniors program piloted at Bowmanville Hospital.
- All five Auxiliary Boards participated in a learning and relationship-building workshop with the Volunteer Council during National Volunteer Week 2019.
- A New Volunteer Handbook introduced last year is a key part of orientation across Lakeridge Health.
- The 29 students in our High School Co-op Program supported 12 placement areas across the organization.
- Volunteers participated in workplace violence risk assessment focus groups at each hospital through Occupational Health and Safety.
- An online volunteer recruitment process launched in March drew 60 applicants in the first month who are eagerly awaiting the return of the Volunteer Program.



The Auxiliaries have brought the same generous spirit to the pandemic response. During the initial months of the pandemic, when Volunteer Resources emailed the presidents of the five Auxiliaries and Gift Shop leaders asking for donations, the Auxiliaries jumped into action. The Association of Hospital Volunteers Bowmanville offered night clothing; and the Auxiliary of Lakeridge Health Oshawa gladly gave permission for over \$1400

worth of their stock to be shipped that same afternoon, including hospital gowns, PJs and bathrobes. The second-hand store run by the Port Perry Auxiliary put together a box of items as well, while the Ajax Pickering Hospital Gift Shop bought personal care items for residents of Orchard Villa long-term care home.

### Auxiliary Highlights

#### Whitby Volunteer Services

Sponsored an enjoyable June Seniors' Month Celebration with a pizza lunch in the cafeteria and delivered to the units.

#### Ajax Pickering Hospital Auxiliary

During the June 19 volunteer appreciation luncheon, volunteers enjoyed wonderful weather and food and were awarded certificates recognizing years of service.

#### Auxiliary of Lakeridge Health Port Perry

In September, the Auxiliary celebrated 50 years of raising funds for the hospital and supporting patients.

#### The Association of Hospital Volunteers Bowmanville

The Association worked closely with the Bowmanville Hospital Foundation to increase communications with the public and raise funds for the hospital.

#### Auxiliary of Lakeridge Health Oshawa

Selected as the charity of choice by The Calendar Club (Oshawa Centre). The Auxiliary received more than 1000 teddy bears that have been distributed across hospital programs and to sister Auxiliaries to bring comfort to patients.

# Foundations



*Tracy Paterson, CEO of Ajax Pickering Hospital Foundation, saying “thank you” to the Emergency Department staff outside the unit. The ED staff put up hearts in the windows thanking the community who have been supporting them (i.e. food donors etc.).*

## A Message from the Foundations

**D**uring a worldwide health crisis, Lakeridge Health’s donors have continued to prove what a generous and compassionate community we live in. By pulling together, we have ensured our health care teams and patients receive the tools and resources they need to face this virus head on, every day.

Lakeridge Health’s four Foundations: Ajax Pickering Hospital Foundation, Bowmanville Hospital Foundation, Lakeridge Health Foundation and Port Perry Hospital Foundation joined forces this year in to raise funds for our frontline heroes across all five of our hospitals.

The Durham Fights COVID-19 campaign supports Lakeridge Health’s emergency fund, and since launching in March 2020, has raised over \$1 million to provide relief in three key areas: resources to improve the patient experience, equipment and capital for patient care such as personal protective equipment (PPE), and staff wellness. Thousands of individuals, businesses and community groups across Durham Region have donated cash and in-kind items to this campaign.

The Foundations worked with Lakeridge Health to launch many priority initiatives. *Virtual Connections* was made possible by the joint campaign to purchase iPads used

for video calls between patients and their families and friends. Thanks to generous donors in Durham Region, these iPads will continue to be an important tool for our teams during the pandemic and beyond.

By working together on this campaign, our Foundations have helped to unite communities across Durham Region and demonstrated how far giving locally can go. We could not fight COVID-19 and support the other vital needs of Lakeridge Health and our communities, without everyone's generosity and support.

To learn more about the *Durham Fights COVID-19* campaign or to make a donation please visit [www.durhamfightscovid19.ca](http://www.durhamfightscovid19.ca) today.

On behalf of our Hospital staff, patients and their families, thank you for your ongoing support of local health care.

With gratitude,

**Tracy Paterson**  
CEO, Ajax Pickering  
Hospital Foundation

**Frank Cerisano**  
CEO, Bowmanville  
Hospital Foundation

**Yves Gadler**  
CEO, Lakeridge  
Health Foundation

**Rachel Agnoluzzi**  
CEO, Port Perry  
Hospital Foundation



The growing "rock garden" outside Bowmanville Hospital. Residents stop by and leave painted rocks with words of encouragement and support for the staff at Bowmanville Hospital.



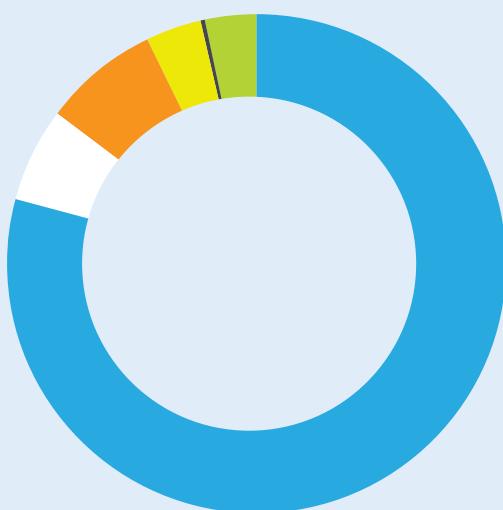
Marion and Jackie pose in front of one of two new Lakeridge Health Foundation donor walls in Oshawa honouring supporters of cancer care and the R.S. McLaughlin Durham Regional Cancer Centre.



Port Perry Hospital Foundation Board Chair Mark Fletcher, Board Member and PPH Physician Dr. Mark Adams, and Unit Coordinator Lisa Highstead showcase two new Vein Viewers making patient care even better through the generosity of donors June and Gord Collins and the Auxiliary to Port Perry Hospital.



## Revenue Distribution 2019/20

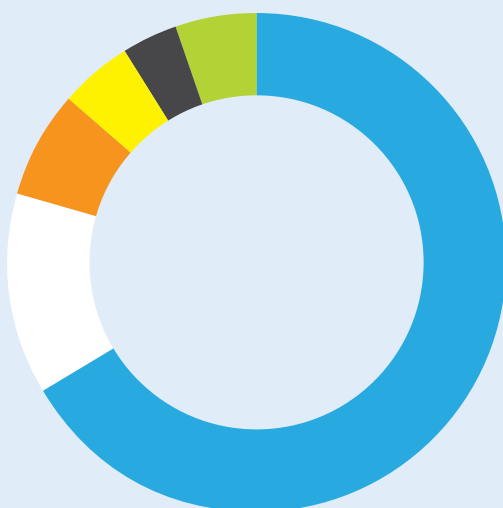


- 79.2% Ministry of Health and Long-Term Care ("MoHLTC")
- 6.1% Patient services
- 7.6% Other ancillary revenue & recoveries
- 3.6% Specifically funded programs
- 0.3% Research Grants
- 3.2% Amortization of deferred capital contributions - equip & bldgs

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**Total Revenue \$690,643,000**

## Expenditure Distribution 19/20



- 66.6% Compensation and benefits
- 12.8% Supplies and other
- 7.0% Drugs
- 4.8% Medical and surgical supplies
- 3.5% Specifically funded programs
- 5.2% Amortization (including) buildings, equipment & interest on debt

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**Total Expenses \$703,996,000**

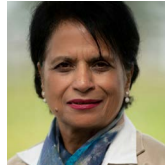
# 2019/20 Board of Trustees



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*(Board Chair)*,  
Whitby



**Jeff Beaton**  
Whitby



**Shashi Bhatia**  
Pickering



**Barb Brady**  
Port Perry



**Cordelia Clarke  
Julien**  
Pickering



**Thelson Desamour**  
Pickering



**Carion Fenn**  
Ajax



**Ben Gray**  
Port Perry



**Shane Hardy**  
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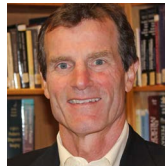
**Judeline Innocent**  
Newcastle



**Tom McCulloch**  
*(Foundation)*



**Alok Sethi**  
*(Treasurer)*,  
Whitby



**Jeff Somerville**  
Whitby



**Marek Ulanicki**  
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& CEO)*



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Association)*



**Leslie Motz**  
*(Chief Nursing  
Executive)*



**Dr. Tony Stone**  
*(Chief of Staff)*

For more information contact [communications@lh.ca](mailto:communications@lh.ca)  
or visit [www.lakeridgehealth.on.ca](http://www.lakeridgehealth.on.ca)





**Lakeridge  
Health**

[lakeridgehealth.on.ca](http://lakeridgehealth.on.ca)

**Ajax Pickering Hospital**

580 Harwood Ave S,  
Ajax, ON  
L1S 2J4  
905-683-2320

**Whitby Hospital**

300 Gordon Street  
Whitby, ON  
L1N 2T5  
905-668-6831

**Bowmanville Hospital**

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

**Chaplin Corporate  
Office**

920 Champlain Court  
Whitby, ON L1N 6K9  
905-576-8711

**Oshawa Hospital**

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

**Pinewood Centre**

300 Centre Street South  
Oshawa, ON  
1-888-881-8878

**Port Perry Hospital**

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