



2023/24

ANNUAL REPORT TO THE COMMUNITY



Queensway Carleton
Hospital



Land acknowledgement

Queensway Carleton Hospital and Foundation acknowledges that we are situated on the unceded and unsurrendered traditional territory of the Anishinaabeg (Ah-nish-in-a-bek) Algonquin Nation, the traditional guardians of the Ottawa River Watershed and its surroundings. This acknowledgment connects us deeply to the land and its people, including the communities we serve in Ottawa West Four Rivers, Eastern Ontario, Western Quebec, and rural and northern regions, including the Qikiqtaaluk Region of Nunavut. We extend our deepest gratitude to the Anishinaabeg Algonquin, the enduring custodians of this land, whose presence has enriched and sustained this land since time immemorial.

We are committed to actively supporting the needs, priorities, and voices of First Nations, Métis, and Inuit communities through respectful collaboration, honouring their traditional knowledge, ceremonies, culture, and healing practices. Recognizing historical and ongoing systemic inequities in healthcare that disproportionately affect these communities, we are dedicated to improving Indigenous health determinants, upholding rights and self-determination, and promoting cultural safety and humility. Our teams are actively engaged in training and education on truth and reconciliation and cultural safety, aiming to foster inclusivity and cultivate meaningful, lasting relationships with Indigenous communities through honest and courageous conversations.

We are honoured to have the custom work of art featured above, by Métis artist Colleen Gray, representing the deep connection between the land and the healing power it holds for our communities. Learn more about it at www.qchfoundation.ca/qch-foundation-land-acknowledgement/

Growing with the community

Throughout the past year, Queensway Carleton Hospital has remained steadfast in its commitment to delivering exceptional care to half the city of Ottawa, while navigating the complexities of the ever-evolving healthcare landscape.

Since our hospital was built in 1976, the population of our Primary Catchment area has grown by 400 per cent.

Last year, we had 83,050 Emergency Department visits – the most ever recorded. We see more patients annually than similar EDs – however, we are only half the size and have half the number of Emergency bays.

We had 125,697 patient days – the most we've ever seen. At our peak, our medicine beds were at 131 per cent occupancy, and our Mental Health beds were at 169 per cent occupancy.

We've continued to staff and operate 90 additional beds that opened during the pandemic, including 56 in a retirement home. We've converted waiting rooms into clinical spaces and improved patient flow. We've submitted a proposal to the provincial government to expand our hospital and increase capacity in Ottawa and the region.

Through our execution of our True North strategic plan, we have found innovative ways to serve our growing community.

From enhancing patient experiences to driving innovation in clinical practices, each section of our annual report underscores our unwavering commitment to delivering high-quality care that meets the evolving needs of our community.

As we reflect on the lessons learned and the victories achieved, we are invigorated by the opportunity to refocus our efforts on advancing our strategic objectives.

Together, we will continue to shape the future of healthcare, ensuring that every individual who walks through our doors receives the exceptional care they deserve. Thank you for your continued support

Take care and stay safe,



Dr. Andrew Falconer
President & CEO



Atul Aggarwal
Board Chair

Our care by the numbers



83,050
Emergency
Visits



20,595
Day Surgery
Cases



3,475
Surgical
Inpatients



4,749
ICU Patient
Days



69,087
Medical
Patient Days



12,753
Mental Health
Visits



2,465
Births



102,846
Clinic & Day
Program Visits



140,263
Diagnostic
Tests



15,932
Rehabilitation
Outpatient Visits



598
Rehabilitation
Inpatients



61,548
Cardiopulmonary
Procedures

OPERATING REVENUE

Ministry of Health Allocation:	249,361,000	80%
Patient Revenue:	26,896,000	9%
Other Revenue:	35,476,000	11%

OPERATING EXPENSES

Staffing	210,234,000	68%
Supplies & Other Expenses	73,520,000	24%
Depreciation	24,091,000	8%

Volunteers:

Hours contributed:	32,322
Number of volunteers:	300

Employees:

Total physicians:	406
Total midwives:	11
Total nurses:	1,049
Total allied health:	408
Total staff:	2,681

Sally's last resort

After a long-standing cough turned into difficulties breathing, Sally Hodgson dialed 911 and was brought to Queensway Carleton Hospital.

"I went downhill fast. I ended up in the ICU with a breathing tube. At that point, I lost consciousness."

Sally was suffering from a serious lung condition called Acute Respiratory Distress Syndrome (ARDS). Every organ in your body needs oxygen in order to function normally. Your lungs are responsible for filtering oxygen into your bloodstream, which then travels throughout your body and is delivered to your organs. ARDS occurs when damage to your lungs prevents them from working properly. It reduces the amount of oxygen that reaches your bloodstream and deprives your organs of the oxygen they need to function.

In Sally's case, it resulted in multiple organ failure.



For 11 days, Sally remained unconscious and on life support. Despite advanced measures at QCH, her condition progressed, and she was transferred to the Ottawa Heart Institute to be put on Extracorporeal Membrane Oxygenation (ECMO) – or what some call the ‘last resort.’ This collaboration with the Ottawa Heart Institute has saved many lives over the years.

The ECMO machine took over the role of Sally’s lungs and heart, giving them time to rest and hopefully, heal. It pumped blood outside of her body, filtering out carbon dioxide, and sending oxygen-rich blood back to her organs.

Fortunately, the treatment worked and Sally was finally taken off all life support measures on January 24, 2024.

“ When I finally regained consciousness, I found myself at QCH under the amazing care of their ICU team.

Sally’s husband was by her bedside almost every day. When he couldn’t be, he received routine phone calls from the ICU team informing him of Sally’s progress.

Being able to participate and listen in on ‘rounds’ – a meeting with the ICU interdisciplinary team to discuss complications, progress and care plans – provided Sally and her husband with “incredible confidence.”

“Communication between the doctors and my husband exceeded expectations. I was amazed at how kind, caring, and knowledgeable the ICU team members were.”

Looking back on her critical illness scare, Sally is extremely grateful to have survived. She’s now back to enjoying the things she loved doing and credits the ICU team for it.

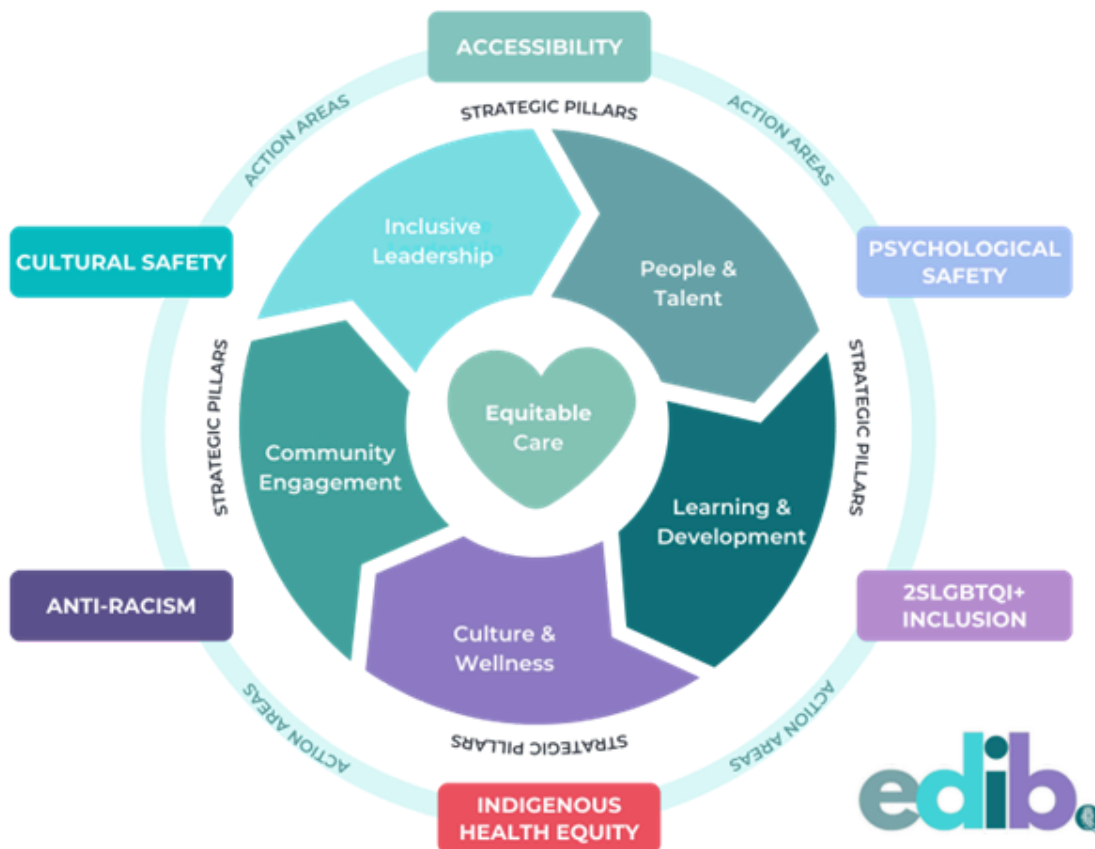
“On behalf of myself and my entire family, we thank you and everyone at QCH for the most professional and life saving care. Thank you for the incredible support, talent, and communication.”



Equity, Diversity, Inclusion, & Belonging

In the past year, Queensway Carleton Hospital (QCH) has made substantial progress in honouring our commitment to address discrimination and inequities within our healthcare system and our community. We believe that everyone deserves access to culturally safe and accessible healthcare, regardless of their background or identity. Our journey toward Equity, Diversity, Inclusion, and Belonging (EDIB) has been one of humility, learning, and genuine connection.

Last year saw the launch of our comprehensive 5-year EDIB Strategy, laying out our roadmap for the future. Additionally, we established the Advisory Council, led by our co-chairs Dr. Andrew Falconer and Marcie Patterson, RN. The Council includes dedicated leaders and influencers from across the organization, including physicians, front-line staff, leadership, and patients. It will provide invaluable guidance and support in driving our EDIB roadmap forward. Serving as a voice for under-represented groups, they ensure that all perspectives are heard and valued, championing initiatives that create a more welcoming environment.



Advancing Indigenous Health Equity & Engagement

QCH is committed to building and strengthening relationships with First Nations, Inuit, Métis, and urban Indigenous communities to learn, grow, and together, improve health outcomes. This year, our Board of Directors and Executive Leadership Team engaged in meaningful conversations and learning sessions, including the Wabano-Win Indigenous Cultural Safety and Anti-Racism Training. These experiences have opened our eyes to the critical importance of building relationships where Indigenous communities feel safe, respected, and supported.

To support this commitment, we developed a new land and territorial acknowledgment protocol, which we have now implemented across the organization. We also established foundational relationships with the Ottawa Aboriginal Council and Wabano Centre for Indigenous Health as part of our involvement in the Share Your Story (SYS) regional Community of Practice. Together, we're compiling a collaborative approach to building partnerships, engagement.

Advancing Equity, Diversity, Inclusion, and Belonging (EDIB)

Leadership and Board Initiatives:

Our Executive Leadership Team and Board of Directors are deeply committed to advancing Equity, Diversity, Inclusion, and Belonging (EDIB), recognizing its critical importance in shaping a just and equitable healthcare environment. For more details, please see the Board's report which appears later in the Annual Report.

Embedding EDIB into all of our work:

We are near the beginning of a multi-year journey and long-term commitment to equity, diversity, inclusion and belonging. Each year we'll take more steps towards our goals. Additional steps this year included:

- Specialized training on 2SLGBTQI+ inclusion to frontline staff, ensuring that they have the knowledge and skills to provide equitable care to all patients.
- Training for the social work department on inclusive language and practices.
- Management training on trauma-informed debriefing, integrating EDIB considerations to enhance support for diverse staff members.
- Integrated EDIB considerations into various organizational policies, including the Mixed Gender-Bed Assignment Policy, Code Yellow Policy, Accessibility Policy, and Crisis Intervention Policy, among others.

Reflecting on the past year, we approach our journey toward health equity with humility and gratitude. We recognize that this is an ongoing effort, and we are dedicated to continuing this work with sincerity. Together, we are cultivating a hospital environment where everyone feels seen, heard, and valued—because that's what true equity and belonging looks like.

Changes in health care: The workforce

Ontario is facing a shortage of skilled healthcare workers, like many other regions around the world. There are no quick fixes.

Queensway Carleton Hospital has implemented a 7-point plan to stabilize the hospital workforce, rebuild the team and create a positive work experience for everyone.



SCOPE OF PRACTICE

Looking at how individuals do their work to maximize their skills and job satisfaction.



SHARED CARE MODEL

Looking at how a team works to make the best use of every member of the team.



BEST SCHEDULES

Building attractive shifts and schedules to retain and recruit staff.



BUILDING THE PIPELINE

Creating great learning environments for HSAs, externs and other students so we become their employer of choice.



RETENTION: #QCHSTRONG

Fostering a healthy, safe and positive work experience where people are proud to come into work.



GLOBAL EXPERTISE

Become the hospital-of-choice for internationally educated nurses, physicians and other healthcare professionals.

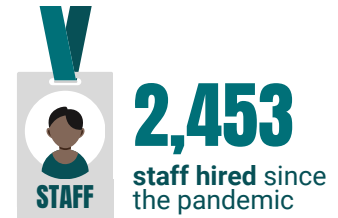


EDUCATION & GROWTH

Delivering training and education opportunities so staff can progress their careers while remaining at QCH, and move into specialized areas of interest.

Vacancy Rates

Queensway Carleton Hospital has one of the best vacancy rates in the region. Since April 2022, we have reduced our vacancy rate significantly to 7.7 per cent, from 15.2 per cent; and our clinical vacancy rate decreased to 8.7 per cent, from 20 per cent. Our workforce is also stabilizing with an overall turnover rate of 6.8 per cent.



Internationally Educated Nurses (IENs)

QCH was an early adopter of the Supervised Practice Experience Program (SPEP) for Internationally Educated Nurses – and have had great success with the program. Since launching in 2022, we’ve hosted 46 program candidates and have hired 31 IENs. IENs are incredibly valuable members of our team, and a key element in reducing our nursing vacancy rate by 35% since 2022.



Clinical Scholar Program

With funding from the Ministry of Health, QCH launched a new initiative to support clinical teams. Six experienced nurses became Clinical Scholars. Their role was to mentor newly graduated nurses, internationally educated nurses, and nurses looking to upskill. Through the program, Clinical Scholars supported and empowered nurses with the necessary resources and expertise to deliver an exceptional care experience.



Clinical Externs

Clinical externs are students who provide support to our bedside teams across various hospital departments. They gain valuable mentorship from our staff. QCH currently employs 75 externs, contributing to a talent pipeline aligned with QCH's True North Strategy. 19,392 hours have been contributed by externs in this fiscal year alone.



New, Accelerated Anaesthesia Assistant Program

QCH, in collaboration with Mohawk College, has developed a new program in an effort to address the shortage of qualified Anaesthesia Assistants (AAs) in hospitals across the region. As of April 2024, the region has 15 new AA candidates who have completed the 28-week program, three of which will work at Queensway Carleton Hospital.



Best Schedules

In the past year, our focus on staff retention and recruitment has led to significant improvements in shift scheduling and workforce optimization.

So far, we've incorporated new and innovative scheduling options in 12 departments, including ICU and ED, to ensure staffing stability in support of both patient care and staff work-life harmony.

Supporting these efforts, we've developed 16 new Standard Operating Procedures for Staffing and Scheduling, covering essential aspects such as daily scheduling changes, timekeeping, position planning, and workload management.

These initiatives underscore our commitment to fostering a dynamic and responsive workplace environment while ensuring optimal resource allocation for exceptional patient care.

Changes in health care: **The complexity**

Despite the hope that life would return to normal in the wake of the pandemic, reality proved quite different.

Queensway Carleton Hospital's Critical Care team is just one of the many witnesses to the lingering effects. Not only is the ICU seeing more patients, but they're seeing sicker patients who require more advanced, specialized care.

"Whether their care has been delayed due to the pandemic or lack of resources, patients are now coming to us with more advanced co-morbidities and malignancies than ever before," says Dr. Akshai Iyengar, Chief and Medical Director of Critical Care at QCH.

In the 2023/24 fiscal year, the ICU had 4,749 patient days – roughly 37 per cent more than five years ago. They made 1,113 consults – a 25 per cent increase from one year prior.

Ventilator use also increased, with an occupancy rate of 25 per cent. The number of patients receiving Sustained Low-Efficient Dialysis (SLED) – renal replacement therapy for end stage kidney disease – increased by 82 per cent.



We've also seen an increase in Alternative Level of Care (ALC) patients who require more complex and resource intensive interventions; some of which include Vascular Access Devices, paracentesis, feeding tubes, and resuscitation.

Through it all, the pandemic accelerated access to new equipment like advanced ventilators, and monitoring tools like Geo-echo and shock which help take care of sicker patients. The ICU has also adopted an organ and tissue donation program in collaboration with the Trillium Gift of Life Network; a program that didn't exist at QCH 10 years ago.

We're using more advanced interventions and collaborating with regional partners to deliver cutting edge treatment to patients.

With each passing year, the hospital's workload intensifies, reflecting not just an increase in patient numbers, but a shift in patient acuity and needs. Yet, amidst these challenges, our teams remain committed in their dedication to providing unparalleled care. Through the acquisition of new tools, adoption of advanced interventions, and collaborative efforts with regional partners, they stand ready to confront the evolving landscape of healthcare head-on.



Moves & growth

Increasing capacity

Queensway Carleton Hospital opened its doors in 1976 and was built for a population of close to 100,000. Today, West Ottawa is home to one of the fastest growing populations in the province, serving over 500,000 residents.

QCH provides care to 50% of the population of the City of Ottawa. We are still running 90 beds that opened during the pandemic, including 56 in a retirement home.

QCH has one of the busiest Emergency Departments with more than 80,000 visits each year. By 2028-29, that number is expected to top 100,000.

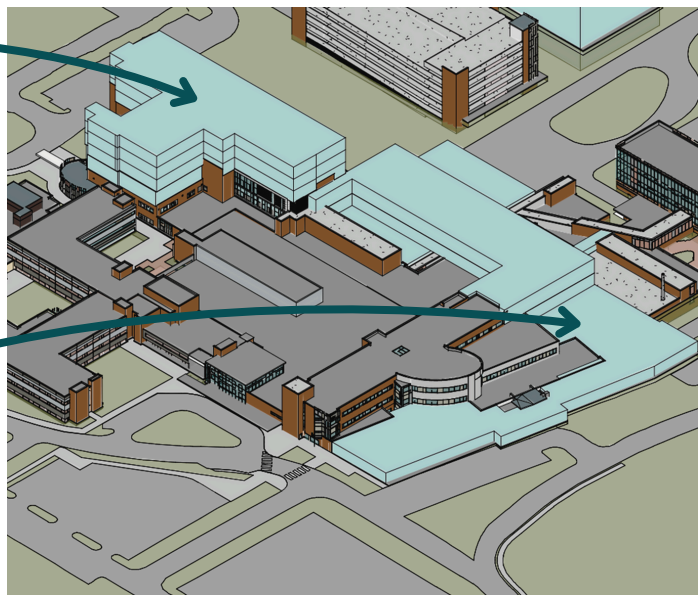
QCH has submitted a proposal to the provincial government to increase capacity in Ottawa and the region. We are seeking approval and funds to:

Add more beds

– by building additional inpatient units onto one of our existing buildings, which already have the structural and infrastructural capacity.

Double the size of our Emergency Department

which currently sees as many patients as other similar emergency departments, but with half the physical space and half the number of bays.



We are hopeful the provincial government will approve and fund these key projects which will significantly improve wait times and the patient experience.

Expanding the diabetes clinic

Type 1 Diabetes has become more prevalent, outpatients have had significant incidents with glucose management, and inpatient demands have grown significantly. QCH expanded its diabetes clinic to meet growing demand for specialized care.

We excel at seeing patients who were recently discharged or referred from our ED – which is likely a contributing factor to our diabetes readmission being below the provincial average.



New childbirth outpatient clinic

With the shortage of pediatricians in the community, QCH has opened a Pediatric Discharge Clinic to support high-risk babies. Its services will enable us to safely discharge patients sooner with a solid plan for the transition of care to help prevent the need for readmission. We pride ourselves on helping every one of our babies get the best possible start in life.

Reshaping colorectal cancer screening

In partnership with 12 hospitals across the Champlain region, QCH has introduced a regional Endoscopy Central Intake Program. By consolidating the entire process into one streamlined platform, we are simplifying the referral process for both healthcare providers and patients, ensuring access to care in a timely and efficient manner. Since launching in June of 2023, QCH has received 790 referrals.



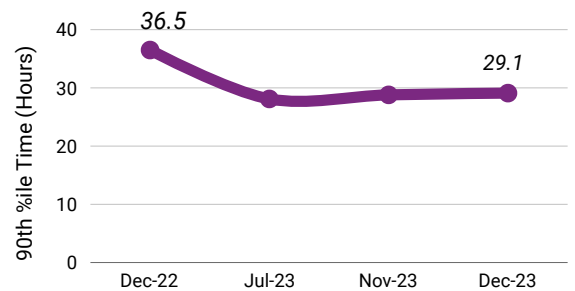
Continuous improvement

Time to Inpatient Bed Project

Ensuring patients who need an inpatient bed get it in adequate time can be challenging and complex, but it's a critical step in delivering quality care. QCH introduced a system to improve the efficiency of transfer from ED to inpatient medical units. Every step in this sequence is crucial, and the QCH staff involved excelled on all fronts for the better of their patients. We have been successful in decreasing our Time to Inpatient Bed by 7.4 hours, compared to the same period from the year before.

Time to Inpatient Bed

by P4R Cumulative Year to Date Months



B2 Unit

In an effort to improve patient flow from our ED, QCH converted the Diagnostic Imaging waiting room into a new short-stay unit, called B2. It reduces the number of people staying overnight in our ED by 15 per night. Last year, there were 3,779 patient days spent overnight in the ED.

MedSafe Project

In an effort to improve the safety and efficiency of medication administration, QCH launched the MedSafe Project. The Project is making improvements in processes like Bedside Medication Verification, entering and reviewing digital orders, and obtaining medication history.



Get Moving Team

Since launching in 2022, the QCH Get Moving Team has helped over 1,280 patients get home faster, through early and frequent functional mobility. The team has made over 10,000 visits to patients, reducing length of stays at the hospital and improving health outcomes.

Practice makes perfect

The ICU has developed a simulation project to improve nursing retention and recognition of patient deterioration. The program utilizes a state-of-the-art medical simulation manikin. The highly advanced prop is designed to replicate real-life patient responses and symptoms, offering an immersive and dynamic learning experience for our healthcare professionals. So far, 18 SIMS (Simulation in Medical Sciences) have been hosted across the hospital.



Improving surveys to improve patient care

QCH has implemented a new platform to distribute patient experience surveys. By switching from paper-based surveys to the digital platform, we are empowered to make data-driven decisions and implement improvements more efficiently, fostering a culture of continuous improvement and ensuring that patient feedback informs every aspect of our care delivery.

New life to the RESUS room

QCH's RESUS area have been redesigned into negative pressure rooms to prevent the spread of airborne infections. We've also added larger, automatic doors for faster, easier entry; installed hand-washing stations and windows with integrated blinds; upgraded medical equipment like patient lifts; improved communications systems; and more. Not only will these renovations enhance patient safety and care, but also that of our health-care teams.



A refresh on emergency preparedness

In 2023, QCH launched a comprehensive three-year plan, to enhance the hospital preparedness for any emergency situation. We updated vital documents such as the Emergency Management (EM) Plan, Incident Management System Roles and Responsibilities and Emergency Colour Codes, as well as the Crisis Communications Plan. Additionally, we refreshed essential components like the Emergency and Disaster Management Committee, training and table-top exercises to ensure preparedness across all hospital teams.

New TV service for patients

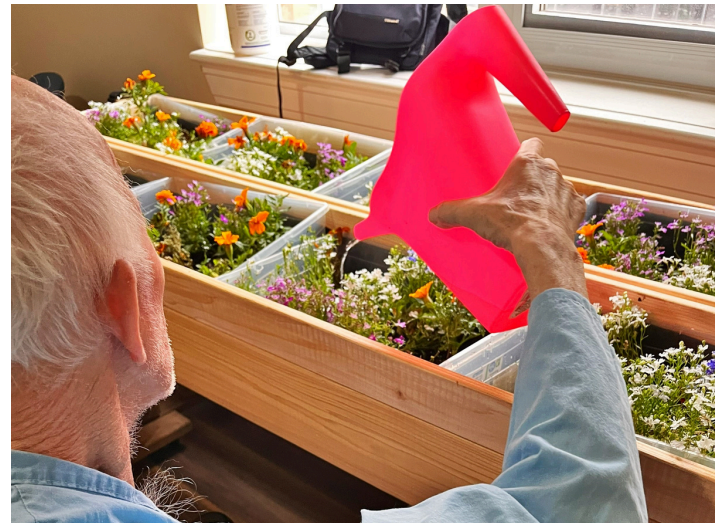
Brand new televisions have been added to patient rooms at QCH. Patients will now have 24/7 access to the new TVs and internet connection during their stay. The project has also reduced the costs to rent the service.

"We have had positive feedback from the patients regarding the picture quality, sound, and the ease of use," said Tara Fyfe, Manager of the Logistics team.



Nature's remedy

QCH's Park Place offsite inpatient unit has cultivated a new horticulture therapy program. Patients can interact with plants and nature in a variety of ways, including gardening and taking walks in the park. The program has proven highly effective in reducing agitated behaviour, stabilizing emotions, and increasing social interaction among patients living with dementia. This multi-sensory stimulation provides a sense of purpose and fulfillment, contributing to an improved overall quality of life.



Behaviour Support Champions

Being hospitalized can be stressful for anyone. For people living with a cognitive impairment, being in a new environment with unfamiliar people – like an Emergency Department – can lead to escalated and unpredictable behaviour.

Caring for these patients requires specialized knowledge, which is not always covered in standard university education for clinical staff. To fill this gap, QCH created a Behaviour Support Registered Nurse role in the Emergency Department.

This new position offers coaching to our frontline ED staff, empowering them with the skills and knowledge to provide appropriate care for patients in behavioral emergencies, specifically in the ED setting. The approach involves early identification of patients living with dementia who are at risk of having behavioural escalations. Geriatric assessments are conducted, and the team offers support to caregivers.

The initiative was recognized by the Centre for Aging and Brain Health Innovation (CABHI) and received funding through their Sparks Program.



Bright spots

OR staff volunteer in the Dominican Republic

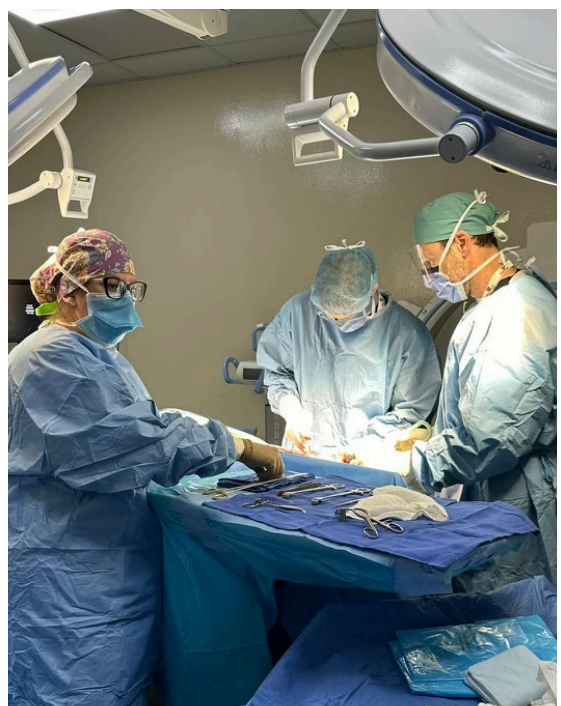
Five staff from QCH have completed a mission in the Dominican Republic. The trip was part of the Team Broken Earth project, an initiative offering critical medical relief to areas of the world where such services are not readily available.

This year, the Team Ottawa roster included surgeons, OR nurses, family doctors, and physiotherapists.

While in San Juan, the team completed 22 orthopaedic surgeries in the span of four days. Countless other patients were seen in the clinic by doctors and physiotherapists.

“Overall, it was an empowering, emotional, and eye-opening experience that we would all do again in a heartbeat,” said Meghan McNeill, an operating room nurse at QCH.

Since joining the initiative, staff from QCH have completed four missions – three of which were in Haiti – and have helped over 100 people.



QCH accredited with “Exemplary Status”

QCH has been awarded Exemplary Status, the highest possible rating, following a rigorous evaluation by Accreditation Canada. To celebrate, BeaverTails was on campus handing out fresh treats to staff!

Accreditation is the process of assessing healthcare organizations to identify what is being done well and what needs to be improved. It helps us provide quality care and gives our patients confidence in the care they receive.

“Exemplary Status signifies that QCH not only meets but exceeds the national standards for healthcare organizations,” said Dr. Andrew Falconer, President and CEO of QCH. “It serves as a source of pride for our staff, volunteers, and physicians, who work tirelessly to ensure the well-being of the community.”

QCH met all 28 Required Organizations Practices. This marks the third time QCH has been accredited with the Exemplary Status designation.



A community's response to emergency

After a fire at The Ottawa Hospital's General campus, the region came together to ensure all patients were taken care of. Ambulances and patients were rerouted to other hospitals, including Queensway Carleton Hospital. Throughout the first 24 hours of the fire, the QCH Emergency Department processed 91 ambulance arrivals, which is more than double our usual amount.



Safety First Awards

Recognizing QCH staff for their commitment to the safety of our patients and teams.



Aimee Boyd



Paige Watson



Dan Mendonca

The Golden Q Award

Staff at QCH recognize peer departments with the Golden Q Award throughout the year. Here are some of the latest recipients:

QCH Volunteers

“Your assistance in helping with wayfinding, answering questions, and pushing wheelchairs to appointments – all with a smile – is appreciated. Your willingness to give your time and service is tremendously generous and does not go unnoticed.”



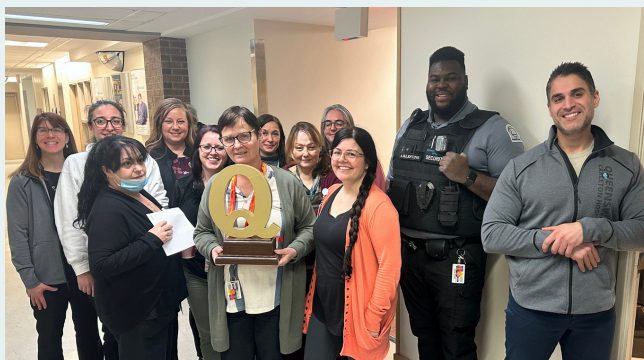
Patient Registration

“Thank you for being so understanding about everyone’s situation and ensure that patients are taken care of! Thank you for being so calm, cool and collected, and always going the extra mile for our QCH patients!”



Call Centre

“They answer each call with a kind voice and a listening ear. From patients inquiring about appointments, to family looking for loved ones, they answer with compassion and grace and go out of their way to help. We are so lucky to have such PHONE-OMENAL staff in our Call Centre.”



Palliative Care Team

“The team eases pain and provides comfort to families with their empathy, compassion, knowledge, and skill. Thank you for answering the calls, pages, questions, and grief with the kindness and sensitivity.”



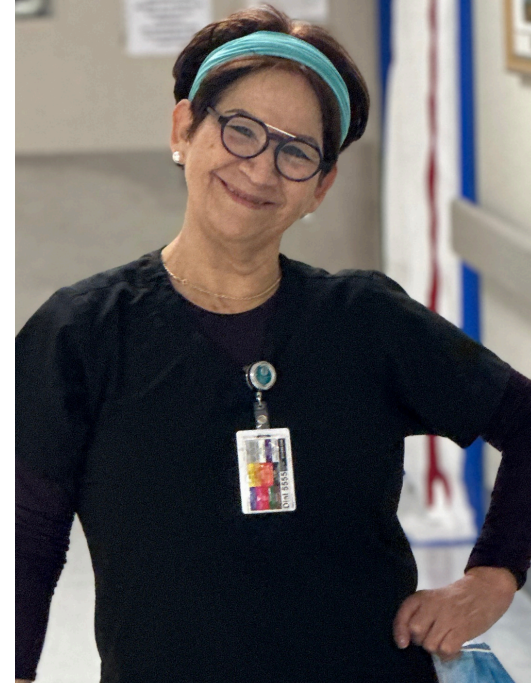
Employee and Physician Recognition Awards

The QCH Employee & Physician Recognition Awards celebrate excellence and recognize the extraordinary efforts and commitment displayed by all our employees, physicians, volunteers, and teams. They are a testament to the remarkable work happening across every department and every role within our hospital. Every person in this organization is an important piece of the puzzle.

Congratulations to the 2023 Award recipients:

- Ian Judge, John R. Sutherland Award
- Sylvia Pearce, Tom Schonberg Leadership Award
- Erin Richards, D. Aubrey Moodie Employee Excellence Award
- Dr. Janine Malcolm, D. Aubrey Moodie Physician Excellence Award
- Respiratory Therapy Team, D. Aubrey Moodie Team Excellence Award
- Megan Baker, QCH Collaboration Excellence Award
- Jeyanthi Nathan, QCH Accountability Excellence Award
- Julie Constantineau, QCH Innovation Excellence Award
- Emily Duquette, QCH Respect Excellence Award
- Katrina McLoughlin, Community Service Award
- Trevor Gallant, Hidden Hero Award
- Zephani Reeves, John and Amy Russell Award







Report from the Board

In the fiscal year 2023-2024, our Board of Directors embarked on a journey to deepen its commitment to Equity, Diversity, Inclusion, and Belonging (EDIB). Through intentional engagement and policy enhancements, it has taken significant steps to integrate EDIB principles into our governance framework. This includes:

- **EDIB education sessions:** In September 2023, the Board engaged in an all-day training session aimed at fostering cultural safety and understanding within Indigenous communities: Wabano-Win Indigenous Cultural Safety and Anti-Racism Training. In February 2024, the Board delved into the foundational elements of EDIB in a special training session designed to provide knowledge and tools necessary to drive meaningful change within our organization.
- **Board Governance Policy enhancements:** We revised our Board Governance Policy to embed EDIB considerations at its core. Specifically, we incorporated an EDIB Commitment Statement, affirming our dedication to fostering a diverse and inclusive environment. Additionally, we implemented a protocol for acknowledging the traditional lands and territories upon which we operate, acknowledging the Indigenous Peoples' enduring connection to these lands.
- **Enhanced Board nomination & selection process:** Our nomination and selection processes now prioritize Equity, Diversity, and Inclusion. This involves improved advertising strategies, inclusive screening processes, and strategic integration of EDIB principles, supported by a designated EDIB expert role.
- **Updated Board Competency and Skills Matrix:** Our Board Competency and Skills Matrix has been refreshed with enhanced EDIB components, reflecting our commitment to Equity, Diversity, and Inclusion in governance effectiveness.
- **Regular reporting on EDIB:** To ensure ongoing accountability and transparency, we have established a standing agenda item for regular updates on progress, challenges, and opportunities related to EDIB efforts, enabling the Board to remain actively engaged in the organization's journey toward greater equity and inclusion.

These initiatives underscore our dedication to fostering an equitable and inclusive culture, ensuring diverse representation within our leadership, and promoting psychological safety for everyone at QCH. As we continue this journey, we remain committed to upholding the highest standards of governance and accountability.

The hospital's role in healthcare transformation

This year's Board strategic retreat was focused on our vision of QCH in 2030. It featured a presentation from Dr. Vera Etches on the future of Ottawa Public Health; a panel discussion of community health providers, and a panel discussion of hospital partner CEOs. We also spent time discussing what patient care, healthcare human resources, and digital health will look like in five years' time – and what this could mean for our hospital.

One outcome from this discussion was the creation of a new role within the hospital: Director of Partnerships and Innovation. This position is intended to help the hospital navigate the changes in the healthcare system and chart our own course forward. Across the hospital we see strong work making on-going improvements to strengthen patient care. As an organization, we must also look beyond improvements to our day-to-day operations, towards potential changes in the healthcare system that may help propel our hospital further forward.

This new position will focus on developing long-term strategies, plans and partnerships related to the priorities of QCH and the future direction of the hospital.

On-going governance and strategic deployment

As always, the Board worked with hospital leadership to review and refresh key performance indicators (KPIs) and track progress. We use the hospital's True North Strategic Plan as our guide, and discuss progress against all four strategic directions: Seamless System of Care, Exceptional Patient Experience, Positive Worklife, and Stewardship and Sustainability.



QCH Foundation Report to Donors

Your impact is felt everywhere at QCH

Thank you. When we look back over the past year, we hope we said those two words enough. They are small words but the gratitude behind them is enormous.

As a community, you came together in so many ways to show your support and appreciation for Queensway Carleton Hospital. We wish you could see behind the numbers of our 2023-24 Donor Report to the impact of your generosity. In every corner of the hospital, your gift is changing lives.

Last year, the Foundation allocated more than **\$7.3M** to QCH. Those funds were the catalyst to opening the fully renovated and expanded Barbara Crook and Dan Greenberg Mental Health Centre and to purchasing more than **\$5.4M** in new equipment.

Your generosity was invested in the new portable patient lift, which provides comfort and safety for patients and caregivers. In our operating rooms, QCH surgeons are performing complex operations in the region's most advanced surgical suites, and because of your support, they have upgraded equipment like enhanced surgical microscopes and an orthopedic fracture table.

When patients come through our doors seeking compassionate and expert care, YOUR donation makes this possible. With each gift, YOU are making a difference and we want you to know how amazing you are!

On behalf of the everyone at QCH, we express our utmost gratitude to our wonderful donors, volunteers, event organizers, and corporate sponsors. It's because of your collective efforts that people in our community have access to world-class care, close to home. Your neighbors, your employees, your friends, and your family are in our care.

We thank you.

Shannon Gorman
President and CEO
QCH Foundation

Fred Seller
Chair, Board of Directors
QCH Foundation

Dr. Andrew Falconer
President and CEO
Queensway Carleton Hospital



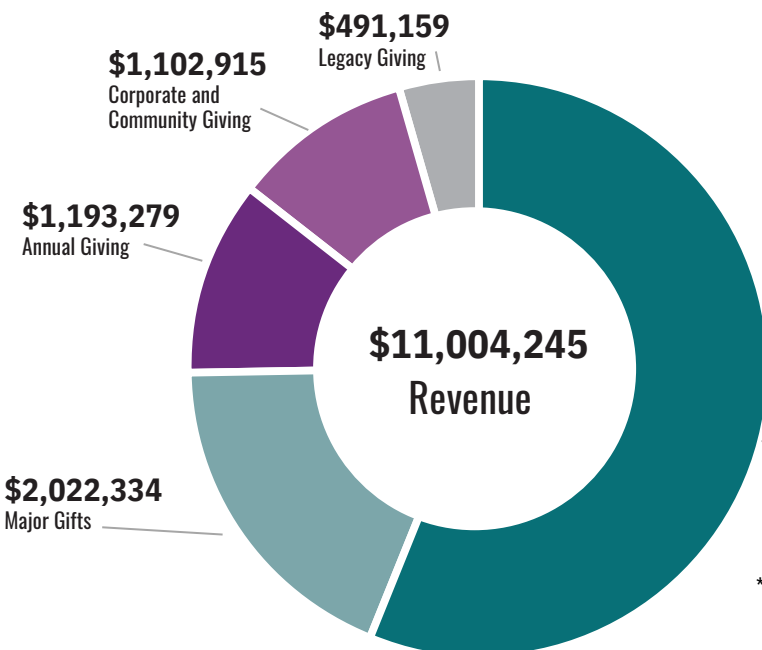
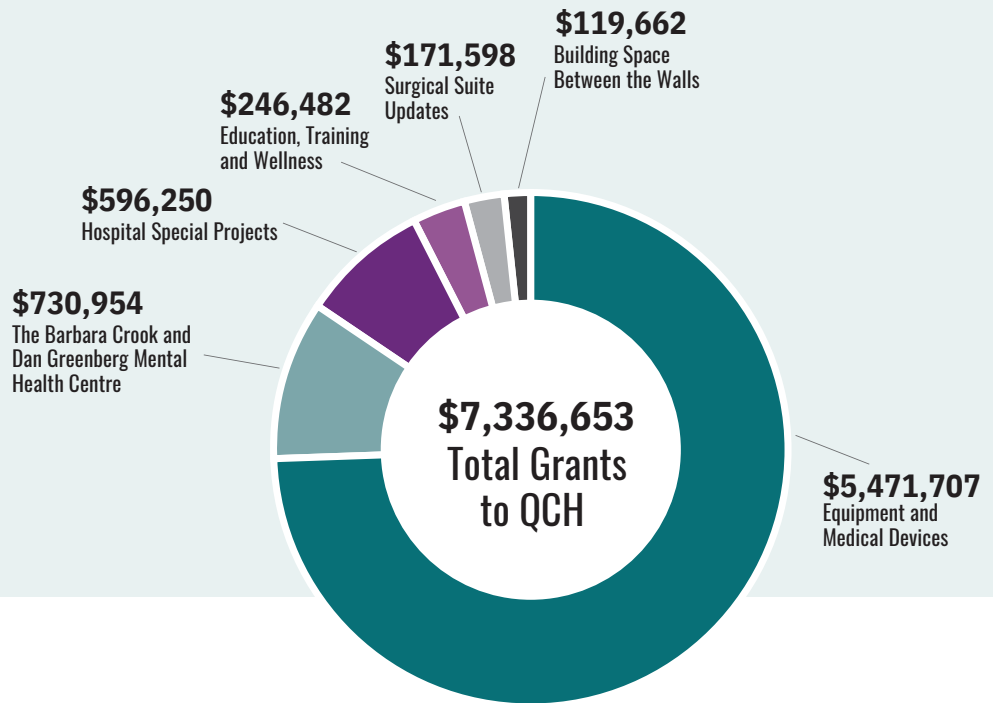
Together, we are building for the future of healthcare

As the only healthcare institution in our region accredited through the Imagine Canada Standards Program, QCH Foundation is proud to continue to demonstrate leadership in the fundraising sector in our community.



With the generosity of our donors, we have allocated your donations towards the top priorities of the hospital including the expansion of mental health services and the purchase of specialized life-saving equipment and medical devices. Thank you for your continued trust and support.

QCH Foundation FY2024 Grant Disbursements to QCH



QCH Foundation FY2024 Fundraising and Other Revenue

\$6,194,558 *
Other Revenue
*Includes investment income, parking and gift shop revenues.

Investing in Mental Health Care for our Community

The Barbara Crook and Dan Greenberg Mental Health Centre Opens at QCH

Queensway Carleton Hospital can now proudly call itself a “safe and healing space where souls can be nurtured with dignity and hope,” Barbara Crook said in November during the official opening of the new and improved mental health centre, bearing both the name of her and her husband, Dan Greenberg.

The philanthropic couple has supported countless causes over the years but The Barbara Crook and Dan Greenberg Mental Health Centre marks the first time they’ve agreed to have a building named after them.

“It’s because this cause has been so important to us,” said Barbara, who made it clear that, even with their involvement and \$1-million donation, the project was the result of the collective efforts and contributions of the hospital and foundation staff, volunteer board members, and the many other donors.

“This would not have happened without the vision, the determination, expertise and perseverance of so many of the people here today,” she told the audience gathered for the celebration. “You listened and you made this dream a reality.”

At QCH Foundation, we feel very fortunate to have Barbara and Dan as long-time supporters of our hospital. In fact, it was Dan’s late father, Irving Greenberg, who led the hospital’s first fundraising campaign. The family also helped to establish the Irving Greenberg Family Cancer Centre at QCH. As well, Dan chaired our \$35 Million ‘Care Grows West’ campaign. In honour of their legacy of giving, Barbara and Dan were given the first-ever key to QCH.

The new space for outpatient care includes areas for one-on-one appointments with social workers; two large conference rooms equipped with audio-visual for peer support groups and day treatment programs; a clinic for medication administration, monitoring and support; a kitchen; a wellness room; an outdoor courtyard and more. The November 30, 2023 official opening comes one year after upgrades to our outpatient care space were completed.

We remain grateful to our community of donors that helped to raise \$6 million toward the mental health centre, on top of the \$9 million contribution from the Ontario government.





Photo by Ashley Fraser
Postmedia Network Inc.

Honouring the Past. Building the Future Celebrating our QCH Foundation Visionaries

Queensway Carleton Hospital Foundation is proud to honour the remarkable leadership and community spirit inspired by the late Shirley and Irving Greenberg. Their commitment to building strong, healthy communities where families could thrive was inspirational and led to their long-standing commitment to QCH.

In 1987, Irving Greenberg led the first fundraising campaign to expand QCH, successfully adding 160 new acute care beds. Shortly after the campaign goal was achieved, Irving passed away in 1991.

Over the next 30 years, his wife Shirley, and their children continued to invest in building healthy communities including the Irving Greenberg Family Cancer Centre located at QCH, and The Shirley E. Greenberg Breast Imaging Suite at QCH.

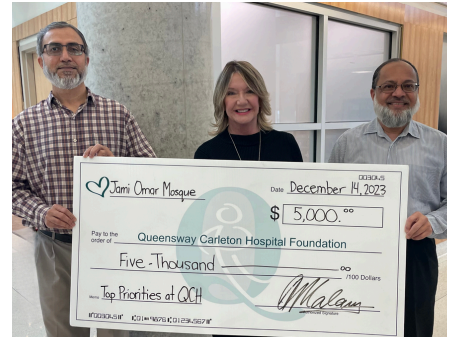
Together, with their loving family – we celebrate the strength, courage and determination Shirley and Irving Greenberg shared with our community. Their generosity will live on through the many “big and little miracles” with which they blessed our city.



Photo Courtesy of Caroline Phillips, OBJ



To watch videos from the 2024 Visionaries Breakfast and see photos from the day, please visit www.qchfoundation.ca/Breakfast



Let's change local healthcare, together.

The future of care at QCH begins with you. By investing in your local hospital, our loved ones will have access to the latest treatment options using leading medical devices and equipment.

By working together, we will create an innovative and modern facility that aligns with the exceptional care provided by the team at QCH. There are many ways to support QCH, including making a donation, hosting a fundraising event, sponsoring a program, confirming QCH as a beneficiary in your estate plan, providing a gift of stock or securities, volunteering or making a Champion of Care donation in honour of a doctor, nurse or staff member.



Connect with us!

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