



2022/2023

REPORT TO THE COMMUNITY



Queensway Carleton
Hospital

Three Years Later: Progress and Perseverance

When whispers of an international virus outbreak hit the news in March 2020, no one imagined that it would balloon into a full-blown pandemic. Three years later our hospital, our Foundation, and our team have completely transformed. We've made room where we thought there wasn't. We took in patients we thought we couldn't. We added clinical space out in schools, hotels and other places we never imagined.

And it's not just the hospital that's changed. You and I have changed. While it's in our nature to help people, the last three years have challenged that. But it didn't matter. You have not let the pandemic keep us from saving lives and providing excellent care, and I'm proud of that.

The past year was not only the pandemic's third year, but a busy one too. We launched True North, our strategic plan with a new mission, vision, values and direction for the future. It will be key to the stabilization of the hospital. The plan is a collaborative effort with more than 1500 perspectives from QCH staff, patients, and countless others. True North also includes four central goals to guide our hospital through the uncertain and ever-changing healthcare landscape for the next five years.

In addition to True North, we opened a new inpatient mental health unit, operated the West Ottawa COVID-19 Assessment Centre, and provided care for patients in 82 additional temporary beds. We've hired hundreds of new team members. With every day that comes, we further stabilize as a hospital and as a healthcare workforce, although there are undoubtedly challenges ahead.

Thank every one of you for the work that you do, the attitude that you bring, and the generosity that you give. This all makes us feel optimistic about the upcoming year.

Take care and stay safe,

Dr. Andrew Falconer, President and CEO

Atul Aggarwal, Board Chair



Dr. Andrew Falconer
President & CEO



Atul Aggarwal
Board Chair

Our Care by the Numbers


81,060

Emergency
Visits


18,223

Day Surgery
Cases


3,119

Surgical
Inpatients


4,643

ICU
Patient Days


68,435

Medical
Patient Days


14,610

Mental Health
Patients


2,343

Births


97,988

Clinic & Day
Program Visits


140,111

Diagnostic
Imaging Tests


15,543

Total COVID
Patient days


17,168

Covid-19 Assessment
Centre # Tests/Visits


15,608

Rehabilitation
Outpatient Visits


595

Rehabilitation
Inpatients


54,060

Cardiopulmonary
Procedures

OPERATING REVENUE

Ministry of Health Allocation:	223,629,000	80%
Patient Revenue:	24,449,000	9%
Other Revenue:	30,269,000	11%

OPERATING EXPENSES

Staffing	194,574,000	69%
Supplies & Other Expenses	66,025,000	23%
Depreciation	23,096,000	8%

Volunteer stats:

Hours contributed: 26,401
Number of volunteers: 213

Employees for 2023:

Total physicians: 403
Total midwives: 13
Total nurses: 990
Total allied health: 397
Total staff: 2,528



The power of teamwork and a Mother's intuition

BY J CHENEY

One year ago, a local family experienced a harrowing situation that almost cost them their son's young life. Thanks to quick thinking and great collaboration between a family and their care providers, the worst outcome was averted. Here is the story in their own words.

June 9, 2022, is a day our family will never forget. We walked into a packed waiting room with a sick child who – we know now – may have only had hours to live without the quick response team at the ED led by Dr. Kimberly Creaser.

Tearing up as I write this, I'm thankful for the emergency department triage process in place to ensure our son Braden's survival from the rare but deadly Meningitis B. The ED staff were so experienced and thorough. If I am waiting in ED again – I know it's because my injuries or illness are not life-threatening.

On this day, I remember a father and his son, who had a sprained ankle, upset about their wait. I wish I could tell that family and everyone in that waiting room that their delay saved our son's life.

I was at work when I learned that our son Braden was resting in his room, not feeling well. When I got home, he had a high fever and headache, so I gave him medication and monitored him. Over the next four hours, he got more pain meds but was now developing a rash all over his body. We continued to monitor Braden throughout the night.

The following day, Braden walked into my room, looking confused. I quickly recognized the signs of delirium and took him to the hospital.

When we arrived in the ED, I shared my suspicions about meningitis with the admissions clerk. We spoke to the triage nurse, and I explained Braden's symptoms and my concerns. Shortly after, the doctor quickly administered a course of treatment to relieve our son's immense pain and fever.

After additional treatments, the doctor ordered a spinal tap to confirm that he had meningitis. Braden was then admitted to intensive care in isolation. By that point, they suggested I return home to rest, but I couldn't help worrying that I might not leave with our son when this was over.

When I returned later, I learned that Braden was not responding well to the treatment. A different approach was underway, and by late evening, a kind nurse gave me a chair to stay by his bed. I'll never forget that gesture – she realized I needed to be there.

Over the next few days, Braden continued his treatment at QCH while family and friends worked with Ottawa Public Health to trace our son's steps over the past week. Through contact tracing protocols, our family and friends were protected, and OPH quickly prescribed preventative medication to ensure the safety of anyone who may have had close contact with our son.

“ You all did your jobs that day we arrived and the days that followed. Thank you. ”

Throughout my discussions with Public Health, I learned that Meningitis B was not part of the routine vaccinations children receive in Ontario and that students aged 18-25 are the highest-risk group to contract MenB.

As a family, we still have some recovery ahead as we continue to heal emotionally. Just knowing how far Braden has come in his personal recovery since that day in June, we are extremely grateful.

I must thank everyone in the emergency department and those who performed CTs, MRIs, bloodwork, and other tests. There were also many compassionate ICU doctors, nurses, and supporting staff there for our son. You all did your jobs that day we arrived and the days that followed. Thank you.

You gave our family the gift of life.

5x

Post-secondary students are 5 TIMES more likely to contract Meningitis B.²



Learn more about Meningococcal group B disease (often known as Meningitis B or MenB)

menbaware.ca



Healthcare's greatest battle: How COVID-19 exposed the healthcare human resource challenge

The staffing shortage can arguably be called healthcare's greatest challenge. In Ontario there are over 24,000 nursing vacancies: the lowest nurse-per-capita ratio in Canada. That number is expected to grow to 33,000, including personal support workers, by 2028.

COVID-19 irrevocably changed the lives of healthcare workers and made an already delicate nursing situation even more difficult. Some retired early, some moved to other nursing jobs, some reduced their hours, and others left the field entirely. Most worked through the pandemic, but there was significant exhaustion and burnout that we still feel as a system.

QCH has hired almost 2,000 staff since the pandemic began: filling vacancies, providing more clinical support for the team, and creating additional supporting roles to reduce overtime and extended shifts.

The reason? Like other hospitals across the province, QCH had to expand quickly to meet multiple needs: opening 82 additional beds, operating a vaccine clinic, and running a COVID-19 testing and care centre. We needed additional staff to support our expanding operation and to respond to staff turnover.



Recruitment, retention, training and recognition became top priorities a QCH – after all, what’s a hospital without people to provide care?

So, some critical choices were made:

- More clinical supports were hired in the form of Registered Practical Nurses (RPNs), Patient Care Aides (PCAs), Hospital Support Aides (HSAs), and Clinical Externs (nursing students), all to support existing clinical staff.
- Education and training were heavily increased to retain and invest in staff, adding additional training courses, bursaries, skills classes and professional development opportunities.
- We implemented new relief and workload coverage models, added more wellness and mental health resources, and found ways to make people’s days a bit brighter.
- The scope of practice for RPNs is being enhanced, allowing them to work even more collaboratively with RNs, physicians and the clinical team when caring for patients.
- QCH partnered with various educational institutions to increase staff training and education, including Algonquin College, Michener Institute, and the University of Ottawa.



These choices were made as part of a 7-point plan QCH created to stabilize the hospital's workforce, rebuild the team, and create a positive work experience for everyone.

The plan focuses on seven aspects:

- **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 to 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.

Going forward, we know we have more work to do. The healthcare human resource challenge isn't new in Ontario – it existed long before the pandemic. But it will be a critical factor in shaping our decisions moving forward. It's critical to care for the caregivers and recognize their contributions, challenges, and sacrifices.

Recently, the Ontario government announced they are expediting licencing both internationally educated nurses and out-of-province nurses, allowing them to provide critically needed care and staffing support more quickly. This, in addition to opening more spots in medical schools for future physicians, will help bolster the healthcare workforce – and get those already working within the support they need. More still will need to be done.

It's been a tough few years with staff consistently stretching to meet each new challenge. But time and time again, Team QCH has stood up and gotten through the challenges they have faced. Their commitment has been extraordinary, and we are very thankful.



Moves & Growth

Record number of patients in medicine and ICU

Hospitals continue to see high volumes of patients, despite the declining admissions due to COVID-19. In fact, QCH continues to operate an additional 82 temporary beds. We had over 120,000 patient days – an all-time record and an almost 20% increase over our pre-pandemic patient volumes.

The biggest challenge in tackling this volume and complexity has been in healthcare human resources. Physicians, nurses, allied health and support staff, have worked extremely hard and delivered exceptional care, but there is no question that many feel the weight of the pandemic and its aftermath.



Tackling the challenge of Emergency medicine

Our Emergency Department was built to see 170-180 patients daily, but last year we saw between 220-250 a day, putting a strain on wait times and access to care. Patients have consistently been higher acuity – meaning they are sicker, require more care, and more time in hospital. A shortage of trained Emergency nurses made this challenge more complex.

Throughout the year, this amazing team found ways to address gaps and deliver exceptional care, given the challenges they faced.

They re-organized the way they work, trained new staff and adopted new tools.

In June 2022, QCH opened a new 15-bed short-stay unit, B2, to increase capacity and improve access to care. Located within walking distance of our Emergency Department, B2 additionally improves patient flow from our ED and reduces the number of people staying in ED overnight.

This project is funded by donations to QCH Foundation.



Increasing surgical capacity

QCH has been working hard to rebuild our surgical capacity which was diminished during the pandemic, returning to 90% of our normal surgical volumes through ongoing recruitment, development and education. Further plans are in the works to return to 100% capacity and tackle our surgical backlog.

For instance, in April 2022, Arnprior Regional Health (ARH) and Queensway Carleton Hospital (QCH) officially launched a collaborative Total Knee Surgery Program to help build necessary surgical capacity in the system through the introduction of two outpatient knee surgery days each week at ARH. The surgeries are performed by QCH surgeons and supported by the ARH surgical team. A year later, they've completed an additional 287 cases; that's 30% more total knee surgeries than would have been accomplished without this collaborative model.

COVID-19 Clinical Assessment Centre

In April 2020, QCH opened the COVID-19 Care and Testing Centre at the former D. A. Moodie Intermediate School. It provided care for patients with respiratory symptoms, COVID-19 testing, and antiviral therapy treatment. Last year the centre was relocated as the West Ottawa Clinical Assessment Centre (WOCAC) on Draper Avenue, with Moodie turning back into a school.

With government funding expiring, the WOCAC shut its doors permanently in April 2023 after three years of serving the community.

The centre cared for upwards of 182,000 patients, seeing over 600 patients in one day during its peak.



Moving off-site inpatient unit to Park Place

QCH transformed the Fairfield Inn in Kanata into an offsite inpatient unit in April 2020. In October 2022, the borrowed building was restored to a hotel, with our offsite inpatient unit moving to Park Place Senior Suites in Central Park.

Park Place is equipped with all the care and safety provisions patients receive at the hospital, including beds with rails, a call bell system, enhanced cleaning, secured doors, access to medications – and the expertise of QCH staff and physicians.

QCH plans to operate its Park Place building while it works on the next step in its plan for geriatric care. The hospital is taking advantage of this opportunity to customize the care model specifically to the geriatric population, adding more recreational and behavioural therapies for improved care.



Mental Health care expands as new inpatient unit opens



December 2022 saw the opening of QCH's renovated Mental Health inpatient unit, part of our new The Barbara Crook and Dan Greenberg Mental Health Centre – a project 16 years in the making.

The new inpatient unit – located one floor above the original mental health build – is double the size of its original footprint: adding a brand new 4-bed psychiatric intensive care unit, a secure outdoor courtyard for patients, additional areas for exercise, and a comfort room, with 24 private regular patient rooms.

The original mental health floor is currently being remodelled for Mental Health outpatient services, with the entire renovation and expansion of the Mental Health Centre set to be fully completed later in 2023.

These renovations could not come at a better time as QCH has been experiencing a surge of mental health patients, many of whom are presenting with higher acuity and require more complex care and longer admissions.

This project was funded in part by donations from the community to QCH Foundation.



Helping pediatric patients in their time of need

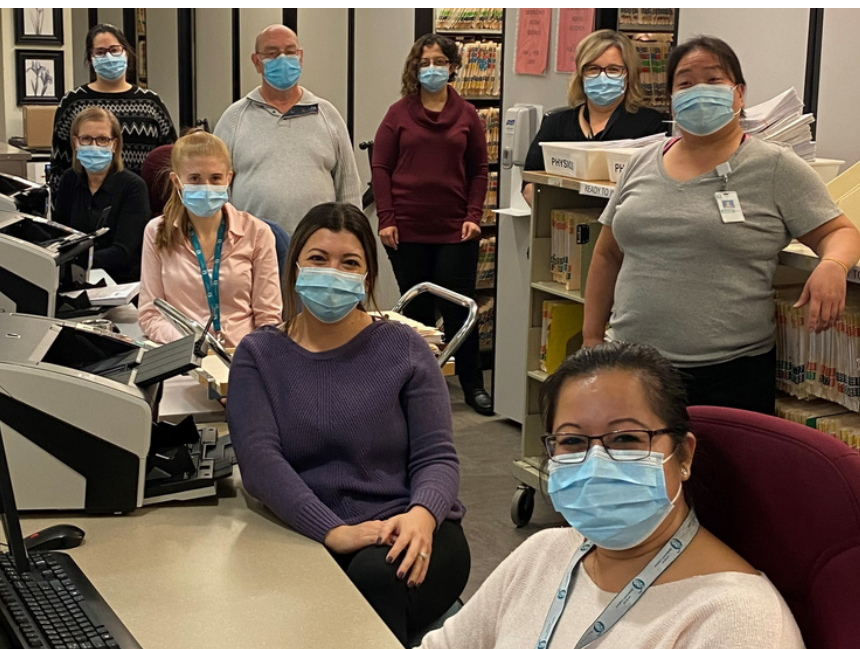
This past winter, Ottawa was hit hard with multiple respiratory illnesses. Pediatric patients in particular, bore the brunt of this viral winter wave, overwhelming children's hospitals and their capacity to care for the increased volume of kids and youth who needed them. Adult hospitals, including QCH, were called in to help our pediatric counterparts. Over the course of two months, QCH opened our doors to youth 16 and older, admitting medicine and mental health pediatric patients and caring for an increased level of kids in our Emergency Department.

Looking toward the future

QCH has been in planning mode to support the hospital's future growth and meet the changing needs of our community. This includes:

- QCH has submitted a proposal to the provincial government, seeking approval and funds to expand our Emergency Department, which currently sees as many patients as the Civic and General, but with half the space.
- We also hope to open an offsite urgent care centre to provide more care directly within our community, which will also alleviate some pressure off our emergency department.
- We have requested funding and approval to add more beds by building additional inpatient units onto one of our existing buildings, which already have the structural and infrastructural capacity.

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



Continuous Improvement

QCH's new smart surgical suites: the first in Ottawa

Last summer saw exciting advancements to our surgical suites, with industry-leading technology transforming them into state-of-the-art smart operating rooms – the first of their kind in Ottawa. These upgraded suites house the latest smart software and hardware, putting 4k technology into the hands of our surgical team and ensuring patients get timely and high-quality care consistently in all our operating rooms. This project was funded through donations to QCH Foundation.





Diversity, Equity and Inclusion

Over the past six months, QCH has been working on its Inclusion, Diversity, Equity and Allyship (IDEA) Strategy with the goal of fostering an inclusive environment where everyone feels safe, supported and has a sense of belonging. QCH held several focus groups with staff to develop this strategy and is building on the input as part of the Spring 2022 Staff Engagement Survey. QCH created two new positions to support this important work: a Manager of Culture, Equity and Belonging; and a Coordinator of Culture, Retention and Recognition.

In May, QCH will take part in an Inuit Cultural Enrichment Workshop with the Inuuqatigiit Centre for Inuit Children, Youth and Families, in Ottawa. Cultural Safety training for the Board and Senior Leadership Team have been scheduled at the Wabano Centre for Aboriginal Health. For all staff, we offer four EDI-Anti Racism training programs (San'yas Indigenous Cultural Training, Respect in the Workplace, Accessibility for Ontarians and internal IDEA course).

We are excited for the months ahead as we solidify IDEA plan and embed a sense of belonging for all within the wall of QCH.

Rapid referral clinic

In January, QCH started operating a new internal medicine rapid referral clinic to help divert unnecessary admissions and reduce patient volumes in ED. The clinic only accepts referrals from QCH ED and Internal Medicine departments, providing physician appointments for patients within 48 - 72 hours.

Referral criteria include patients: with an acute internal medicine condition that would otherwise be admitted; that can safely be discharged from the ED and managed as an outpatient with urgent follow-up, with conditions such as new malignancy work-up, transaminitis, new diabetes, mild chronic heart failure, hypertension, intermediate-risk syncope, and acute kidney injury.

Remote care monitoring

QCH launched a pilot program to reduce ALC volumes in the hospital. This is a virtual and in-person program for Alternate Level of Care (ALC) patients that provides intensive wraparound support upon discharge home. The support includes Rapid Response Nurse (RRN) visits, ongoing remote monitoring and health coaching, community paramedic support, access to a nurse practitioner and social worker, additional community supports and 24/7 telephone support. With this collaborative approach, we hope to reduce patient visits to the hospital and increase patient and caregiver confidence upon discharge.



In Situ Simulation

This year QCH held a Code Blue medical simulation on the Mental Health (C3) inpatient unit. Clinical teams across the hospital discovered several opportunities to optimize processes for the future. In Situ Simulations allows our clinical teams to better practice working together during a Code Blue in a safe environment on a training mannequin. The mannequin is able to properly simulate various medical emergencies, better preparing staff for real-life code responses for complex, rare, and critical patient safety events.

Virtual Care

Through Virtual Care, providers are able to offer care to their patients through a computer or phone. While not available to everyone, Virtual Care is an option for some patients for some clinics. This year, they've had 19,462 virtual visits through either phone or video. An additional 86 patients were part of the Surgical Transition Remote Care Monitoring Program for select day surgery procedures.

The program has also served 40 patients who were able to be discharged home with intensive support instead of being kept at the hospital. The hospital surveyed 488 patients and 100% felt confident that health providers addressed their concerns virtually. 75% even said they would choose a virtual visit over an in-person visit. Over the next few months, the Virtual Care team looks to work with community partners to expand the criteria for remote care monitoring programs.



Get Moving Team

The Get Moving Team was launched at QCH in November 2022 to better promote patient recovery via movement. The team provided mobility training to high-risk patients seven days a week, encouraging them to move more and support earlier and more consistent functional mobility. The team was made up of different rehabilitation specialties: Physiotherapists, Occupational Therapists, Rehab Assistants, and Patient Care Aides. They came together with a coordinator to provide more personalized care and mobility plans for each patient and get more patients moving toward recovery.

In their six-month term, they received over 6,229 visits and served over 280 patients. During their last week in March, they were each awarded a Champion of Care by a grateful QCH Foundation donor. The program was put on hold when government funding ended, but we are hopeful it will be back in the future.

Geriatric Care

The Geriatric Discharge Daily Rounds (GEDD) initiative in our Emergency Department has been a hugely successful initiative to coordinate care faster and discharge geriatric patients more safely. This initiative began as an idea from a frontline nurse, bringing everyone who delivers discharge services into one team, including nursing, physicians, home care and community coordinator, and social work. The GEDD Initiative helps facilitate the coordination, integration and person-focused discharge in the ED for non-admitted patients over age 65. By optimizing patient flow within our ED, geriatric patients will get access to the care they need faster. Patients will also receive coordinated access to community services to meet their individualized needs and reduce return visits to the ED.

Connected Care

Connected Care is our strategic project that optimizes technology to improve patient care and the provider experience. Over the last five years at QCH they've put in technology systems where none existed and made significant changes to others. Some updates over the last year include:

- Integrated key parts of health records from the Ottawa Hospital with those from QCH, Montfort and Bruyère so that clinicians can get patients' full medical history more easily.
- Improved network security, connectivity and maintenance.
- Streamlined the process between Meditech (electronic health record software) and Novari (a surgical waitlist and eBooking Module) by moving away from the manual transcription of orders, which improves patient safety.
- Improvements to electronic charting for clinicians.

Recognition for QCH expertise in Behavioural Response

Our Behaviour Emergency Response Team (BERT) is an award-winning, person-centred approach to avoiding Violent Patient calls. It is used to de-escalate the behaviours of older persons with cognitive changes. In the last year, there have been several outstanding moments of recognition:

- BERT was invited to present to the Central West Local Health Information Network (LHIN), to potentially introduce in their hospitals and adapt it their Retirement and LTC homes.
- BERT presented their model to the entire Behaviour Support Ontario (BSO) Collaborative Acute Care Hospitals Network. QCH received kudos across the provincial acute-care hospital network for this innovative person-centred care initiative.
- The Royal Ottawa Hospital invited our BERT to present, as did Perley Health.
- Our team adapted our successful BERT to a sub-acute model population for Park Place.



Ottawa West Four Rivers OHT

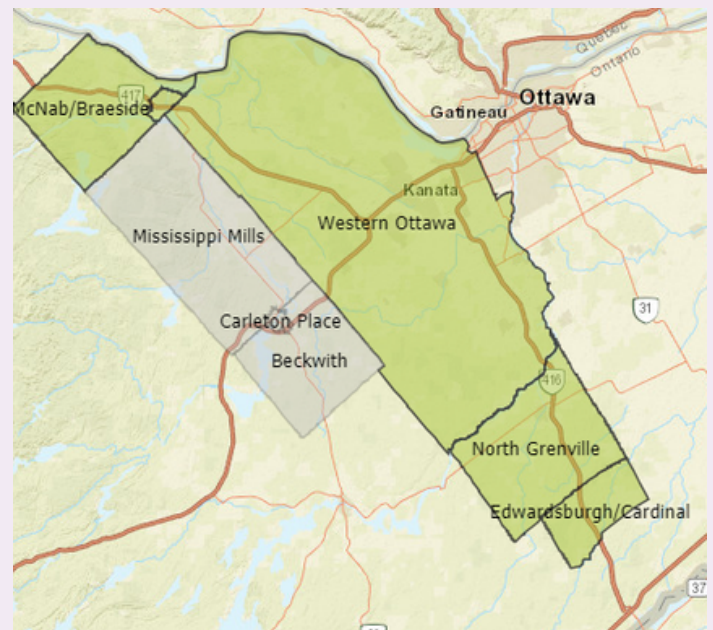
In 2022, QCH formed a new Ontario Health Team (OHT) with 60 partners from the Arnprior, North Grenville, Carleton Place, Almonte, and West Ottawa regions to help people easily get the right care that they need. In October, they hosted their first OHT Co-Leads Forum to reflect on their successes, challenges, and potential improvements.

The Mental Health, Addictions, and Substance Use Health (MHASUH) launched two short-term working groups:

- The Navigation Working Group, which identified MHASUH services not connected to AccessMHA and supports those interested in onboarding. Also, they've engaged our OHT and community partners with MHASUH services to onboard to AccessMHA.
- The Urgent Care Working Group, which worked on developing a MHASUH urgent care pilot business case/funding and hired an implementation resource in December.

The Complex Chronic Disease Action Team held the first meetings of their two working groups: Navigation and Access, and Clinical Care and Support.

The Digital Health, Privacy and Information Sharing Committee continues to support 11 primary care organizations to implement Online Appointment Booking within their clinical spaces. To date, they have 11 clinics live and 52 licenses.



Bright Spots

Childbirth Babypalooza

Our Childbirth team delivers upwards of 2,500 babies a year, but this year there were a series of extra special births on the unit from the team themselves - a bonafide Babypalooza!

Sixteen of our Childbirth nurses and physicians have given birth or are expecting. It's been quite the year on the unit as the team walked through their pregnancies together, with almost everyone delivering at QCH.

[Watch the CTV Ottawa story here.](#)



First baby born at QCH returns to deliver her first baby

In January, Melissa, the first baby born in our Childbirth Program when it opened in 1999, returned to QCH to deliver her first child – Maciee! Three generations came together for a full-circle moment.

[Story with CTVOttawa.](#)



Keaton returns to bring joy to staff and patients alike

Keaton, our long-time dog volunteer, was spotted visiting Team QCH! Dogs make the best stress relief – and Keaton's paw-sitively a pro at making our staff smile during ruff days. Check out some puparazzi pics from Keaton's visit, from snuggles with our ACE unit Allied Health staff to selfies with Communications. It's great to see our furry friend in our halls and on our units once again.

Our volunteer Bob, and his therapy dog Keaton have been keeping their distance a bit over the past many months due to outbreaks and community viral levels. You can always count on Bob and Keaton to bring a smile to staff and patients' faces with a little pet therapy.

ICU Team donates to local charities

After the big storm last year in May, our ICU generously donated \$4,000 to the FAMSAC Food Cupboard in Bells Corners to help our neighbours in need. They also donated \$1,000 to Freedom Dog Rescue, who came to visit with many bundles of joy to steal the hearts of everyone who saw them.



Treats for the team

Team QCH was treated to fresh bagels from Kettleman's. The bakers got up early that morning to bake an extra 1,000 delicious bagels for our team. Skyler, Kettleman's Bagel General Manager, delivered them to the hospital bright and early – he's no stranger to QCH as two of his children were born here.

We also surprised Team QCH with ice cream and lemonade to keep cool in the summer heat. In the fall, we celebrated with pumpkins, bales of hay, and delicious apple cider from Pinewood Orchards.

To celebrate the end of summer and Pride Week last year, we treated Team QCH to rainbow snow cones. It was a great way to brighten up a cloudy day.



Two long-time volunteers team up to make hats for newborns

Last year, QCH recognized the amazing contributions of our volunteer, Helen G, who – at 95 years young – has dedicated 40 YEARS to QCH!

CTV came to interview Helen and find out how she and Beth (her volunteer pal) artfully fold surgical socks into perfect little caps for our newborns. In the photo, they look back over 35 years of working together.

Other important milestones this year included one volunteer who contributed 1,000 hours of service. There were also five volunteers who contributed 500 hours, and 12 who each contributed 250 hours of service. Many more of our volunteers were honoured for contributing between 5 and 25 years of service.



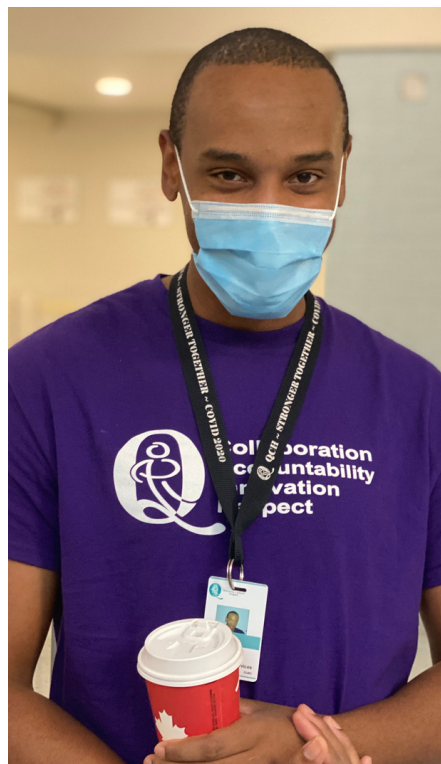
Fairfield serenade

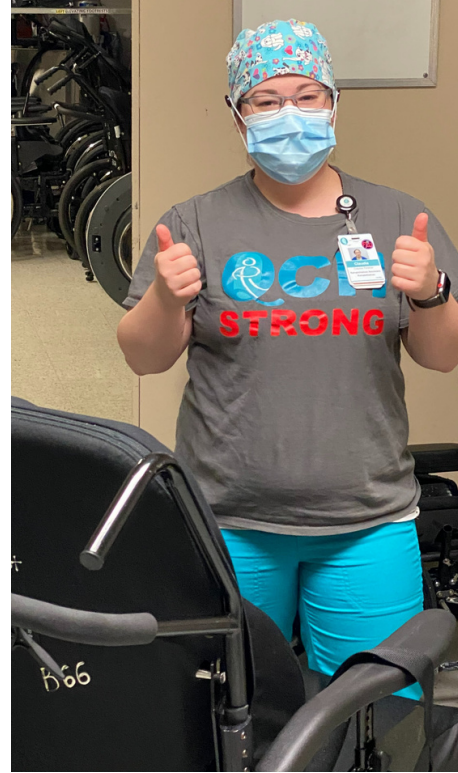
Our patients at Fairfield were treated to a musical serenade during dinner by Serena, a local teen. Some patients even joined in, singing along when they knew the lyrics.

"I wanted to perform for the patients because I love to sing. I wanted to try something new to bring joy to people," says Serena.

STRONG

We are powered by amazing people









Report from the Board

Over the last three years, we've been deeply moved by the efforts put forth by our QCH team and the community during the COVID-19 pandemic.

As a Board we have worked to support the hospital and its leadership, including overseeing the development of a new strategic plan to help stabilize the hospital and plan a path forward. It is called the True North Strategic Plan, and it redefines the hospital's mission, vision and four main goals. It was made with input from over 1,500 stakeholders, including QCH staff, patients, partners and volunteers.

We have worked with hospital leadership to create new key performance indicators (KPIs) to track progress against this plan for the year ahead and ensure exceptional outcomes for our patients.

As a Board, we use the True North strategic plan to guide our work, including:

Seamless System of Care

We are working to establish governance relationships with partners from our Ontario Health Team. We have also had Board-level presentations and discussions on key topics, including surgical wait times, discharge planning and transition of care.

Exceptional Care Experience

We have approved and monitored the hospital's Quality Improvement Plan (QIP), which covers our successes and lessons learned from the last year as well as planned efforts for the upcoming year. We've had Monthly Quality Committee meetings of the whole board, including presentations and discussion on key topics from the hospital's risk registry. We have also been preparing for the hospital's Accreditation process, ensuring we are meeting best practices in our governance function.

Stewardship & Sustainability

The pandemic has created new financial challenges and ambiguities. As a Board, we have provided financial oversight and guidance during these uncertain times. The Board is also in the process of hiring a new internal auditor to replace the current auditor who is retiring.

Positive Work Life

One of the key elements of the hospital's new strategic plan is to foster diversity, equity and inclusion. We are working to model that as a Board.

The Queensway Carlton Hospital continues to work towards equitable, inclusive, and culturally safe care and services. In February, all Board members and the senior leadership team read the Share Your Story Full Report on Indigenous-Specific Racism in Health Care across the Champlain Region (Wabano Center for Aboriginal Health, 2022). The experiences shared, and the seven recommendations within this report demonstrate the need for urgent action within the healthcare system. We believe cultural safety training and cultural competency and humility will contribute to safer healthcare services delivery for Indigenous peoples and all peoples alike.

The Queensway Carlton Hospital is committed to offering high-quality, compassionate and coordinated care for the people and communities it serves. To do so, we must provide an inclusive, stimulating and safe work and healthcare environment. It is therefore essential that we take steps together to commence our learning about Indigenous cultures.

Moving forward

The hospital continues to face the same issues it has during the last three years: staff shortages and overcapacity in critical areas. We understand the toll it's taken on our healthcare system and our team members. We thank QCH staff for their dedication to their patients, the community, and to each other.

As we push forward through the pandemic, we are inspired by the strength and determination of the frontline staff. We will continue to monitor, support, and advocate for the hospital wherever it is needed.

In May, we will take part in an Inuit Cultural Enrichment Workshop with the Inuuqatigiit Centre for Inuit Children, Youth and Families, in Ottawa. We've scheduled Cultural Safety training for the Board and Senior Leadership Team in September at the Wabano Centre for Aboriginal Health. We are also strengthening the diversity of our Board, including welcoming a new Indigenous Board member.



World-Class Care, Close to Home

It is truly remarkable what we can achieve when we work together.

Over the last year, we have realized some important milestones for Queensway Carleton Hospital (QCH), all made possible thanks to the incredible outpouring of support and leadership of our community, inspired by the QCH team.

Thanks to generous, ongoing support from loyal donors, new supporters, corporate partners, local businesses, community groups, schools and many more organizations, we disbursed close to \$4.8 million to QCH. These funds were used for key hospital priorities, some of which include the purchase of vital equipment, training and education for staff, construction of the new Mental Health Centre and upgrades to our surgical suites.

Upon the close of the fiscal year on March 31, 2023, our Foundation once again **surpassed \$5 million raised for QCH**. The work we are all doing has never been more urgent to provide good healthcare and treatment for our community as pressures on the system continue.

With the help, guidance, and leadership of our QCH volunteers and ambassadors, we are ensuring that innovation and investment in healthcare remain a top priority for our community so that our loved ones have access to the very best care, close to home.



To learn more about the incredible work our donors are inspiring, please read our full 2022-2023 Donor Impact Report at qchfoundation.ca/DonorReport.

The legacy of the late Henry Mews is honoured at the March 2023 Visionaries Breakfast. Harry, Barb, Beth and Rob Mews accept the Visionary Award on behalf of the family.

QCH Foundation Board of Directors



**Queensway Carleton
Hospital Foundation**

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Partner, Brazeau Seller Law

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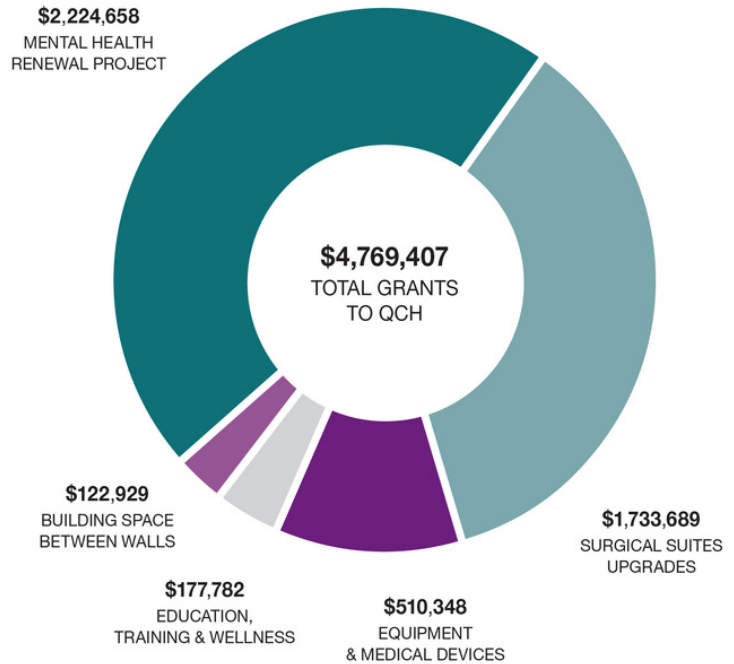
Wynand Stassen
CFO, HammerTech

Shaina Watt
Partner, Hendry Warren LLP

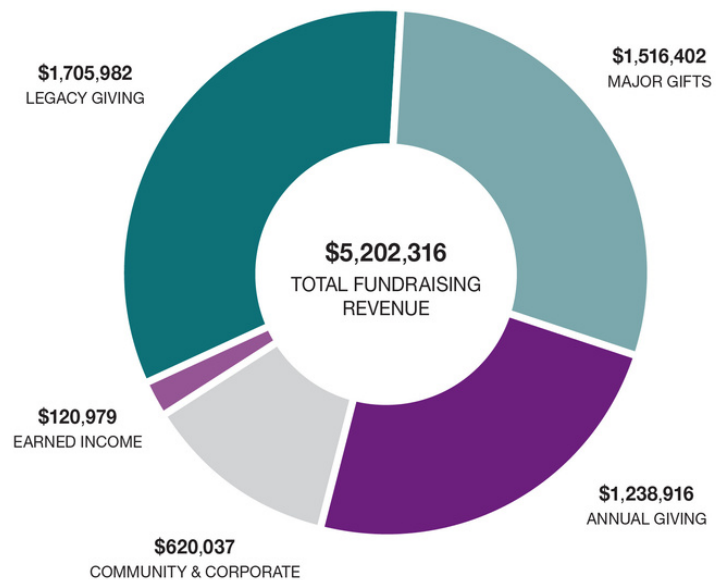
Benson Wong
Community Volunteer

Janet Yale, ICD.D
Community Volunteer

2022-2023 GRANT DISBURSEMENTS TO QCH*



*Disbursement are ongoing with expenses transferred as incurred.



*Includes earned income but excludes parking and gift shop revenues.
QCH Foundation audited financial statements are available online at qchfoundation.ca/DonorReport.

World-Class Mental Healthcare

With the opening of the new inpatient unit in The Barbara Crook and Dan Greenberg Mental Health Centre in December 2022, those in need of acute mental health care now have access to the very best treatment in an environment that promotes hope and healing, close to their families.

This year, QCH Foundation donors provided **\$2.2 million** in funding for phase two of this project, which involves remodeling of the original mental health floor for outpatient services. The entire renovation and expansion of The Barbara Crook and Dan Greenberg Mental Health Centre is set to be complete later this year. With a significant increase in the need for urgent mental health care, the newly expanded space is in high demand.

Through the Foundation's Hopes Rising campaign, an incredible \$6 million was donated over the course of six years to support the expansion of The Barbara Crook and Dan Greenberg Mental Health Centre. Along with this support from the community, the project received \$9 million in funding from the Ontario Ministry of Health.



Barbara Crook and Dan Greenberg tour to new Mental Health Centre at QCH.



Dr. Andrew Falconer, President and CEO of QCH and Shannon Gorman, President and CEO of QCH Foundation are joined by inspirational donors Barbara Crook and Dan Greenberg, MPP Lisa MacLeod, Ottawa Mayor Mark Sutcliffe and Merrilee Fullerton, former MPP representing Kanata-Carleton.

World-Class Technology in the OR's

Today, physicians and surgeons have access to the latest technology in all 10 operating rooms (OR's) at QCH, upgrades that were powered by donations made to QCH Foundation.

With the installation of leading technology, the operating rooms at QCH are now some of the most advanced in the region and **QCH Foundation donors have provided \$1.7 million towards this \$2.5 million project.**

Along with enhanced 4K technology, the OR's have been equipped with smart software and hardware and important upgrades were made to the flooring, lighting, communications, surgical displays, and ventilation system.

Last year, more than 8,400 surgeries took place at QCH providing patients with life-saving care and pain relief when they needed it the most. The enhanced visibility on screen, with a crisp and sharper picture, allows physicians to make even more accurate diagnoses and precise cuts, which will lead to better health outcomes for patients.



Dr. Bruce Gay, QCH Chief of General Surgery, tours the newly upgraded surgical suites.

World-Class Medical Equipment

From the moment someone arrives at QCH for care they are impacted by the generosity of our QCH Foundation donors.

What many people don't realize is that all of the medical devices and equipment essential for patient care and treatment are funded through our community of supporters. While government funding is invested in the operation of the hospital, including staff and utilities, our caring community covers 100% of the costs to purchase equipment for the hospital. Amazing!

Every year, QCH Foundation works with donors to raise funds for the purchase of innovative new devices and modern technologies and to replace outdated and aging equipment. **Last year, more than \$510,000 was disbursed to QCH** to purchase these vital devices, and many more which are critical to the care of our patients.



Clockwise from above: Equipment purchased by QCH Foundation donors.

Proud dad San Nguyen watches little Arlo rest comfortably in one of the bassinets.

Dr. Eric Henry, Otolaryngology Head and Neck Surgeon with the specialized microscope.

Shannon Gorman, QCH Foundation President and CEO, gets a look at the new Nursing Call System with ICU nurse Leoni Hagan.

World-Class Training and Education

QCH nurses, physicians, clinicians, and allied health professionals have access to a powerful new virtual training tool thanks to the collective generosity of QCH Foundation Women In Philanthropy donors.

Elsevier is an online educational platform that supports skill development through e-learning modules, videos, and evidence-based resources. QCH has purchased the clinical skills and emergency department e-learning modules along with other helpful resources including journal articles, textbooks, best practice guidelines, a medication calculator and competency checklists.

With this new system QCH staff have access to self-directed learning for more than 2,000 clinical skills – all available at the click of a button.

Thanks to the generosity of our donors, **QCH Foundation invested close to \$178,000 towards training and education programs for the QCH team.**



New members of the QCH nursing team, Jordan Brennan and Theresa Villapando, demonstrate the benefits of the Elsevier training tool.

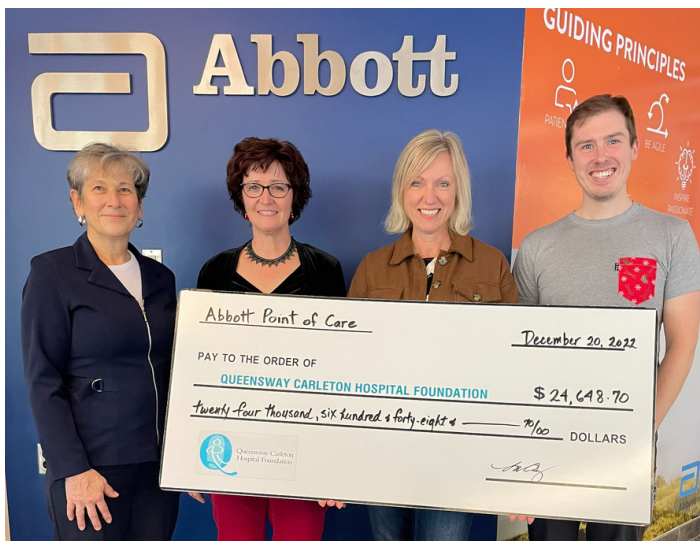
World-Class Donor Engagement

After more than two years away from in-person events we were excited to be back out in the community, celebrating the tremendous work our volunteers are doing in support of QCH.



Members of the QCH Medical Staff Association reconfirm their commitment to QCH Foundation and celebrate an impressive milestone of \$250,000 raised to date!

QCH Foundation was honoured to be a beneficiary of proceeds from the Accora Village Bed Race hosted by the Kiwanis Club of Ottawa.



Above: Abbott Point of Care announces proceeds from annual fundraising campaign and organizers of the Nepean Community Breakfast present a cheque to QCH.

Queensway Carleton Hospital Foundation Achieves Accreditation from Imagine Canada's Standard Program

As the only healthcare institution in our region that has been accredited through Imagine Canada, QCH Foundation is proud to continue to demonstrate leadership in the fundraising sector in Ottawa and beyond.



The Standards Program Trustmark symbolizes to our donors the commitment we have to transparency through all our programs and operations – and the community's confidence and trust in our work.

QCH Foundation received its initial accreditation in 2016 and since that time has demonstrated excellence and compliance in five key areas of operations including board governance, financial accountability and transparency, fundraising, staff management, and volunteer involvement.



118	Individuals, teams and departments honoured as Champions of Care
72	Donations made to QCH Foundation in honour of a QCH team member.
\$12K	Raised for QCH in honour of the exceptional work of our team.

QCH Foundation's Champion of Care program is a way for grateful patients, their family members and fellow QCH colleagues to show their gratitude when a QCH team member has provided exceptional care by donating to QCH Foundation in their honour.

Last year proved to be another incredible year for the Champion of Care program as donations continued to pour in, highlighting some of the incredible moments inspired by QCH team members.

Meet some of our amazing 2022 QCH Foundation Champions of Care recipients by visiting qchfoundation.ca/champions22.