

Haliburton Highlands Health Services

ANNUAL REPORT 2025 - 2026



Together - Be the model of excellence in rural healthcare



Dear Community,

The 2025/26 year marked a period of meaningful growth, transformation, and collaboration across Haliburton Highlands Health Services (HHHS). Together, the organization continued to strengthen care environments, invest in safety and quality, and deepen connections with the communities it serves.

One of the most significant achievements this year was the completion of the new Diagnostic Imaging renovation project. Construction officially began on May 20, 2025, with the new X-ray equipment fully commissioned by April 1, 2026. This important investment modernized diagnostic services, enhanced patient care, and strengthened the organization's ability to support timely access to imaging close to home. HHHS extends sincere gratitude to the HHHS Foundation and the broader community whose generosity and ongoing support helped bring this transformative project to life. Following the successful completion of Diagnostic Imaging, renovations to the Emergency Department began immediately, representing another exciting investment in patient care and infrastructure.

HHHS also continued embedding a mature Just Culture and safety framework throughout the organization. This work resulted in more than a **260%** increase in incident reporting year over year, demonstrating enhanced psychological safety, organizational learning, and a strong commitment to harm prevention.

This year also brought important leadership transitions. HHHS proudly welcomed Jack Hutchison back to his home town of Minden and as Permanent President & CEO. Sincere appreciation is extended to former President & CEO Veronica Nelson and Interim President & CEO Jennifer Burns West for their steadfast leadership and support throughout the transition and onboarding process.

The organization also expresses heartfelt gratitude to Dr. Keith Hay for his remarkable contributions as Chief of Staff and wishes him all the best in retirement, while warmly welcoming Dr. Paul Faulkner into the role.

Community engagement continued to flourish through wellness initiatives, volunteerism, educational events, and partnerships that strengthened ties across the Highlands.

Looking ahead, the future remains bright—guided by innovation, compassion, collaboration, and the incredible dedication of the HHHS team.

Warmly,

Irene Odell,
Jack Hutchison,
Dr. Paul Faulkner

Board Chair, HHHS
President & CEO, HHHS
Chief of Staff, HHHS



Your Anchor Organization

Throughout 2025/26, HHHS continued advancing quality, safety, and community-focused care through strategic improvements across the organization. Significant progress was made in strengthening quality and risk management infrastructure through the use of structured Quality-of-Care Reviews, Failure Modes and Effects Analyses (FMEAs), and standardized auditing processes. These initiatives helped ensure reporting translated into meaningful system improvements focused on learning and prevention rather than punitive responses. HHHS also advanced accreditation readiness and quality measurement activities by developing comprehensive accreditation resources, strengthening audit methodologies across multiple areas including clean surface testing, environmental cleaning, and improving organizational data visibility through standardized reporting to leadership teams and the Board of Directors. The organization further integrated quality, equity, and professional practice into day-to-day operations and strategic planning. This included organization-wide education on transgender awareness and Just Culture leadership training designed to foster respectful, inclusive, and psychologically safe environments for patients, residents, families, and staff. Community programming also continued to grow. HHHS is excited to approach the second year of its successful Intergenerational Day Camp program, which continues creating meaningful connections between generations while supporting recreation, social engagement, and strong community partnerships.



Investing in our People

At HHHS, investing in people remains at the heart of our organizational success. Throughout 2025/26, continued efforts to strengthen workplace culture, leadership development, and employee engagement demonstrated meaningful progress across the organization. Employee survey results continue to reflect a growing culture of justice, accountability, and psychological safety. In the 2025/26 employee survey, 88.4% of employees responded positively to the idea of sharing a mistake with their leader without hesitation, while 68.2% of employees indicated they would recommend HHHS as a place to work—an encouraging reflection of the organization's ongoing commitment to creating supportive and respectful work environments. Significant improvements were also made through the revised Performance Review process. Between Q1 of 2024/25 and Q4 of 2025/26, the percentage of employees with current performance reviews increased from 8% to 56%. This progress supports stronger communication, clearer development opportunities, and enhanced alignment between employees and organizational goals. This year also provided an opportunity to celebrate the incredible dedication and longevity of HHHS team members through the Employee Service Awards program. More than 50 employees were recognized for milestone years of service, with several individuals achieving over 30 years of commitment to caring for the communities of the Highlands. The dedication, compassion, professionalism, and resilience demonstrated by staff across every department continue to shape HHHS into a stronger organization and an exceptional place to work and receive care.



Our Volunteers Shine

This past year, HHHS continued strengthening support for the dedicated volunteers who generously contribute their time, compassion, and energy across the organization. Efforts were focused on improving communication practices to ensure volunteers feel informed, connected, and included in organizational activities and updates.

The volunteer application process was also streamlined to make joining the volunteer team more accessible and welcoming for new community members interested in becoming involved. Throughout the year, volunteers were recognized and celebrated through several appreciation events and special gatherings that highlighted the meaningful impact they have across HHHS. Their contributions enhance the experience of patients, residents, families, visitors, and staff every day. Volunteers play a vital role in supporting the smooth operation of programs, services, and community initiatives across the organization. Their kindness, dedication, and willingness to give back help strengthen compassionate, person-centered care throughout the Highlands. HHHS extends sincere gratitude to every volunteer for the countless ways they continue to support the organization and the communities it serves. Investing in volunteers is an investment in exceptional care, stronger connections, and a healthier future for all.



Our Long Term Impact in Long-Term Care

This year marked continued progress and meaningful enhancements across Long-Term Care at HHHS, with a strong focus on resident-centered care, staff education, safety, and quality of life. A major advancement included the implementation of MealSuite software in Long-Term Care homes, generously funded by the HHHS Foundation. This new system supports improved resident dining experiences while providing the Dietary team with enhanced insights and tools to support nutrition planning and individualized care. Education and professional development remained a key priority throughout the year. Registered staff and leaders participated in hands-on learning opportunities with educators from PointClickCare, strengthening knowledge and increasing utilization of the electronic health record system in daily resident care practices. The organization also introduced the Skin and Wound module within PointClickCare, improving the consistency, accuracy, and monitoring of wound documentation while supporting stronger communication across interdisciplinary care teams and improved clinical outcomes. Collaboration with community partners was another important focus area. During annual education sessions, Long-Term Care teams worked closely with the Ontario Provincial Police to strengthen awareness, prevention, and response efforts related to elder abuse. Education in Dementia Care using a Gentle Persuasive Approach also expanded significantly this year and will continue throughout the coming year under the leadership of newly trained facilitators and Behavioural Supports Ontario (BSO) leads from both homes. Resident-centered initiatives continued through the rollout of Comfort Care Rounding, enhancing proactive check-ins, responsiveness, and individualized support for residents. Additional environmental improvements included the introduction of new lounge furniture, the removal of traditional nursing stations, and continued transformation of resident spaces at Hyland Crest to align with the “No Place Like Home” philosophy and create more welcoming, home-like environments for residents and families. Funding was also successfully secured to support the acquisition of essential clinical equipment, including vital signs monitors, air mattresses, wheelchair weigh scales, new beds, and pressure-relief mattresses. These investments directly enhance resident comfort, safety, and overall health outcomes. Recreation teams across Highland Wood and Hyland Crest delivered more than 4,000 activities and facilitated 50 resident outings throughout the fiscal year, supporting engagement, connection, recreation, and quality of life for residents across both homes.



Thank You, Community!

Over the past year, the support, generosity, and engagement of the community continued to play an essential role in the success of Haliburton Highlands Health Services. Whether through volunteering, attending events, sharing feedback, participating in community initiatives, or supporting organizational goals behind the scenes, the contributions of community members have strengthened HHHS and enhanced the care provided across the region. This ongoing partnership helps ensure services remain compassionate, responsive, and deeply connected to the evolving needs of the communities served. HHHS is incredibly grateful to the many individuals, families, organizations, donors, and partners who continue to stand behind local healthcare. Community support has helped bring important projects and initiatives to life while strengthening programs, services, and experiences for patients, residents, families, and staff alike. Special appreciation is also extended to media partners for their trustworthy and thoughtful representation of the work taking place across HHHS. Their ongoing support and willingness to spotlight the incredible efforts of healthcare teams throughout the organization have helped strengthen awareness, celebrate successes, and share important information with the broader community. The engagement shown throughout the year reflects the strong sense of connection and collaboration that exists across the Highlands. HHHS remains proud to work alongside a community that continues to advocate for local healthcare and invest in a healthier future for all. As the organization looks ahead, that same spirit of partnership and shared purpose will continue guiding future growth and innovation. Together, HHHS and the community are building stronger systems of care rooted in compassion, quality, and respect. Thank you for continuing to support HHHS, its people, and its mission. The organization looks forward to building on this momentum together in the years ahead!



Impact by the Numbers

Long-Care Care	
Resident Outings Activities	50 4, 000+
Acute Care	
Annual Emergency Visits	16, 542
Admissions/Discharges	610
Patient Days	5,930
Diagnostic Services	
Imaging Exams	12,638
CT Scans	4,997
Ultrasounds	2,719
Echos	673
In-House Lab Interventions	35,699

Community Impact

Physiotherapy Clinic Visits	1, 785
GAIN Visits	1,810
Diabetes Education Network	1,231
Mental Health Visits	4,520
Women’s Clinic (IRL and Online)	497
Meals on Wheels Delivered	20,764
Transportation Trips	8,721
Hospice Client Visits	677
Foot Care Clinic Visits	789
Assisted Living, Supportive Housing, and Adult Day Program hours of care	15, 893



From our HHHS Foundation

This past year has been one of growth, generosity, and community spirit.

Throughout 2025, our community continued to show what is possible when people come together in support of local healthcare. Thanks to the generosity of our donors, volunteers, community partners, and supporters, the HHHS Foundation has been able to advance healthcare in Haliburton County in meaningful and lasting ways raising funds to purchase needed equipment, subsidies to support our vulnerable residents and education grants to help HHHS staff excel in their careers in health.

Thanks to the extraordinary generosity of our donors and supporters, the new Diagnostic Imaging wing is now complete, 100% funded by the community. According to the County of Haliburton, Emergency Medical Services (EMS) have seen a 67% reduction in patient transfers since the arrival of CT, an important indication that more residents are receiving timely diagnosis and treatment within their own community. Patients now have greater access to diagnostic care close to home, reducing travel time, minimizing time away from work and family, and improving the overall patient experience.

The HHHS Foundation and HHHS continue to work together to support these important investments and help ensure patients and families have access to the care they need, now and in the future.

"A breast screening saved my life. And now state of the art breast screening is available in Haliburton. So what was once a procedure requiring a day off work, childcare organization, and a three-hour round trip drive, is now a coffee." - Local Resident, Tammy Rae

To the hundreds of donors who gave from the heart, thank you. We are honoured to steward your gifts in support of advancing care and recognize so many of you on the Donors of Distinction Walls at both HHHS sites. Your generosity continues to make a direct impact on the care available in the Haliburton Highlands.

With a strong Board of Directors, new leadership on the horizon and a growing innovative future for HHHS led by new President & CEO Jack Hutchison, we continue our commitment to support and strengthen local healthcare for our communities for years to come.

Thank you for your ongoing support,

David Blodgett,
HHHS Foundation Board Chair



In Your Words

"After a weeks stay at the hospital we could not have asked for better care. The nurses continuously made sure I was comfortable and ok. They went over and above their duties to make sure I was alright"

"Thank you for being so proactive in the care and safety of all residents."

"During this time I can't express enough on how happy I am for the love, and care she received from all the staff. The doctors, the nurses, the personal support workers, cleaning and kitchen staff, and emergency care staff, all work very hard."

"Very impressed on how friendly, helpful, considerate everyone was... communication was always thorough and easy to understand."



HALIBURTON HIGHLANDS HEALTH SERVICES

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