

## 2020-21 Annual Report to the Community

*Leaders in Innovative Rural Health Care*

Advancing  
Partnerships

Building our  
Capacity to  
Thrive

Transforming the  
Health Services  
Experience

Investing in Our People

*Compassion – Accountability – Integrity – Respect*

**(705) 457-1392 / (705) 286-2140**

[www.hhhs.ca](http://www.hhhs.ca)



**Message from  
Haliburton Highlands Health Services  
Board Chair, David Gray and  
President & Chief Executive Officer, Carolyn Plummer**



“Perseverance is not a long race; it is many short races one after the other.” This quote from Walter Elliot is an accurate description of the past year at HHHS. Through months of uncertainty, fear, adversity, and unprecedented change, our team has persevered – demonstrating an incredible and inspiring resilience that has carried us through the seemingly impossible circumstances of the pandemic. Our team has not only weathered this storm brilliantly, they have continued to excel at providing top quality care and service for our patients, residents, clients, and the community – and have achieved many goals above and beyond the successful navigation of the pandemic journey.

In addition to keeping our patients, residents, clients, and each other safe, highlights of the past year include:

- Increased staffing across the organization by approximately 25%
- Established a COVID-19 Assessment Centre in partnership with Primary Care and Haliburton County EMS
- Ran and supported COVID-19 Vaccination Clinics in partnership with HKPR District Health Unit
- Completed a process to refresh and extend the HHHS Strategic Plan for an additional year, until the pandemic subsides and comprehensive planning can take place
- Launched the HaliburtonCares.ca website in partnership with other service providers in the community, to share information about the COVID-19 pandemic response in Haliburton County
- Designed and launched a new HHHS and HHHS Foundation website that is easier to navigate and more accessible
- Established a local Rapid Access to Addictions Medicine (RAAM) Clinic in partnership with Peterborough Regional Health Centre and FourCAST; it operates two days per week out of the HHHS Community Mental Health office in Minden
- Participated in countless working groups to prepare for implementing new clinical information systems
- Completed Accessibility upgrades such as lever door handles and accessible washrooms
- Completed \$1.5 million in infrastructure upgrades and enhancements, such as lighting upgrades and replacement of boilers and chillers
- Implemented after-hours security services at both Minden and Haliburton sites

More exciting initiatives are on the horizon for the year ahead, including implementing new clinical information systems, continuing the Ontario Health Team journey together with our health service provider partners in Haliburton County, and of course supporting our team and the community through the pandemic recovery. The year is already off to a successful start, with the implementation of a virtual primary care clinic using our Telemedicine suite, helping to support residents of Haliburton County who do not have a local primary care provider.

We would like to take this opportunity to express our gratitude to the community for the tremendous support we received throughout this past year; the HHHS Foundation and Auxiliaries for their ongoing support despite the pandemic to ensure we have the best possible equipment and facilities; the Board of Directors for their steady governance and guidance through turbulent times; and in particular all of our staff, physicians, and volunteers who have persevered through the many races this past year with incredible courage and tenacity.

Thank you!

# BOARD OF DIRECTORS HALIBURTON HIGHLANDS HEALTH SERVICES

## Board Executive:

David Gray, Board Chair  
Jan Walker, Vice-Chair  
David O'Brien, Treasurer/Chair, Finance Committee  
Jeff Gollob, Nominating Committee/Past Board Chair  
Jane Adams, Chair, Quality Committee

## Ex-Officio (Appointed) Board Members:

Carolyn Plummer, President and Chief Executive Officer  
Dr. Steve Ferracuti, Co-Chief of Staff  
Dr. Darren Gilmour, Co-Chief of Staff  
Dr. Norm Bottum, President of Medical Staff  
Michelle Douglas, Interim Vice-President, Clinical Services/  
Chief Nurse Executive

## Directors:

Scott Addison  
Dave Bonham  
Theresa MacDermid  
Diana McNiven  
Irene Odell  
Linda Dietrich  
Don Pierson

## Staff:

Marlene Vieira,  
Executive Assistant  
Telephone: 705-457-2527  
Email: mvieira@hhhs.ca

## Community Members:

Kelly Mitchell,  
Finance Committee



**Top Row:** David Gray, Carolyn Plummer, Jan Walker, David O'Brien, Jeff Gollob, Jane Adams

**Middle Row:** Dave Bonham, Don Pierson, Scott Addison, Irene Odell, Linda Dietrich, Theresa MacDermid

**Bottom Row:** Diana McNiven, Dr. Darren Gilmour, Michelle Douglas, Dr. Norm Bottum, Dr. Steve Ferracuti

# Hospital

During the COVID-19 response our hospital team became experts in mastering agility and adaptability by helping us to prepare and respond to the pandemic. They continually reorganized when conditions required us to do so. To name just a few of these changes:

- Infection Prevention and Control, Occupational Health, and Human Resources enabled rapid implementation of safety guidelines and accommodations for vulnerable and high-risk staff, as well as guidelines and indications for appropriate use of personal protective equipment
- Temporarily separated the Minden and Haliburton Emergency Departments—Minden accepting non-COVID-19 patients and Haliburton accepting patients with COVID-19 symptoms—to optimize the safety of our patients and our staff (this involved collaboration EMS partners from Haliburton County and surrounding regions)
- Adapted new processes for screening staff and patients upon entry to and exit from our facilities
- Separated and cohorted our staff by site and department to prevent any cross contamination, and implemented a new uniform policy
- Opened up an 8 bed in-patient unit in Minden, and subsequently closed the new unit when no longer needed
- Increased bed capacity in Haliburton to 22 in-patient beds by opening up unconventional spaces and increasing staffing, and divided the unit to cohort and separate non-COVID-19 patients from those with COVID-19 symptoms



The sigh of relief was LOUD when our first shipment of vaccine arrived. The first HHHS COVID-19 staff vaccination clinic was held on March 6, 2021. It was certainly a moment to remember and celebrate, even though we still have work to do!



## By The Numbers – Hospital Statistics

### Emergency Departments

8,207 visits to Haliburton ED  
10,426 visits to Minden ED

### Acute Care

535 weighted cases  
3,702 patient days  
416 inpatient discharges

### Diagnostic Imaging

(X-Ray, Ultrasound, BMD, Echo)  
10,321 tests completed



# Long-Term Care

“Adversity does not build character, it reveals it” - James Lane Allen.

Quotes like this take on new life as we navigate these unprecedented pandemic times. The challenges associated with COVID-19 for the residents and staff of Hyland Crest and Highland Wood have been difficult to say the least. The impact of lockdowns, isolations, lack of stimulation and contact with loved ones for our residents, as well as the mental and physical toll on staff has certainly made this a time of adversity.

However, these difficulties have in turn increased our resolve, strengthened us as a team, and improved our ability to adapt. Whenever COVID-19 presents us with a challenge we have proactively responded. Daily screening, weekly COVID-19 testing, donning/doffing of our personal protective equipment, taking on extra shifts, virtual family communication, and developing new strategic programming to best address the needs of the residents have become part of our daily operations.

The adversity we've faced has in turn served us, rather than stolen from us. It is with this determination and focus that we will continue to weather the storm and let it reveal our strong character.





# Community Services

It would indeed be an understatement to say that 2020/21 was a year like no other. Despite its challenges, this past year clearly demonstrated the value of Community Programs' supports and services in assisting individuals in maintaining independence and health in the community. Staff and volunteers adjusted, pivoted, donned PPE and with great pride and aplomb. It is important to acknowledge the tremendous creativity, flexibility and commitment demonstrated by all in ensuring that our programs continued to the best of our ability. In some cases this consisted of entirely new physical space or a totally new format...like ZOOM!

Some highlights from the year include:

- The Community Support Response Team activated early in 2020 and throughout the year completed over 3,000 wellness checks on seniors in our community. Volunteers delivered groceries, pharmacy, pet supplies, etc. to over 180 vulnerable people in our community
- Through partnerships and funding opportunities with the United Way and SIRCH, low-income seniors and adults with disabilities received over 1,500 lbs of fresh produce and over 2,000 meals (made in SIRCH's kitchen) through the Meals on Wheels program
- Staff and volunteer drivers ensured that clients were able to get to medically necessary appointments (such as cancer and dialysis treatments) throughout the pandemic period – 7,203 rides provided throughout the year
- Programs such as Diabetes Education, Adult Day Program, and Balanced Fitness altered their formatting to accommodate the restrictions – offering either different formats, virtual or telephone calls to provide service
- In addition to providing PT and PTA support to acute care patients and LTC residents, the physiotherapy team relocated their clinic to the Minden auditorium. The team supported 82 clients in the Community/Outpatient Clinic through 664 visits, and 48 post –surgical hip/knee cases.



## By The Numbers – Community Programs Statistics

**GAIN:** 211 clients /1,442 Visits

**Community Paramedicine:** 154 clients

**Mental Health:** 603 clients / 5,999 visits

**Home First/Home at Last:** 114 Clients

**Meals on Wheels:** 283 clients received 20,316 meals

**Adult Day Program:** 36 clients

**Transportation:** 364 clients received 7,203 rides

**Supportive Housing/Assisted Living:** 115 clients

**Emergency Response System:** 183 clients

**Diabetes Education:** 1,049 clients /2,181 visits

**Ontario Telemedicine Network:** 687 clinical visits

**Hospice Palliative Care:** 274 clients /1,524 visits

**Physiotherapy Clinic:** 82 clients / 664 visits



# Corporate Services



## COVID-19 Response

- Installed vaccination freezers and refrigerator to support Pfizer, Moderna, and other approved COVID-19 vaccines
- Re-configured Hospital waiting rooms with new furniture and separation screens to meet COVID-19 requirements
- Willscot Trailer placed in west parking lot to support EPIC clinical information system training and staff change rooms during COVID-19 restrictions



## Johnson Controls Energy Project

- New energy efficient laundry equipment installed in February 2020; units have run 24/7 without problems throughout the pandemic
- New energy efficient boilers installed in Haliburton and Minden facilities
- Energy efficient multi-staged air-cooled chillers installed in May 2020 for Minden Site
- Exterior LED lighting including parking poles completed

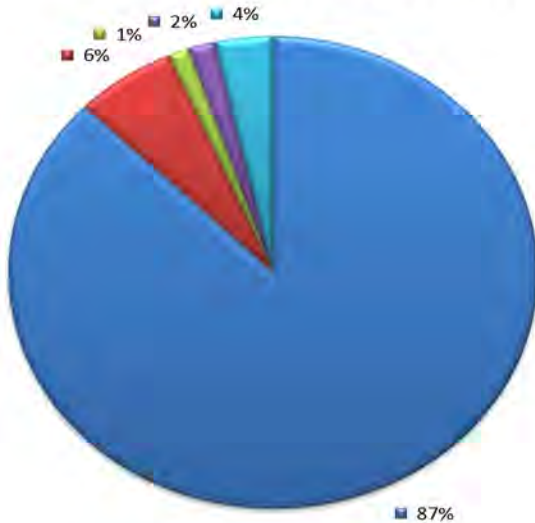




# Financial Performance

## Haliburton Highlands Health Services Corporation

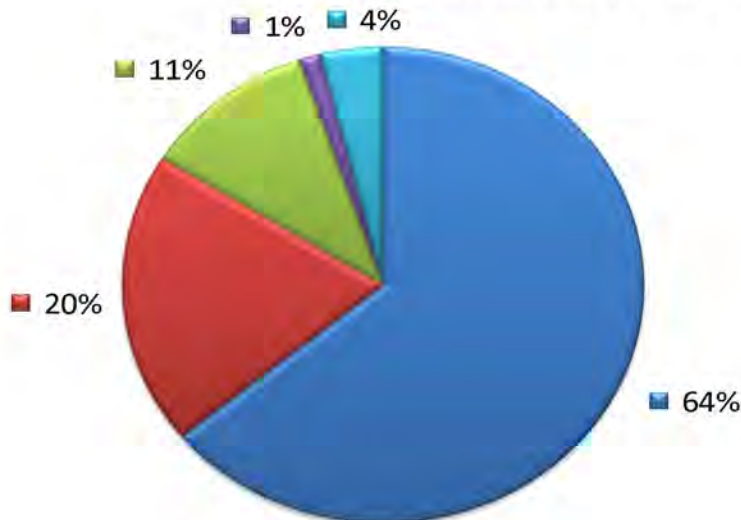
### Sources of Revenue for the Year Ended March 31, 2021



- Ministries of Health and Long-Term Care grants \$30,512,703
- Long-term care residents' fees \$2,162,887
- Patient services \$437,195
- Other revenue \$580,799
- Amortization of deferred contributions \$1,232,395

## Haliburton Highlands Health Services Corporation

### Expenses for the Year Ended March 31, 2021



- Salaries, wages and benefits \$22,370,250
- Supplies and other \$6,948,898
- Medical compensation \$3,806,049
- Drugs and medical supplies \$461,525
- Amortization of property, buildings and equipment \$1,357,121



## Our Volunteers

In the wake of the pandemic 2020-2021 was not a usual year for our volunteers and many were unable to perform their volunteer duties due to restrictions and closures in the hospital, long-term care homes, and in the community. These volunteers are eagerly awaiting the time when they can resume volunteering! Despite the restrictions many of our Community Support Volunteers continued to perform their vital roles for community members logging a total of over 13,000 volunteer hours for the fiscal year. Our volunteer drivers alone performed the bulk of those hours, logging over 11,000 hours driving clients to their medical appointments. Volunteers also continued to deliver the much needed Meals on Wheels, volunteers from the Community Response team provided services including grocery delivery, and of course our volunteer members of our Board of Directors continued to meet (virtually!).

Our volunteers are a mighty group and an essential part of the HHS team and we look forward to having them back in the full swing of things when the pandemic restrictions lift. HHS has over 314 active volunteers – **come join our Volunteer Team and make a difference in your community!**



### Minden Health Care Auxiliary

*Submitted by HHS, on behalf of Co-Presidents Marie Lennard & Anne Stephens*

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Thanks to all our volunteers in 2019-20 and 2020-21. The proceeds from past events were used by the Minden Auxiliary to purchase the following items for Hyland Crest Long-Term Care and the Minden Emergency Department :

- ◆ Blanket Warmers
- ◆ Blixer
- ◆ Disinfectant
- ◆ Elevation tables
- ◆ Stretcher
- ◆ Vein Viewing System
- ◆ Wheelchair steam cleaner

### Haliburton Hospital Auxiliary

*Submitted by HHS, on behalf of President Jacqui Clarkson*

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Thanks to the continued generosity of many and the enthusiasm of our volunteers, with the support of the volunteers the following purchases were made in 2019-20 and 2020-21 for the Haliburton Emergency Department and Acute Care Department include:

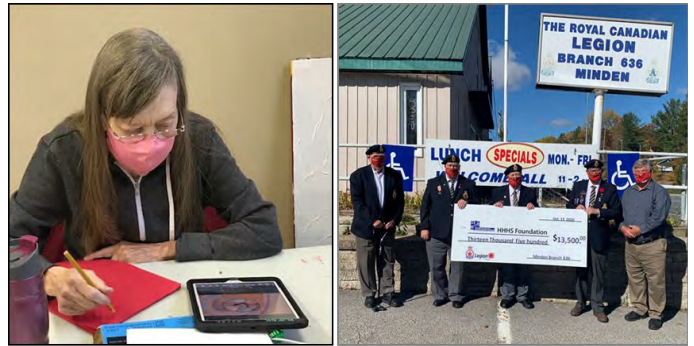
- ◆ Inpatient beds
- ◆ Maxi Move Lift
- ◆ Smart beds
- ◆ Vein Viewing System
- ◆ Vital Signs Equipment

# HHHS Foundation



*A Foundation for the Health of the Highlands*

2020/21 fundraising efforts resulted in **\$464,141** in transfers to HHHS to fund new and upgraded priority capital equipment and



program support across the Health Services spectrum, including:

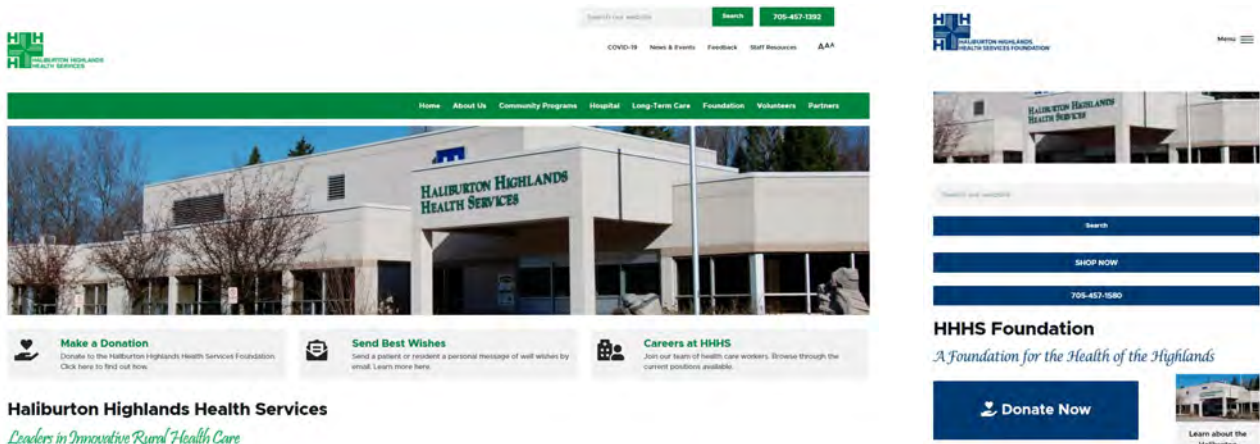
- ◆ Portable Digital X-Ray
- ◆ Emergency Room Stretcher
- ◆ Hospital COVID capacity upgrades, including :
  - ◇ Additional beds;
  - ◇ Ceiling lift;
  - ◇ Hand-washing stations; and
  - ◇ Automatic Medication Dispensing Unit (ADU)
- ◆ Community Program Support :
  - ◇ Seniors' Gift-a-Meal program (Meals on Wheels)
  - ◇ Medically-Required Transportation program
  - ◇ Technology including smart phones and tablets to improve connectivity for Mental Health Programs
- ◆ New iPads for Long Term Care residents for added connectivity with family and friends
- ◆ New accessible website redesign, integrated with a new Community Program Information System

**THANK YOU to a generous community for your support in 2020-21!**

THANKS to SO MANY who have supported our frontline teams throughout the pandemic – with donations of PPE, hand-sewn masks, gifts of relief and respite, and messages of support.

## New Website

As an initiative identified in the HHHS Accessibility Plan, [www.hhhs.ca](http://www.hhhs.ca) was redesigned and relaunched in 2020/21. Goals were to meet/exceed the standards required under the Accessibility for Ontarians with Disabilities Act (AODA), and to deliver a superior user experience with improved functionality and navigation on a responsive site that is optimized for access from any device.



**Haliburton Highlands Health Services**  
*Leaders in Innovative Rural Health Care*

**HHHS Foundation**  
*A Foundation for the Health of the Highlands*

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Learn about the Haliburton