

2023-2024 Annual Report



Optimizing health and wellbeing in Haliburton County.



Dear Community,

Haliburton Highlands Health Services (HHHS) is a unique health hub that has integrated three (3) healthcare sectors to serve you best:

Hospital or Acute Care, Community Support Services, and Long-Term Care.

Our uniqueness enables us to be innovative, inclusive, proactive, and support our community through the everchanging care environment of our rural region.

Coming out of the Pandemic, we knew HHHS had rolled into a staffing crisis—this included Physicians, Nurses, and other vital Frontline Care Providers. To be successful, we needed to address both the future and current needs of our community.

Looking at healthcare through a community-driven lens has helped us tackle challenges in an out-of-the-box way. Whether it is through our incredible partnerships Kawartha North Family Health Team, Paramed, Pharmacies, and SE Health, our community now has local access to an Urgent Care Clinic and a Community Nursing Clinic. Less than one year ago, we received approval from the Ministry of Health for new services: CT scan and mammography. Both life-saving service offerings will not only increase local access to these critical services, but also allow the Haliburton County Paramedic Service team to remain on our roads to treat community members versus driving them to and from CT appointments in surrounding communities.

Last year, our Board of Directors approved a 5-year Strategic Plan with the purpose of optimizing health and wellbeing in Haliburton County. We are guided by our values of compassion, accountability, integrity, and respect as we work to implement the five strategic directions included in our Plan. Each year, every area of our organization sets goals on how their work will move our Plan forward. We are excited to highlight some of the amazing things our teams have accomplished this past fiscal year. To learn more, please visit our website.

As always, our doors are always open. Should you have any questions, concerns, or feedback, we love hearing from you. Please reach out directly or connect with Lauren Ernst our Communications and Employee Experience Lead to have your voice heard. Thank you for an incredible year and we look forward to continuing to partner with you in the future.

Warmly,

Veronica Nelson, President & CEO

Dr. Keith Hay, Chief of Staff

Irene Odell, HHHS Board Chair

Our Organization

Thank you to YOU, our Community, for working with us as we continue to support health and wellbeing in Haliburton County. Last fiscal year marked a new chapter for HHHS—Covid recovery. Like many healthcare organizations, HHHS worked with you to begin building a new normal. 2023/2024 was a foundational year for HHHS, full of changes in technology, re-starting programs and services, approach, and the team. When Veronica Nelson, President & CEO joined the organization, building a strong team was her first priority. Now, we are delighted to report that the Senior Leadership team we have in place is committed and capable to handle any challenge, and build for a solid future together. Welcome to the team, Everyone!



Our People

Happy and healthy staff allow HHHS to offer the best care to our community. Being recognized as a great place to work, visit, and live, requires a strong commitment to our team, ensuring they have the tools, support, and programs they require to do their best work at HHHS. This year, HHHS focussed on recruitment, retention, and recognition—particularly for staff and Physicians. With the relaunch of Corporate Orientation, a formal Recognition Program for Service Awards, and developing an HR Metrics dashboard, we are able to support and celebrate our team in a consistent and equitable way.

Our Volunteers

This year's National Volunteer Week theme was "Every Moment Matters", and our Volunteers live this statement to the core. Whether taking a shift in the gift shop, offering their valuable input on a committee, supporting our Long-Term Care Homes, on the road delivering food, supporting our Community Support Services programs, or on our Board of Directors, your warm smile, compassionate perspective, and valuable insights are appreciated more than words. On behalf of HHHS, thank you for helping us optimize health and wellbeing in Haliburton County. Your compassion, dedication, and ongoing commitment to the Highlands is second to none.



What People are Saying

"I have fallen in love all over again with HHHS thanks to the work you do."

"Here's to all the extras you did to get through the recent outbreak! Your care, kindness, and communication with family are just a few of the things to thank you for! We appreciate EVERYTHING you do!"

"I really appreciate the Thankful Thursday posts on social media. It's so wonderful to see staff getting the recognition they deserve."

"It has been so wonderful seeing more about HHHS in the media this year. Learning about all of the amazing things you are doing makes me so proud and want to get involved. Keep up the great work!"

"I'm really so happy today. The culture here is shifting and I'm just feeling so thankful for it. I love Haliburton County and I love HHHS!"

There's no place like Home

For many, a visit to HHS is temporary. For 30 residents at Highland Wood in Haliburton Ontario and 62 residents at Hyland Crest in Minden, HHS is home. Bed vacancies, managed by the new Ontario Health atHome (formerly HCCSS/LHIN/CCAC), offer residents the ability to join the HHS family, offering incredible meals, care, community, and fun activities. With over 85% of our residents being cognitively impaired, finding ways to support and create comfortable environments is something that is incredibly important to each Long-Term Care employee. To help our residents, we have created an environment to support those with dementia. Through resident and family co-design, the team has begun implementing a resident focused care model calling it "There's no place like home!" Staff are undergoing specialized training to support this model of care. Starting at Hyland Crest, thanks to the generous support of our Minden Health Auxiliary, our maintenance team has painted the walls and door frames vibrant colours. When paint colours shift between rooms and hallways, a senior with cognitive decline can perceive the spatial changes—helping to prevent falls, and offer residents increased independence.



Master Plan

HHS engaged in the Master Planning process, for the first time in our long history. Master Planning is a journey which spans 3 ministries, one for each of our care sectors—hospital, long-term care, and community support services. It is a process where we assess the adequacy and functionality of our facilities, and how the space serves us today and tomorrow. The Master Plan not only addresses projected services, staffing and departmental space requirements, but the condition and use of our buildings and systems. As we know, HHS is facing significant, multi-faceted pressures that have been exacerbated by the pandemic. These pressures include gaps in primary care, access to fundamental acute care services, difficulty sustaining service offerings across two main sites, a growing elderly population, and patients living in areas with higher risks associated with social determinants of health. The opportunity to comprehensively examine HHS' current service delivery model has been a valuable exercise that has reinforced the need for the HHS Board of Directors to identify a vision for the future. Although our planning has just begun, and our path is at least ten years into the future, this journey will deepen our community engagement. HHS thrives on working with you to make the future of health and wellbeing in the Highlands brighter.

Look at us Grow

Community Support Services allow people to safely meet their unique needs, be more independent, and live the way they want to live, for longer. They benefit clients and their caregivers. From Meals on Wheels, Adult Day Program, Medical Transportation, Supportive Housing/Assisted Living, Emergency Response Systems, Hospice and Support Groups, and so much more, Community Support Services truly meets our community members where they are, and offers them support to thrive. Whether in Long-term care, hospice, community programs, volunteer drivers, social recreation, or Diners Club, our Community Support Services team needs YOU! Visit our website at <http://www.hhs.ca/volunteers> for more information on how you can get involved, and help our community. Our Volunteers are the glue that hold our community together. Thank you, Volunteers, for all that you do! Thanks to the support of our Volunteers and incredible staff, we have been able to expand many services and programs.

- Foot care is now in both Minden and Wilberforce
- Supportive Housing is back to pre-pandemic levels serving more clients
- High intensity fitness classes have expanded, including a hybrid model

Caring for You, By the Numbers.

Patient Care

| | |
|---------------------------------|--------|
| Emergency Department Visits | 17,480 |
| Inpatient Discharges/Admissions | 585 |
| Patient Days | 5,116 |
| Occupancy (based on 15 beds) | 93.2% |

Patient Activity

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|-----------------------------------|--------|
| X-Ray Exams | 17,480 |
| Ultrasound Exams | 2,054 |
| Echocardiography Exams | 405 |
| Bone Mineral Densitometry Exams | 492 |
| Laboratory Interventions In-House | 30,311 |
| Laboratory Interventions External | 10,592 |

Community Programs & Services

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|---|--------|
| Transportation Trips | 9,554 |
| Transportation, Clients Services | 462 |
| Meals on Wheels Delivered | 21,400 |
| Hospice Client Visits | 492 |
| Foot Care Clinic Visits | 650 |
| Assisted Living/Supportive Housing /Adult Day Program (hours of care) | 18,235 |
| Mental Health & Addictions Visits | 1,865 |
| GAIN Visits (Geriatric Assessment & Intervention Network) | 2,554 |
| DEN Visits (Diabetes Education Network) | 1,842 |
| Physiotherapy Clinic Visits | 765 |

Volunteer Program

| | |
|--|----------|
| Number of Volunteers | 285 |
| Total number of Volunteer hours logged | >20,000! |





Here for You in the Highlands

In 2023-24 the Foundation worked diligently to provide accurate and timely information to help donors navigate changes and to help the community understand the continued need to support local healthcare. We prioritized communication, transparency, and empathy then, and we continue to do so now.

The 2023 Matt Duchene Charity Golf Classic was a record-breaking success, raising over \$200,000. The August Health Radiothon supported the purchase of new vehicles for Community Support Services that hit the road in the spring of 2024. Volunteers are back in full force and eager to help, and the Haliburton gift shop is open most days thanks to their generous support. We saw great success with the Believe in the Magic of Giving annual campaign bolstered by a generous matching donation from local resident, Wally Ozog.

Most recently, the Foundation began the most ambitious capital campaign since the Haliburton and Minden sites opened in the early 2000s. The *Here for You in the Highlands* fundraising campaign marks the beginning of future planning at HHHS, working to bring Diagnostic Imaging at HHHS to the next level with a new CT Scanner (the first in the Highlands), the latest in mammography, and significantly upgrading existing diagnostic imaging tools in one convenient location for streamlined, accessible healthcare. This is no small feat, and the Foundation is honoured to work with dedicated volunteers who bring extensive expertise and commitment to this important campaign, and we couldn't do this without them. We look forward to continuing to build on the momentum of the *Here for You* campaign in the months and years to come. Thank you sincerely and wholeheartedly to the community of donors and supporters who make it possible for healthcare in the highlands to keep pace with the evolving needs of the community. Together we are optimizing the future of local healthcare. Thank you from the bottom of our hearts!



VALUES

compassion | accountability | integrity | respect

PURPOSE

Optimizing Health and Wellbeing in Haliburton County.

STRATEGIC DIRECTIONS

Provide high-quality, compassionate care designed to exceed expectations

Nurture a supportive culture that allows our team to thrive

Be recognized as a great place to work, visit and live

Foster partnerships to provide more seamless, integrated care

Understand and secure our future resource needs



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