

# CARLETON PLACE & DISTRICT MEMORIAL HOSPITAL

## ANNUAL GENERAL MEETING

30<sup>th</sup> June 2021

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It is a great pleasure to provide my fifth AGM report as the President & CEO of Carleton Place & District Memorial Hospital.

Those who also attended the Almonte General Hospital AGM you will find many similarities in the two reports. These are a reflection of the closeness of the working relationship between the two organizations and the fact that our CPDMH staff and medical staff are of the same high calibre as their AGH counterparts.

COVID-19 has tested all of us – our ingenuity, our skill, our patience our leadership, and, most of all, our resilience. We have all managed challenges on the home front while coming to a workplace full of uncertainty, change, and sometimes fear. Our staff and medical staff have more than risen to the occasion, continuing to provide excellent care for our patients while keeping themselves and each other safe.

Families of our patients have also been tested by the various restrictions on visiting and in particular restrictions on accompanying patients into the Emergency Department and on the numbers of people present at the end of life. Their patience and understanding throughout has been greatly appreciated and has also contributed to keeping everyone safe.

With pride and gratitude, I am pleased that we have not had a COVID outbreak in Carleton Place & District Memorial Hospital.

A silver lining in our COVID cloud has been the opportunity to forge deeper relationships with our partners in Almonte General Hospital, Lanark County Paramedic Service, and Leeds Grenville Lanark Public Health. Thanks to the leadership of Drs. Steve Walker, Dr. Karen Turcotte, Jennifer Lindsay, Heather Graham and Chief Travis Mellema, a fixed COVID assessment and testing centre was established in the former ambulance base at AGH which was staffed by physicians and staff from both AGH, CPDMH and Lanark County Paramedic Service. This space was ideally situated right outside the Emergency Department for quick referral if a patient was seriously ill, and with space to manage traffic which allowed for the creation of highly efficient and very safe drive through testing. Paramedics have also been working with Public Health to provide mobile testing across Lanark County. In the 2020/21 fiscal year, the combined fixed and mobile testing service provided 38,516 COVID tests to residents of Lanark County, Renfrew County the City of Ottawa and beyond, including a number of long term care home residents.

When our Operating Room and ambulatory care clinics re-opened, Patti Morton replaced Jen Lindsay and has very capably led the assessment and testing service as

well as supporting Public Health's vaccination clinics with logistics and staff. We were pleased to move to larger space at the Almonte arena in May and to support a number of pop up vaccination clinics in Carleton Place and Beckwith.

All of these efforts, in particular the tremendous work of our Lanark County Paramedic Team with operational leadership from Superintendent Janice Steele, served to highlight the value of community paramedicine for residents in our communities. Another silver lining in the COVID cloud has been the announcement of funding for community paramedics to support seniors in their homes across Lanark County for the next three years. Historically, community paramedicine has been funded only in the southern portion of Lanark County. Bringing it to the Carleton Place area is a win for the community.

Hospital activity was affected across the board by COVID, with fewer Emergency Department and ambulatory care visits, inpatient stays and diagnostic tests.

Throughout the year, we have been mindful of our role as partners in a larger system of hospitals across the Champlain region. We have welcomed patients from other communities in order to make space in the hospitals we rely on to care for seriously ill members of our community, including COVID patients. We have worked with our surgeons to make sure that any extra capacity in our Operating Room is used to help deal with the backlog which resulted from closures during the most serious periods of the COVID waves.

Before leaving the subject of COVID, I like to recognize our partners at the Eastern Ontario Regional Laboratory Association for all they have done to process an incredible volume of COVID tests, and also Dr. Paula Stewart, our Medical Officer of Health, for her leadership of the COVID management and response. She and her team have worked countless hours to provide us with the best advice and guidance, based on ever-changing direction from various levels of government and other public health agencies.

The Clinical Services Plan, which describes the role that each of CPDMH and AGH will play in serving our shared and growing catchment area, was approved by the two hospital boards in May. The Board Chair did a great job of describing its clinical focus in her remarks. I will just add that the data shows a growing need for General Surgery which can be enhanced in both hospitals.

The Clinical Services Plan identifies an interprofessional model of care as a key enabler for continued excellence. This will be introduced in both organizations. Work will also begin shortly on an information technology study which will focus on ensuring that our shared goal of as much care as close to home as possible is helped, not hindered, by our IT systems.

The Plan will serve as a guiding document for clinical service development, human resource planning and capital equipment planning and will be very helpful as we look to future redevelopment once our new Emergency Department has been completed.

We were very pleased to join the new Lanark Leeds Grenville Ontario Health Team earlier this year. Our OHT partners include a number of local Lanark County organizations, such as Lanark County Mental Health, the ConnectWell and Carebridge, with whom we have long established relationships.

With first year goals focussed on connecting patients to primary care and patients who have mental illness with the right resources, the OHT is in the process of submitting its spending plan to the Ministry of Health for approval.

At the operational level, collaboration between AGH and CPDMH identified countless opportunities to introduce improvements, including 21 new common processes. Thanks to the leadership of our Chiefs of Staff, Jamie Fullerton and Graeme McKillop, the medical leaders are now working more closely together.

The collaboration between the hospital Foundations has continued as well. Another car raffle is underway with the tickets still available for a lovely 2021 Chevy Blazer which will be drawn on July 8<sup>th</sup>. Thanks to the generosity of Keith Bean, owner of Bean Cars, this year's raffle had two cars for two hospitals. Keith has been an outstanding supporter of both hospital organizations and we are very grateful.

We are also grateful to Lanark County Council which once again provided a grant of \$100,000 to the CPDMH Foundation.

I would like to add my thanks to the Foundation Board and staff for everything they do to ensure that the Hospital has modern, up-to-date equipment to care for our patients.

Our Foundation colleagues are working very hard on the Comprehensive Capital Campaign for ongoing medical equipment needs and our new Emergency Department.

With Randy Shaw leading the charge for CPDMH, we have continued to work with the Capital Branch staff at the Ministry of Health to advance the Emergency Department through the five stage planning process. We were pleased to announce approval of our Stage 3.1 submission in February of this year.

I spoke a few moments ago about the commitment of our staff and medical staff. Ordinarily I would include our volunteers in my references to our care team but COVID restrictions have required that they stay at home. To our volunteers – we miss you and look forward to welcoming you back.

To our dedicated staff and medical staff, thank you to all those who have gone above and beyond this year at the bedside, in clinical support roles and behind the scenes.

I would also like to thank the members of our Leadership Team for their work over the past year. Their devotion and commitment to ensuring that our patients are well cared for and that our staff have the tools, equipment, support and mentorship they need - not just to excel at work but to feel safe at work is outstanding. In particular, I'd like to recognize Dawn Shorten on her retirement as Integrated Director of Occupational Health & Safety and Infection Prevention and Control, to welcome Cheryl Bourgeau who has taken over Dawn's role, and to congratulate Angela MacLean who was promoted to Manager of Human Resources this year.

Our Senior Team has really come together this year to address all of the ramifications of leading the hospital through a pandemic while continuing to offer our core patient care services. Thanks to Kimberley Harbord for her outstanding leadership as our Vice President and Chief Financial Officer, her ingenuity at finding PPE when nobody else could, and her persistence in ensuring that our many new Ministry submissions were completed accurately and on time. She has also taken on new responsibilities leading our Diagnostic services this past year.

In addition to his work leading operating departments, Randy Shaw has once again managed numerous Hospital Infrastructure Renewal Fund Projects and has led our Emergency Department planning work. He has also cultivated positive and supportive working relationships with our Capital Branch colleagues.

Jamie Fullerton's leadership of our medical staff over the past year has been both skilled and invaluable. It is hard to imagine how we would have gotten through the past twelve months without him. His energy is the envy of his senior team colleagues – or at least this one – and his vision for the potential of the alliance with AGH is propelling opportunities between the medical staffs forward. He has also established himself as a leader in the Champlain region, most recently contributing to a task force on Schedule 1 mental health care. Despite all of his leadership work, Jamie continues to maintain a laser focus on what is best for patients – both our hospital patients and those he cares for in his medical practice.

Last but by no means least, I am grateful that Jason Hann agreed to join us as our Integrated Vice President Patient & Resident Services and Chief Nursing Executive last October. He brings perspectives from multiple hospitals in Ottawa and the GTA, as well as an appreciation for small communities, and a great local network. Jason very quickly became a valued member of our team whose wisdom and guidance have benefitted the hospital.

We in the Senior Team cannot do what we do without excellent support. In addition to appreciating the skill and commitment our assistants bring to their work every day, we are thankful for their willingness to assume Integrated roles. Thank you to Angie Kelly and Cindy Skebo for everything they have done this year to support the Vice Presidents and Board Committees and for all of the extra things they both do to support our organizations.

Thank you Tina McLelland for everything you do. You keep both Boards, both Chiefs of Staff, both Medical Staffs and me running efficiently, in the right place at the right time – all the while anticipating our next need or request.

Thank you to the members of our community who make up the Board of Directors for your engagement, input and participation over the past year – in particular Terry Cairns, Rob Clayton and Medical Staff President Maria Bastin-Millar, who are stepping down as of this evening. CPDMH and the community are very fortunate that you choose to give your volunteer time to governing our hospital.

Thank you

Mary Wilson Trider  
President & CEO