A Message from our Chair and CEO

Everyone at HGMH is constantly striving toward achieving our goal of providing innovative, accessible, safe, and quality patient-centred primary care to our community. Throughout all of our work, patient care remains at the centre of our decision-making.

We are excited to be celebrating the 50th anniversary of our hospital this year. Many events and activities were held in honour of this milestone.

With minimal funding increases for health care providers throughout the province, we are working with our community partners to integrate services wherever possible to reduce costs, share resources, and make it easier for patients to get the care they need when they need it.

We continue to work with six hospitals in the region to implement a shared electronic medical record, which is being launched in phases and will be fully complete by the end of 2017. This system will enable a health care professional treating a patient at one of the partner hospitals to see that patient's visits to other partner hospitals, allowing patients to receive better and safer care.

Several new physicians have joined our team, including rehabilitation specialist Dr. Nadia Kucherepa, family physician Dr. Melissa Grably, and locum physicians Dr. Kim Lin Ayuen and Dr. Valerie Bernier, all of whom are working with our inpatients, as well as six new physicians in our Emergency Room.

This year, we have received recognition of our work from the Ontario Hospital Association (OHA), which awarded our hospital a provincial bronze Quality Award for Workplace Wellness, and from the Eastern Ontario Health Unit, which selected HGMH to receive a gold award for our Employee Wellness Program. Our hospital has been recognized by the Champlain LHIN for being a leader in the senior friendly "Up at Lunch" and "Move On!" programs. Additionally, we have had a patient safety success story featured in the OHA's online magazine "Healthscape", showcasing how our patient rounding process improves patient safety.

Health Quality Ontario has identified HGMH as a top performer within the Champlain LHIN in four out of seven categories of quality indicators. Our ER patient satisfaction is higher than average within the LHIN, with 94.7% of our emergency department patients saying they would recommend our hospital to others. We have an extensive Infection Prevention and Control Program, resulting in us being highlighted for most improvement in C. difficile prevention, our dedication to patient safety is demonstrated in our medication reconciliation rates, and our commitment to financial sustainability is evident in our high total margin.

In response to feedback from patients and visitors regarding access to wireless internet, HGMH recently completed an upgrade to the wireless system that will provide free wireless internet access to all patients, families, and visitors. The new system will improve quality of life for our patients, allowing them to stay in touch with distant family members. It will also permit the hospital to take the next steps as we continue to build on our use of technology to provide safe and quality care to all patients.

We would like to thank our patients for their loyalty to their community, the nursing staff for their commitment to quality patient care, the support staff who are valued team members, the physicians for their support and participation, and the Auxiliary for their ongoing dedication. We would also like to thank the management team who demonstrate our hospital values in their work every day. Lastly, we would like to thank the Board of Directors for the many hours they have spent in deliberating very difficult decisions in the best interest of the hospital. All these groups combine to make a dynamic and valuable team that is truly committed to serving our patients and community and making our hospital "a jewel on Mill Pond".

Yours truly,

Jacqueline Fraser
Board Chair

Linda Morrow
Chief Executive Officer
Our Mission
We provide innovative, accessible, safe, and quality patient-centred primary health care services in both official languages.

Our Vision
Hôpital Glengarry Memorial Hospital is a recognized leader in the delivery, promotion, and integration of health care services.

Our Values
HGMH provides a safe, professional workplace built on five key values:

| Integrity | Respect | Quality & Safety | Compassion | Working Together |

Management Team

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<tr>
<th>Joann Beckstead</th>
<th>Infection Prevention and Control, Ethics, and Occupational Health Practitioner</th>
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<tr>
<td>Heather Buchan</td>
<td>Manager of Administrative Operational Services</td>
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<td>Chantal Carriere</td>
<td>Charge Medical Laboratory Technologist</td>
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<td>Lori Crawford</td>
<td>ER, SPD, and Ambulatory Care Supervisor</td>
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<td>Sylvain Grenier</td>
<td>Eastern Ontario Regional Laboratory Association (EORLA) Site Manager</td>
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<td>Roch Leblanc</td>
<td>Materials Management Manager</td>
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<td>Amanda Macdonell</td>
<td>Health Information and Decision Support Supervisor</td>
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<td>Danielle MacLeod</td>
<td>Manager of Health Promotion and Rehabilitation Pool</td>
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<td>Chantal Mageau-Pinard</td>
<td>Manager of Physiotherapy and Rehabilitation Services</td>
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<td>Louise Quenneville</td>
<td>Emergency Preparedness Coordinator and Project Manager</td>
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<td>Lina Simone</td>
<td>Inpatient Supervisor</td>
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<td>Stephen Stewart</td>
<td>House Services Manager</td>
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<td>Brian Todd</td>
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<td>Robert Van Drunen</td>
<td>Network Manager</td>
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Shelley Coleman, VP Clinical Services and Chief Nursing Officer
Linda Ramsay, VP Support Services and Chief Financial Officer

Board of Directors

Jacqueline Fraser, Chair
Bruce Starkauskas, Vice-Chair
Roger Sauvé, Treasurer
Bill Shields, Past Chair
Richard Burton
Natalie Kinloch
Matthew MacLean
Morris McCormick
Sheila Paterson
Jim Picken
Frank Wetering
Gordon White

Ex-Officio Members:
Dr. Robert Adams, Chief of Staff
Linda Morrow, Chief Executive Officer
**Cardiac Monitoring Fundraising Campaign**

In July 2014, HGMH launched its Cardiac Monitoring System Fundraising Campaign with a goal to raise $250,000 to purchase this life-saving equipment. The mascot for this campaign is the Healthy Hearts Bear, which has been featured at all fundraising events.

Our region has a greater incidence of heart disease than the rest of Ontario. More than 900 patients needing heart monitoring were seen in the HGMH Emergency Room in the last three years. This technology permits health care professionals to continuously monitor a patient’s heart activity. The new cardiac monitoring system will ensure our hospital is best equipped to serve the needs of our community.

In partnership with the Friends of the Glengarry Trails Association, HGMH hosted a kilted trail run in October 2014. Nearly 100 participants traversed a trail system featuring a boardwalk, mature hardwood forest, cedar forest, and a unique marsh ecosystem. Funds raised at the event were matched by Scotiabank.

Over sixty guests dined at the homes of nine mystery hosts located in communities like Dunvegan, Apple Hill, Maxville, and Alexandria, in a culinary adventure called "Guess Who’s Coming to Dinner". This unique fundraising event paired guests with hosts, none of whom knew who they would be dining with or where until the day of the event. It proved a great success with tickets selling out. The resulting small group gatherings created opportunities for friends to dine with friends and for new friendships to take root.

Other events planned in support of this fundraising campaign include the "Not A Boat, Keep Afloat Race" (NABKAR) on June 13, 2015 and a golf tournament in partnership with Community Living Glengarry on June 19, 2015.

Our community has rallied around the hospital in support of this fundraising campaign, with additional donations coming from groups such as Shopper's Drug Mart, Commonwell Mutual Insurance Group, the Maxville Lion's Club, the Alexandria Chamber of Commerce, the Glengarry Highland Games, and more. The campaign has so far raised $90,000 of its $250,000 goal. The target will be reached by the end of December 2015 so the equipment can be purchased and installed.

**French Language Services**

Our corporate mission sets out a clear direction of providing innovative, accessible, safe, and quality patient-centered primary health care services in both official languages. It is important for the Hospital to provide our French-speaking population with access in French to the full range of quality care and services being offered. This includes access to French-speaking health care professionals as well as providing all educational materials in both official languages.

Hôpital Glengarry Memorial Hospital obtained a full designation under the French Language Services Act (FLSA) in December 2002. As part of its Accountability Agreement with the Champlain LHIN of 2014, the Hospital undertook a full review of its designation plan to ensure its compliance under the FLSA.
Our Past...

Hôpital Glengarry Memorial Hospital joyfully celebrates 50 years of history this year as we took a look back on our humble beginnings in 1965.

In June 1960, Mayor George Simon called a public meeting to discuss the possibility of a hospital in Alexandria. Interest in this subject was overwhelming, with some 250 residents in attendance, overflowing the meeting room and forcing the meeting to be relocated to the much larger Alexander Hall. Later that year, the Mayor established a steering committee to discuss building plans for the hospital. A mere four years later, on April 29, 1964, the first sod was turned. Construction began soon after, and on May 12, 1965, over 1,000 people were in attendance for the grand opening of HGMH. The hospital, with thirty-three active care beds and seven maternity beds, opened at a total cost of $800,000 - equal to approximately $6 million today.

Demand for hospital services continued to grow, and an expansion was built in 1975 to add 15 long-term care beds, two ICU beds, two radiology rooms, a new physiotherapy unit, and enlarging the emergency, laboratory, and x-ray departments. In the 1980s, major surgery and maternity services were relocated to larger facilities, and HGMH's focus became medical, emergency, and outpatient services. Physician shortages and funding cutbacks in the 1990s posed serious risks to small rural hospitals, and some "right-sizing" was necessary at HGMH to ensure the hospital's ongoing viability.

The main focus in the 2000s was promoting healthy lifestyles, prevention, and community care. In April 2001, the therapeutic pool and HGMH Courtyard were opened. After four years of planning, the Emergency and Ambulatory Care extension was completed in 2006, which accommodated a 100% increase in the number of visits to our Emergency Department.

Ultrasound services were opened in 2008; in 2009 bone densitometry was launched. Following a full-scale renovation, the Day Surgery and Ambulatory Care Unit was opened in 2009. Cardiac stress testing and cardiac ultrasound were added to the list of services offered at HGMH in 2010.

Also in 2010, the Post-Acute Stroke Rehabilitation Program was opened, including a therapeutic outdoor garden, which was launched in 2011. The garden has become a pilot project in Project SOIL (Shared Opportunities on Institutional Land), a study being done by Sir Wilfrid Laurier University. The garden provides fresh, locally grown food for use in patient meals, supporting the Hospital's work in the Champlain LHIN's Healthy Food Strategy. In addition, the garden offers patients with an opportunity to improve their mobility and balance by working in the garden under the assistance and supervision of the rehabilitation team.

The Pulmonary Function Test Laboratory was added in 2012, and the Rehabilitation Program was expanded in 2014 with the addition of Geriatric Rehabilitation.

Today, HGMH is a 37 bed primary care hospital located in Alexandria, Ontario serving 50,000 residents every year. The focus of the inpatient units is to care for acute, rehabilitation, and continuing care patients. We are also proud of our 24-hour emergency department which serves approximately 25,000 patients annually.
HGMH continues to progress toward achieving the Strategic Directions our Board set forth for 2013-2016.

1. Strengthen and affirm our health service delivery
All core programs have been successfully maintained this year, and work is ongoing to ensure the sustainability of these services. We are working to improve awareness and use of our therapeutic pool by advising patients who are being discharged from the hospital of the pool's programs that can support their recovery and health. We have strengthened our cardio-prevention programming by offering a HeartWise cardiac program in the pool, partnering with the Dome for a walking program and with Centre de santé communautaire de l'Estrie for nutritional counselling. Patients are able to access more distant specialists without having to leave our community through the Ontario Telemedicine Network services, as the services available at our hospital by OTN continues to grow.

2. Improve the patient experience through quality and patient safety
HGMH has implemented several programs focused on improving quality and patient safety. Our Falls Prevention Program and Delirium Screening Prevention Program support a senior-friendly environment and ultimately lead to our patients receiving better care. The regional Home First program ensures patients are discharged home appropriately with the services they need. Our Hospital has also been recognized as a leader with our Move On! and Up At Lunch programs, which support increased mobility of rehabilitation patients, resulting in better patient outcomes.

3. Strengthen our team with a comprehensive human resource strategy
We have been pleased to welcome two new family physicians, two new locum physicians, and six new emergency physicians to the HGMH team this year. We continue to host placements for students in many fields of study, including nursing, diagnostic imaging, nutrition, and physiotherapy. Additionally, under Health Force Ontario's New Graduate Guarantee (NGG) initiative, our Hospital has hired four newly graduated nurses this year who have had the opportunity to be mentored by more experienced nurses as they gain experience and confidence in their new skills.

4. Optimize our resources to sustain our clinical programs
HGMH continues to take on new challenges aimed at increasing revenues or decreasing expenses to ensure the sustainability of our programs and services. We have been successful in receiving funding for additional episodes of care for outpatient physiotherapy services. Through this and other initiatives, HGMH remains in a balanced financial position despite these times of continued economic stress.

5. Be a leader in championing integration in our local community and regionally sharing services and expertise
Our hospital continues to be active in regional integration of services, with work on many projects including Health Links, the Carrefour Glengarry Hub, and sharing of services with community partners such as Community Living Glengarry. We are also in the process of integrating discharge summaries and diagnostic results from the hospital into family physician practices, which will allow family physicians to have faster access to laboratory results and discharge information related to their patients. HGMH has improved its community engagement with news releases sent out to partners and the community through our website and local newspapers. Our Board Advisory Committee provides us with an additional method of engaging the public for consultation purposes.
Our Future...

The future is bright for our hospital and our patients. HGMH strives to be a leader in providing quality primary care using all available technology. We work with our community and regional partners to integrate services by sharing services, reducing costs, and improving the coordination of care to our patients. To achieve these goals, we have several projects underway that will benefit our patients and our community into the future.

We continue to work on the implementation of our shared electronic medical record and anticipate it being complete by the end of 2017. This project is a partnership of six hospitals throughout the region. It incorporates the latest technologies to provide secure access to patient information for health care providers. When this project is fully implemented, patients will receive better and safer care, as the staff treating them will be able to access the patient's history at all of the partner hospitals. This integration project shares information, reduces overall costs, and ultimately improves the quality care we provide to our patients.

Five percent of patients account for two-thirds of health care costs. These are most often patients with multiple, complex conditions. Health Links involves many health providers, including primary, home, community care, specialists, and hospitals, in coordinating care plans for these individuals. Compared with the rest of the Champlain LHIN, our region is generally older, with higher rates of heart disease, lung cancer, dementia and Alzheimer Disease, respiratory disease, and diabetes. These patients have high needs and see many physicians and specialists.

Through Health Links, providers will design a care plan for each patient and work together with patients and their families to ensure they receive the care they need. For patients, this means they will:

- Have an individualized, coordinated plan;
- Have care providers who ensure the plan is being followed;
- Have support to ensure they are taking the right medications; and
- Have a care provider they can call who knows them, is familiar with their situation, and can help.

One of the major challenges facing patients in our region is a need for family physicians. A renovation of the hospital is currently in the process of being reviewed and approved by the Ministry of Health and Long Term Care that would add two family physician offices to the hospital. This renovation will improve local access to primary care physicians, coordinate patient care, and reduce unnecessary visits to the Emergency Room. It is hoped that this project will receive final approval within the next year so that construction can begin.

HGMH has taken the lead on another significant project - the Carrefour Glengarry Hub. By building on existing partnerships, HGMH and regional service providers will share services and expertise, reduce duplication of services, and improve cost efficiency. This project will integrate health and social services in the region into a single site on the hospital property, potentially including emergency services such as fire and ambulance, health services such as the Community Care Access Centre, a nursing home, and more.

The feasibility study completed in 2014 indicated a positive outcome and divided the project into three main phases. An implementation plan for the first phase, a Cloud-based virtual hub, was completed this year. This phase involves sharing of Information Technology infrastructure between partners, including email and telephone services. The next steps are to secure funding to move forward with the Virtual Hub phase of this project.
The HGMH Board of Directors undertook several activities in order to celebrate the Hospital's 50th anniversary.

Commemorative Book
Led by editor and Board Treasurer Roger Sauvé and with the financial support of Desjardins - Caisse populaire de la Vallée (Alexandria, Ontario), HGMH has produced a book to commemorate the Hospital's first 50 years of existence. The book is entitled "Visions, Voices and Views: Celebrating 50 years at HGMH". The archives of HGMH and the Glengarry News were reviewed and compiled to tell the story of the Hospital's conception, construction, and subsequent expansions. Graphic design and layout was done by J.R.L. Wiseman, French translations were done by Jacqueline Fraser, Therese Whelan, and Linda Ramsay, while Lorna Foreman, Jen Mattice, and members of the 50th Anniversary Committee provided editorial assistance.

The cover of the book is a defining feature: it showcases an original painting created by Michael E. Cartwright in appreciation for the great care he received as a patient in the Hospital's Post-Acute Stroke Program. The painting, entitled "A Jewel on Mill Pond", was donated to the Hospital by the artist at the 50th anniversary celebrations.

Open House
Tours of the Hospital were held on May 12, 2015. Visitors were taken to a variety of departments within the building highlighting the variety of services that are available at the Hospital, including endoscopy and gastroscopy, pulmonary function test laboratory, bone mineral densitometry, laboratory, rehabilitation, and the pool.

Community Partner Wine and Cheese
HGMH would not be where it is today without the support of our community partners. In celebration of the service providers, businesses, and groups that work so well to support our Hospital and provide excellent care to our region's patients, we held a wine and cheese event for all of our community partners.

Staff Celebration
Current and former staff of HGMH were reunited at a Rock 'n' Roll themed party. They danced the night away to live music under the tent that was set up onsite to house all of the anniversary celebrations. Over 160 people were in attendance.

Banquet Dinner
Nearly 150 people attended the banquet dinner that concluded the Hospital's 50th anniversary celebrations, including several special guests: Champlain LHIN Board Chair Jean-Pierre Boisclair and Vice-Chair Jocelyne Beauchamp, MP Pierre Lemieux, MP Guy Lauzon, MPP Grant Crack, and MPP Jim McDonell. Those attending enjoyed a sumptuous meal and live entertainment by the choir group Simply Singing and the Campbell family ensemble, a string duet with piano accompaniment.