

2019/2020

Report to the community



Do you want to keep fighting? “Yes”

Meet Paul Ralph — he spent 192 days at Queensway Carleton Hospital (QCH), mostly in our Intensive Care Unit (ICU), fighting to recover his health and return home to his wife, Ria.

It's November 11, 2019: Paul had spent the day working in the bush by his cottage with his kids, stopping to get fries on the way home — a normal day. That evening, Paul was rushed to the hospital for intense stomach pains.

Paul was diagnosed with acute pancreatitis.

After a week on our medicine unit he was sent to ICU, where the doctors explained to his family just how sick he was. “The sensitivity and empathy of the doctors, nurses, and support staff throughout Paul’s illness was remarkable,” Ria says. She spent every single day with Paul in the ICU, with their children often staying during the evenings. “When his team did their rounds, we were always invited to join the discussion about his treatment.”

In late January, after three months in the ICU, Paul’s condition became more critical. Dr. Askshai Iyengar sat down with Ria and Paul to discuss the severity of his condition with them. Although Paul couldn’t speak, he could write. It was a moment Ria will never forget. “I asked him “do you want to keep fighting?” and Paul wrote ‘yes’.



Ria and Paul Ralph, Ralph with his grandchildren

The doctors and the excellent ICU staff were behind him all the way.” Ria says. “The cooperation, positive atmosphere, and feeling of family made a huge difference to his recovery.”

Paul was moved to our surgical unit (D4) in March, right as the visitor restrictions changed due to COVID-19. “Paul would call me 3 times a day, every day. I never had to worry about his care — I knew he was in good hands,” Ria says. Paul stressed how excellent the care on D4 was, and how supportive they were when he started to eat, walk and speak again on many of these calls, always having a positive comment about the skilled care of the staff.

On May 20 — 192 days after he was first admitted — Paul went home.

As Paul and Ria left the hospital, he noticed something peculiar: a big bunch of people lined up outside the main entrance, two metres apart. Every single one of his kids and grandkids showed up to cheer and clap as he walked out of the hospital for the first time in months. “I didn’t have my glasses on.” Paul admitted, laughing. “It was all my family; it was really something. A very big moment, very touching.”

At the end of the interview, Paul and Ria wanted to say how grateful they were for the excellent care and positive experience at QCH.

“Paul would call me 3 times a day, every day. I never had to worry about his care — I knew he was in good hands. ”

– Ria Ralph



Paul Ralph in Intensive Care Unit, A great milestone - finally up to walk!

I'm going to live!

Jim Sproule remembers the moment he realized it was going to be okay. He had been intubated for the second time and when the tube came out, he couldn't speak. So, he asked his wife for a pen and paper and wrote the words "I'm going to live". But his journey was far from over.

In August 2019, Jim was admitted to the Intensive Care Unit (ICU) at Queensway Carleton Hospital (QCH), diagnosed with necrotizing pancreatitis. Instead of getting better, Jim got worse. "That is until Dr. Askshai lyengar and his team brought me back from the brink," says Jim. "They fought and fought and fought to keep this thing from claiming me. It was nothing short of valiant on their part." Jim spent 35 days in the ICU.

His journey continued with a short stay on QCH's Medical Unit, followed by a longer stay on the Surgery Unit where Dr. Jean Michel Aubin took over. Jim had two surgeries and many interventions to support his healing.

"I can't find a superlative to describe how great Dr. Aubin is," explains Jim. "He is an absolute titan in his field and will always be one of the enduring heroes in my story." For more than four months, the QCH team worked hard to make sure Jim got better, vowing not to send him home until his safety was ensured.

QCH has built its reputation as one of the region's leading acute care hospitals by seeing the person in each patient. Jim says he absolutely agrees. "For the nurses, their job isn't an occupation, it's a calling. They are very invested in each patient's recovery."

Almost six months to the day that he was admitted to QCH, Jim finally went home. The final part of his journey continues. "The transition was difficult but it's great to be home," he says, stressing that his wife Carol Anne is the reason he made it through it all. "I couldn't have emerged intact as a person without her being by my side."

In a recent Facebook post, Jim praised the QCH team for their incredible care. "There are some real superstars at QCH, and I am grateful to all of them. Their care and compassion was magnificent and I can't thank them enough."



"They fought and fought and fought to keep this thing from claiming me. It was nothing short of valiant on their part."

- Jim Sproule

Reinventing care for COVID-19: how QCH came together

When COVID-19 came to Ottawa, Queensway Carleton Hospital (QCH) responded quickly — transforming the way work is done across every aspect of the hospital, while working through the medical mysteries of the deadly virus.

The first transformation was on our Acute Care of the Elderly (ACE Unit) — a specialized unit that normally provides acute care for elderly patients to help them return home. In March, we designated the unit for the care of patients with COVID-19 because its spacious layout and private rooms were especially good for this type of patient care. The staff on the ACE unit completely changed how they work, and how they provide care.

Our Intensive Care Unit (ICU) quickly took on COVID patients who needed their specialized kind of care, providing patients with ventilators — among other necessary care — to help them fight the virus. The QCH ICU was hit early. When the virus first arrived in Ottawa, our ICU held more COVID-positive patients than any other ICU in the entire region, from Cornwall to Scarborough. The ICU team conquered their initial fear and worked together to treat and care for these new patients with courage and resilience.

The QCH ICU quickly filled up and the hospital opened a second ICU in our surgical recovery area — one designated for non-COVID patients. The team rose to the challenge and did everything they could to be able to provide care to ICU patients, including re-learning skills specific to intensive care and reconfiguring their entire unit.



Members of QCH staff supported Carlingview Long Term Care home

Important changes were occurring outside the hospital walls at the same time.

QCH converted the former D. A. Moodie Intermediate School in Bells Corners into a West COVID-19 Care Clinic. Alongside physicians from the community, the team provides assessment, testing and treatment to the people with respiratory and flu-like symptoms. Since its opening day, the Clinic has seen over 10,000 patients — a steadily increasing number as the province continues to release new COVID testing requirements.

Within a two-week period, the Fairfield Inn and Suites in Kanata was converted to a fully functional extension of QCH — and a temporary home for low-acuity, low-risk patients. This offsite unit is a fully functional inpatient unit, where QCH staff provide the same level of care they would onsite. This helped to free up patient beds in the hospital itself. QCH is very grateful to the Fairfield Inn for its incredible response and partnership.

While visiting hours were suspended to ensure the safety of our patients, it was still important that patients were able to stay in contact with loved ones. Thus, virtual visits were coordinated at QCH — connecting patients and their loved ones through donated mobile devices and specialized software.

Staff nimbly moved to wherever they were needed most — every member of the hospital contributed proudly as part of one team.



Diagnostic Imaging and clinical staff at the West COVID-19 Care Clinic

In April, QCH was called on to help support residents and staff of Carlingview manor, a long-term care home, as part of a coordinated regional response. QCH provided expertise on best practices in infection control and helped address staffing shortages — filling a total of 661 shifts over a five-week period. Nurses, physicians, personal care aides, Allied Health professionals, clerks and other support staff kindly raised their hand to volunteer for shifts in the unfamiliar environment.

Many other changes occurred throughout the hospital, such as:

- Created separate zones within the Emergency Department for patients with possible COVID symptoms, and those without
- Started a Protected Intubation Team which provides 24/7 intubation support for COVID positive or suspected patients, and other heightened risk intubations
- Initiated virtual appointments, such as in Mental Health, Physiotherapy and at the West COVID Care Clinic

Many staff across the hospital were deployed into completely new roles: surgical nurses who became ICU and Emergency nurses, financial staff who became screeners, diagnostic technicians who became cleaners, clerks who fed patients, support staff who assembled masks. Staff nimbly moved to wherever they were needed most — every member of the hospital contributed proudly as part of one team.

The story of COVID-19 is far from over. We optimistically look forward to telling the full story of how we tackled this virus together as a community in our annual report next year.



Fairfield's first patient, Staff behind protective barriers



“ Every time we reach a new milestone of amazing achievements, we raise the bar and do it all over again. I’ve never been more proud of the QCH team!

— BRIAN SMITH

Clinical Director and lead of the West COVID Care Clinic

I've won. I'm home.

Meet Ralph Field, a patient who had been admitted to our Intensive Care Unit (ICU) after testing positive for COVID-19. His condition was serious, and he was on a ventilator and intubated for 16 days while in the ICU. Mr. Field was our first patient on a ventilator who recovered sufficiently to move to our ACE unit and then return home, an inspiring feat.

The ICU team was thrilled by his progress, and Mr. Field was blown away by the care he received while in hospital. "Truly, every person who works at the hospital has angel wings on their backs. I am so happy these women and men were on my team."

Even though Ralph was not able to receive comfort from his family — like holding hands with his wife — he never felt alone. The staff made sure he was taken care of and was able to reach out to them whenever he desired.

After three weeks in our hospital, Ralph was officially discharged to go home, and catch up on the things he missed — cuddling with his wife and playing a round of golf when he can.

His final thoughts: "Because of the staff, I won. I'm home."



Ralph Field with his healthcare dream team



“ We see the tangible impact of our donations right away. In doing so, we are shaping healthcare for our hospital and our community. That’s powerful.

– CLARE BECKETON

Founding member of Women In Philanthropy

Hear Me Roar!

"This is my hospital. I feel connected and I want to support the great care being provided."

Clare Beckton doesn't believe in giving back. She is all about giving forward. And she's been doing it all her life. Clare says it is the impact that matters: "It's a very positive feeling when one can influence change, shape a conversation, or provide leadership that makes a difference."

From a young age, Clare saw the value of this approach. "Growing up in Saskatchewan, we were as poor as church mice," she says. "But my father was the first one to pitch in and help out a neighbour. He would never take money. In fact, he'd probably invite them home for dinner."

That giving spirit has shaped her career and her volunteer work. From senior government positions to mentoring women around the world, Clare has focused on pushing for change and lifting women up. She has been recognized for her efforts, including being named as one of Canada's top 100 women by the Women's Executive Network — three different times.

Her philanthropic pursuits are no different. As a proud supporter of Queensway Carleton Hospital (QCH) and a generous QCH Foundation donor, Clare's contributions are many. "This is my hospital," she says. "I feel connected and I want to support the great care being provided."

Clare has served on the hospital board, including two years as Chair, and is a founding member of Women in Philanthropy. It brings together like-minded women from across Ottawa who want to help transform healthcare. They pool their donations and then choose from short-listed QCH projects that address urgent healthcare challenges. "These women have a say in where their dollars are directed," she explains. "We see the tangible impact right away. In doing so, we are shaping healthcare for our hospital and our community. That's powerful."

It seems fitting that Clare's power song is 'Hear Me Roar'. Her inspiring spirit and generous attitude are infectious — and she plans to keep moving things forward.

To learn more and become a member of QCH Foundation's Women In Philanthropy program, please visit:
qchfoundation.ca/women.

A new leader for our foundation

In January 2020, Queensway Carleton Hospital Foundation (QCHF) welcomed Shannon Gorman as their new President and Chief Executive Officer (CEO).

"We are thrilled to have Shannon Gorman on board as our new Foundation CEO," says Karen Sparks, Chair of the Foundation's Board of Directors. "The Foundation and Hospital will benefit hugely from Shannon's depth of experience in the corporate and non-profit arenas, and her passion for the charitable sector."

Shannon Gorman joined the Foundation following an 11 year tenure as the National Director of Community Affairs for TELUS. Shannon was instrumental in advancing TELUS' legacy of giving programs. More recently, as Executive Director of the TELUS Friendly Future Foundation, Shannon achieved unprecedented success ensuring vital support was available to countless grassroots charities across Canada. Prior to joining TELUS, Shannon was a senior executive with the Ottawa Regional Cancer Foundation for over 13 years, where she raised more than \$30 million to increase cancer survivorship in Ottawa.



"This is my dream job, to be working back in healthcare fundraising at Queensway Carleton Hospital (QCH), my hospital," says Shannon Gorman.

"It has been an incredible and unique time to re-join healthcare fundraising and I am so proud to be working alongside the amazing team of healthcare professionals at QCH. Their dedication, compassion and innovation is truly inspiring, as is the support we have received from our wonderful donors. I am honoured to be part of such an incredible team, and such a giving and caring west-end community."

Shannon looks forward to meeting more donors, volunteers, and partners in the coming months, and continuing to build fundraising initiatives that will help ensure the best possible future for QCH and its patients.

Leading with heart

Dr. Andrew Falconer joined Queensway Carleton Hospital as President and CEO in 2019, after 30 years as a proud member of the QCH family. He started as a physician in our Emergency Department in 1987 and served as Chief of Staff for more than a decade.

Dr. Falconer completed his Masters in Healthcare Administration with a goal to use his deep healthcare experience to drive system-wide improvements. That led him to accept a role as President of St. Mary's Hospital in Kitchener.

"I've always been proud to be part of the QCH Family — it's good to be back," says Dr. Andrew Falconer.

While at St. Mary's, he was very active in connecting with healthcare, government and community partners across Waterloo-Wellington to discuss how to best work together. He played a key role in advancing urgent cardiac priority projects through the government approval process, and in moving forward on the hospital's strategic priorities.

The sudden loss of QCH's long-time, beloved CEO, Tom Schonberg, brought Dr. Falconer back home to QCH.



Of course, there was nothing that could prepare us for what came at the beginning of 2020 with the onslaught of COVID-19. Drawing on his extensive experience as an Emergency Department physician, Dr. Falconer proved his mettle and led his extraordinary team to prepare for one of its most challenging battles.

Dr. Falconer regularly walks the halls and connects with the QCH family. It is clear to see that he leads with the same passion that drives every member of the QCH team — a commitment to caring for our community and each other.

The spirit of innovation

Last year, physicians and staff at Queensway Carleton Hospital made over 730 improvements to the care we provide. This is part of the hospital's continuous performance improvement system (CPI), which uses LEAN Management philosophy, structures and tools.

Here are some examples — big and small — of improvements made over the last year.

Personal, Integrated Care

QCH created an Integrated Care function to personally liaise with orthopedic surgery patients. Malissa Girdzius helps them navigate upcoming appointments and answers questions about surgery and recovery. If needed, she will also facilitate communication between patients, families and members of the healthcare team. Personal follow-up calls at home reassure her patients and helps them stay on track so that they can recover fully and as quickly as possible.

"I consider myself fortunate to have had Malissa G as one of the main people to guide me, not once, but several times. She obviously cares about her work and, especially, the clients she helps."

– Jim Slepica

Reducing wait times for MRIs

A centralized intake process now helps connect outpatient referrals to 10 MRI locations across the region, improving the use of resources and optimizing scanning times. This provides easier and more equitable access to MRI services by reducing the variability in wait times between sites. Patients and their Physician can now choose a centre with the shortest wait or one closest to home.



Magnetic Resonance Imaging (MRI) services

Two major renovations have big impact

Last year two in-patient units were completely renovated head-to-toe, adding more private and semi-private rooms, accessible bathrooms, computer stations, brighter hallways and patient lounges. Our D4 surgical unit and C4 medicine unit were both located in our oldest building, a 40 year-old building much in need of upgrading. We couldn't magically expand the hallways, but it's still a remarkable transformation that has improved the patient experience.

Diversity at QCH

Diversity extends beyond race and ethnicity — spanning language, gender, religion, sexual orientation, abilities and economic status. It helps us be a stronger organization and provide better care. QCH actively seeks to enrich its culture, and added several initiatives this year, including job fairs for new Canadians, indigenous training for staff, and representation from Muslim and Jewish communities in our spiritual care service. Our Ethics Committee included diversity discussions as part of its agenda, and we implemented cultural sensitivity training for new hires. We still have work to do, of course, and have recently surveyed staff on what improvements we should focus on next.



The QCH Family is diverse and dedicated



Part of our Intensive Care Unit (ICU) Surge team

Reducing readmissions, increasing patient satisfaction

Discharge can be stressful for many patients suffering from Chronic Obstructive Pulmonary Disease (COPD) and Chronic Heart Failure. Clear education on discharge is key to prevent flare-ups and readmissions. QCH has dedicated a pharmacist who provides patient-specific medication discharge teaching — reviewing changes to home medicine regimens, resolving medication discrepancies that may lead to confusion at home, and making a follow-up call after the patient has been discharged. This program contributed to a 50% reduction in COPD 30-day readmissions and overall patient satisfaction scores greater than 90%.

Thwarting the rise of the super bug

QCH's Cameron Forbes is one of 850 people in the world who have received their Board of Pharmacy Specialty in Infectious Diseases, and 1 of only 10 people from Canada. Cameron's designation has allowed for a unique Antimicrobial Stewardship Program (ASP) at QCH. Antimicrobial stewardship is an important discipline to prevent the rise of "super-bugs". Essentially, it advises on the safe, judicious and cost-effective use of antibiotics. This is important because the over-use of antibiotics leads to bacteria growing a "resistance" to medicine, which puts people's lives at risk. It is also important to patients because if they are given the best antibiotic early in their care it improves the quality of their care and helps them recover and get home faster.



Quality care for every patient

Fostering a safety culture

A new incident reporting tool launched in May, making it easier for frontline staff to report any safety incidents and for the hospital to investigate and implement appropriate interventions. The system helps improve patient safety and gives our staff the ability to influence change. The data can be analyzed and used to guide proactive improvements.

Saving lives one sniff at a time

QCH took an extra step in its battle against infectious diseases — bringing in Angus, the C. Difficile sniffing dog. Angus is an internationally awarded, specially trained dog. C. Difficile can pose a serious threat to sick or elderly patients, so Angus was brought in as an extra (cute) measure to keep our patients safe, showing staff all the different nooks and crannies the bacteria can hide.

Canine comfort

Our Emergency Department hired their first therapy dog in November as part of a new patient therapy program. This program was the first in the province, modeled off a similar one in Saskatoon. The therapy dog, Harley Quinn, visits patients once a week, offering them comfort. The program has since been suspended due to COVID-19 but we hope to resume the program soon.



Angus the C. Difficile sniffer dog (top), and Harley Quinn, therapy dog visits the Emergency Department

Towards the future of clinical care

In 2019, Queensway Carleton Hospital took major steps forward to harness the power of technology for clinical care. As part of a multi-year project, we are building a single “integrated” electronic health record that will increase the safety and quality of care — and improve the patient experience.

Supporting Emergency Care

The QCH Emergency Department is one of the busiest in the region. With hundreds of patients seen each day, it’s often the face of care to the community.

This year, QCH moved from paper to electronic in its Emergency Department so that key patient information can be shared with all supporting healthcare providers across the hospital, instantly. When seconds count, electronic charting can save lives.

This system also puts information into the hands of family physicians more quickly, improving the seamlessness of care for patients in the community.

Frontline storytelling and alerts

This year we also deployed new software that makes electronic documentation simpler and better for nursing and allied health — members who play an important role in piecing together the patient story. It features a surveillance system which alerts the clinical team if a patient’s condition is deteriorating — making it easier to keep patients safe.

Bringing the team together

Several of our older physicians joked that patient charting hadn’t changed since they were in medical school, back in the stone age, despite the pace of change across the rest of the healthcare spectrum. Last year QCH deployed an electronic tool for physician documentation, replacing some paper records. This switch improves the safety and quality by increasing the accuracy, readability and completeness of the patient story.



Pediatric nurses using our mobile Workplace on Wheels (WOWs)

Patient Portal

In mid-June 2020, QCH deployed its Patient Portal — a free online tool that gives patients the ability to view scheduled appointments and access their medical information anywhere, any time. It also includes the ability to do Virtual Visits — appointments and consultations with doctors that patients attend by computer, tablet or smartphone. This enables patients to maintain physical distance while continuing to receive quality care.

What's next

The future of healthcare at QCH is closer than ever. As we move forward with the electronic patient chart, we open the doors to integrated and innovative care across the hospital. It will provide invaluable data that will help us improve patient care and will help QCH to plan significant improvements for the future.

Our winning team

Accreditation

Accreditation Canada has awarded Queensway Carleton Hospital with Exemplary Status — the highest possible ranking. It is given to organizations that go beyond the requirements of Accreditation Canada and demonstrate excellence in quality improvement. QCH met all 34 Required Organizations Practices and an incredible 99.7% of the more than 2,300 standards. Accreditation Canada noted that QCH has a remarkable culture, and a team truly committed to delivering quality patient care.

Newsweek #1 Hospital in Ottawa

QCH was ranked first among Ottawa-area hospitals, and 25th nationally in Newsweek Magazine's 'World's Best Hospitals' 2019 rankings. Their survey is based on the recommendations of medical professionals, patient survey results, and medical key performance indicators (KPIs). The list includes international institutions like the Mayo Clinic, Johns Hopkins, and the Cleveland Clinic, in addition to Canadian hospitals such as Toronto General Hospital and Sunnybrook Health Sciences Centre.



Accreditation success - a team effort! Our Pharmacy team also successfully completed their Accreditation.



Proud members of the ACE team (Acute Care of the Elderly) and Operating Room nurses

QCH Recognized by American College of Surgeons

QCH has been distinguished for outstanding quality in surgical patient care by the American College of Surgeons (ACS) — one of only 12 Canadian hospitals to be recognized. To be recognized, hospitals need to exhibit superior outcomes for surgeries involving the following risk factors: mortality, unplanned intubation, ventilator > 48 hours, renal failure, cardiac incidents (cardiac arrest and myocardial infarction); respiratory (pneumonia); SSI (surgical site infections-superficial and deep incisional and organ-space SSIs); or urinary tract infection. QCH was one of only 12 hospitals in Canada who consistently surpassed positive outcomes for high risk surgeries.

QCH Named Top Employer by Forbes

QCH has ranked among the top employers in Canada, appearing on Forbes' list of Canada's Best Employers of 2020. The list is determined by Canadian employees who are asked to determine how likely they are to recommend their place of work to someone else.

A Year of Outstanding Generosity

Queensway Carleton Hospital Foundation has been overwhelmed by the generosity of our donors this past year. The commitment and kindness of our community has been truly outstanding.

A staggering \$5.8 million was raised for the HOPES RISING campaign, in support of a renovated Mental Health unit, and improved emergency care for people in a mental health crisis. Plans are underway for these extensive renovations to begin at Queensway Carleton Hospital (QCH) over the coming months.

The Advancing Surgery campaign was launched, to upgrade QCH's 11 surgical suites. Thanks to our generous donors, we already have 3 surgical suites funded, and we look forward to having other donors join them in the months ahead. Tens of thousands of patients rely on QCH's surgical teams each year. With a growing west Ottawa population, our services are in demand now more than ever. To ensure we meet this growing need, and continue to advance surgery and patient care for our community, it is essential that we have the best and latest surgical equipment and technologies, to reduce wait times, build capacity and improve outcomes for our patients.

In March, the Foundation launched its COVID-19 Fund in support of urgently needed equipment and other hospital priorities. The response has been tremendous. In three months, our amazing donors have helped raise over \$500,000 in support of this critical fund, in addition to donating generous gifts of food, PPE and essential supplies, and sending in personal heartwarming messages of thanks and encouragement for our hospital and frontline workers.

"The overwhelming support we have received for our hospital and frontline team during this pandemic has been inspiring. I am truly honoured to be part of such a kind and giving community."

– Shannon Gorman, QCH
Foundation, President and CEO

The Foundation hosted a number of successful events this past year, helping us engage both current and new donor audiences.

In early September, the Foundation hosted a special breakfast at the Marshes Golf Club, Ottawa, to welcome back and introduce **Dr. Andrew Falconer as the hospital's new QCH President and CEO**, to our donors and supporters. Great discussions were had, and excellent questions posed around the current changes and challenges in healthcare for our community, and QCH's role as a regional healthcare leader.

In September, 450 guests and 50 volunteers gathered at Saunders Farm, Ottawa for **Harvesting Hope at the Farm**, the third and final fundraising gala in support of the HOPES RISING campaign. Thanks to our amazing donors, the farm was plenty bountiful, with an outstanding \$465,000 raised in support of mental healthcare at QCH. From pumpkin patches, plaid shirts, cowboy boots and tassels, to country music, wild auction bidding and powerful patient stories, this was definitely an evening to remember.

In November, the Foundation was thrilled to host its **first Women In Philanthropy Voting and Celebration Event** at the Brookstreet Hotel, Ottawa. The purpose of this event was to celebrate a successful first year for this unique program, and to give members the opportunity to choose much-needed equipment to collectively fund for 2019. After hearing three very compelling pitches from our hospital team, members voted to fund a new bladder scanner and a mechanical ventilator for QCH patients. This exciting initiative brings together like-minded women in our community who want to help transform healthcare for Ottawa and our region.



QCH Foundation and Hospital volunteers at the Harvesting Hope at the Farm fundraising gala, September 2019

In December, **Séan McCann, founder of Great Big Sea, performed a special Christmas Concert** at the Algonquin Commons Theatre in support of the HOPES RISING Campaign. Séan was joined onstage for the night by some of Ottawa's finest and favourite musicians. An amazing evening of caring, sharing, and uplifting singing and music was had with an audience of 500 plus.

Thank you

The response and support overall from our community this past year has been truly remarkable. We are incredibly grateful to you, our donors, for your continued generosity. From your investment in our current fundraising campaigns, to your ongoing help purchasing much-needed medical equipment, your support has meant the world to us.

Community funding is the solution. Our government provides operating money to our hospital, but funding for new equipment is dependent upon financial support from our donors. Our patients rely on you, our generous community, to support these vital needs. Thanks to you, QCH can continue to invest in healthcare excellence for our community, and save even more lives!

We could not do what we do without you. Thank you!

Learn more, get involved, and make a donation at
qchfoundation.ca



Séan McCann and ensemble with Dr. Andrew Falconer and Judith Scott, VP Operations QCH Foundation at the GREAT BIG CHRISTMAS PARTY concert in support of QCH, December 2019

Report from the QCH Board

As a Board, we are very proud of the work the hospital has done this year in support of patients, families, and the community we all serve. It has been a year of significant change, both for the hospital and the broader healthcare system.

The strategic work of the Board this year focused in three large areas: strategic planning, leadership changes, and responding to the changing health system landscape. Operationally, the hospital's occupancy continued to be the biggest ongoing challenge. Of course, the arrival of the COVID-19 pandemic towards the end of the fiscal year also created significant operations and governance challenges.

Here is a brief summary of the main challenges facing the hospital and the Board's response.

Changing health system

Early in the year, the Government of Ontario flagged significant changes would be coming to healthcare, including the creation of Ontario Health Teams to organize and deliver integrated care across different healthcare providers. Queensway Carleton Hospital officially signed on to the "Three Rivers" submission to the Ontario government, with the goal of becoming an official Ontario Health Team. The "Three Rivers" partnership project is underway in Western Ottawa, Arnprior, north Lanark County and the surrounding geography. The team includes multiple community organizations, hospitals, primary care providers, Family Health Teams and more.

To date, the group has completed a "self-assessment submission" indicating how we will work together to provide integrated care, ensuring patients are supported throughout their entire journey with the health system. The QCH Board of Directors is highly engaged in this discussion and is optimistic that we can deliver great value to patients through further collaboration and integration.

Strategic planning

QCH also kicked off the True North Project, its strategic planning process. It was time for the organization to pause, take a step back, and really evaluate how it can best serve this community. After all, QCH is no longer a small community hospital. Over the last 20 years we have grown into a highly respected regional healthcare leader — we have grown from 1,300 employees to over 2,100 and our budget has quadrupled from \$50 million to almost \$220 million.

The hospital completed a detailed environmental scan, including stakeholder consultations that reached 1,500 individuals. The project has been temporarily put on hold given the demands of COVID-19 but plans are in the works for its resumption. The Board has also refreshed its strategic planning policy.

Hospital leadership

In May 2019, the Board of Directors announced the appointment of Dr. Andrew Falconer as the hospital's President and Chief Executive Officer. Dr. Falconer succeeds Tom Schonberg, who passed away suddenly in February 2019 after leading the hospital for 20 years. The Board completed a comprehensive and thorough selection process that attracted a plethora of qualified candidates from across the country. While there were several exceptional candidates, we believe that Dr. Falconer is the best leader for the hospital at this important point in its journey. The Board supported Dr. Falconer's on-boarding and orientation and took the opportunity to refresh its CEO succession planning policy, procedures, and job description.

Capacity Challenges

Occupancy continues to be the biggest on-going issue that we track as a Board, as up to 20 patients per night are kept on stretchers in the Emergency Department because no beds are available in the hospital. Last year, that added up to 3,649 patients, some there multiple days. This is an 15.2% increase from 2018/2019. The hospital's average occupancy for the year was 103%.

Impact of COVID-19

With the arrival of COVID-19 in March, the hospital needed to change the work they did across the hospital, and quickly opened two additional facilities in the community. The changes touched almost every single staff and physician in the hospital, and the Board was also engaged in supporting these innovative initiatives. We quickly moved to virtual meetings and more frequent touch-base meetings with hospital leadership. We worked to balance the need to provide the hospital with the time and flexibility to quickly react to the changing landscape, with our responsibility as a Board to provide governance and oversight.

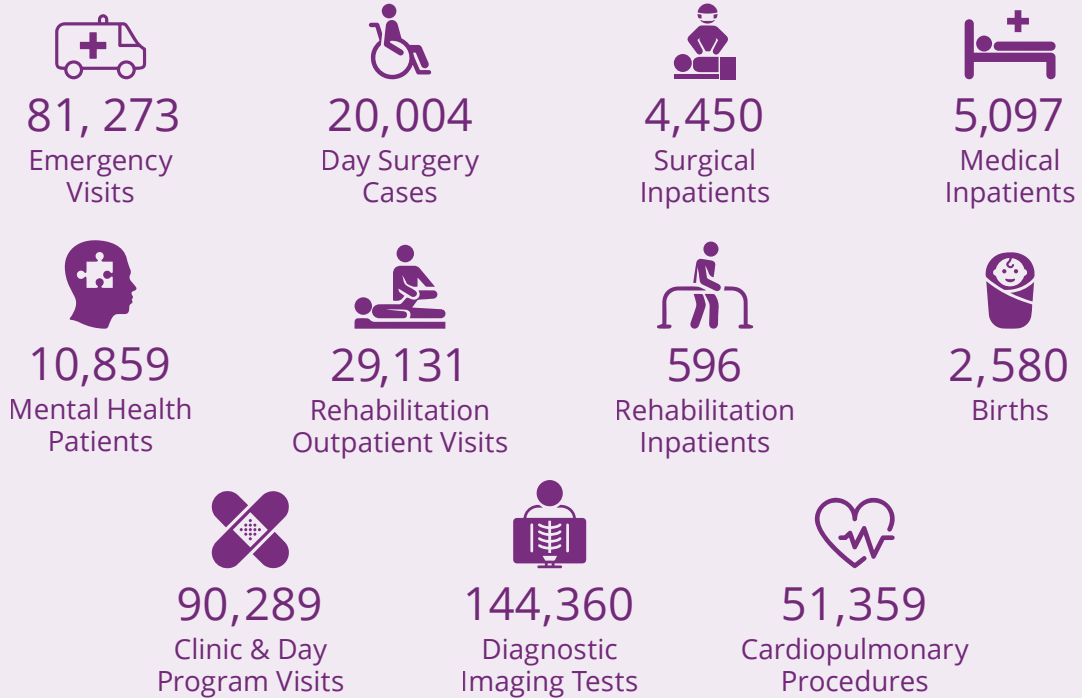
Operational and Governance Changes

This past year, the Board initiated the use of the OHA Governance Centre of Excellence's tool for self-assessment. This tool enables benchmarking with other Ontario hospitals across a series of governance best practices. The Board also supported the organization from a governance perspective in preparation for and during the Accreditation process, in which QCH was evaluated to merit an Exemplary standing.

Consistent with industry best practices, QCH created an Internal Audit function last year and hired a Director of Internal Audit who will report functionally to the Board's Audit and Finance Committee and administratively to the President and CEO.

Annual recruitment for retiring positions welcomed Rebecca Hickey to replace out-going board member Judie Leach Bennett's position. Ms. Leach Bennett's term as Board Chair has been completed and Ken Alger was elected as the new Chair for 2020-2022.

Our Care – by the numbers



Volunteer stats:

Number of hours contributed: **47,805**
Number of volunteers: **427**

Employees:

Total physicians for 2020: **365**
Total midwives for 2020: **12**
Total nurses for 2020: **880**
Total allied health for 2020: **361**
Total staff for 2020: **2,165**

OPERATING REVENUE

Ministry of Health Allocation	171,100,000	77%
Patient Revenue:	26,685,000	12%
Other Revenue:	25,431,000	11%

OPERATING EXPENSES

Staffing	150,342,000	68%
Supplies and Other Expenses	52,708,000	24%
Depreciation	18,069,000	8%

*Does not include QCHF financials



ADVANCING HEALTH.

ADVANCING CARE.

 @QueenswayCarletonHospitalFoundation

 @QCHottawa

 qch.ottawa

 queensway-carleton-hospital

Queensway Carleton Hospital
3045 Baseline Road,
Ottawa, ON K2H 8P4

qch.on.ca
qchfoundation.ca