



Alexandra Hospital Ingersoll  
Tillsonburg District Memorial Hospital  
*Partnering to keep healthcare close to home.*

# ANNUAL REPORT 2024-2025

## MESSAGE FROM THE BOARD CHAIRS AND PRESIDENT AND CHIEF EXECUTIVE OFFICER

The past year has been filled with many exciting advancements and initiatives at Alexandra Hospital, Ingersoll (AHI) and Tillsonburg District Memorial Hospital (TDMH):

**Stronger Together Through Integration** - In December of 2024, after many years of partnership and planning, AHI and TDMH received Ministry of Health approval for integration. The integrated organization will be known as Rural Roads Health Services (RRHS) with the individual sites retaining their names. Planning continues toward the official integration date of April 1, 2026, together.

**Ontario Not-For-Profit Corporations Act (ONCA) Compliance** - AHI and TDMH worked diligently to be able to meet the deadline in 2024 ensuring ONCA compliance of board policies, corporate and professional staff by-laws.

**New Canadian Medical Transport (NCMT)** - You may have noticed a new transport vehicle on the Oxford County roads in the past few months. NCMT has partnered with AHI and TDMH to transfer non-urgent patients between the two sites or to other care locations. This service has been patient experience focused from the start, and has effectively reduced wait times.

**AHI Ontario Health Trillium Gift of Life (TGLN) Award** - Ontario Health TGLN proudly recognized 49 hospitals for their outstanding efforts to integrate donation into quality end-of-life care in 2023/24. AHI was one of five hospitals that received an *Outstanding Achievement Award for Provincial Routine Notification* for demonstrating leading practices in routine notification with only a single missed notification in 2023/24.

**TDMH Rapid Access Fast Track (RAFT)** - In September, TDMH welcomed a Nurse Practitioner (NP) in the RAFT area within the Emergency Department (ED). Patients presenting with low acuity, non-urgent conditions can be seen in the RAFT area by the NP which helps to decrease ED wait times.

**Integrated Dementia Resource Team** - The Alzheimer's Society Southwest Partners have made this 'DREAM team' resource a reality at AHI and TDMH this past year! When a patient with dementia presents at either ED, a referral can be made to this team who have extensive knowledge on resources and supports for patients, families and team members.

**Our People, Our Greatest Asset** - We have continued with several strategies to attract people to join our teams, resulting in the lowest vacancy rates experienced in the past number of years. There has also been a continued focus on the importance of wellness with various team member activities. Our Equity, Diversity, and Inclusion (EDI) committee continues to build on our commitment to an inclusive workplace including month-long Pride celebrations and honouring Truth & Reconciliation Day.

**100 Years of TDMH & the TDMH Volunteer Association**—Special thanks to all of our community members that joined us at various events to celebrate 100 years!

***In closing, thank you to all of our dedicated team members for another amazing year! To our communities, thank you for your endless support, engagement and positive wishes.***



Tanya Pirie,  
AHI Chair



Carrie Lewis,  
TDMH Chair

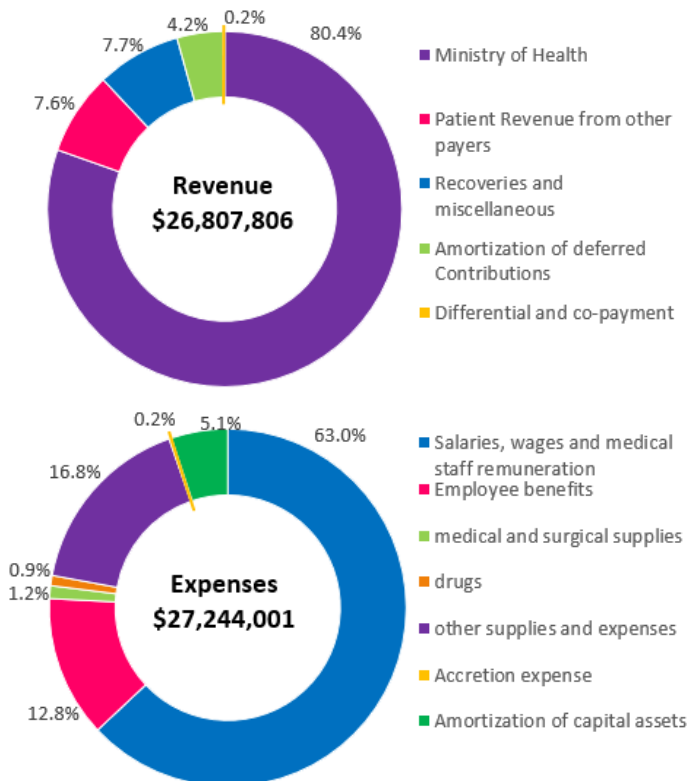


Nadia Facca,  
AHI/TDMH President & CEO

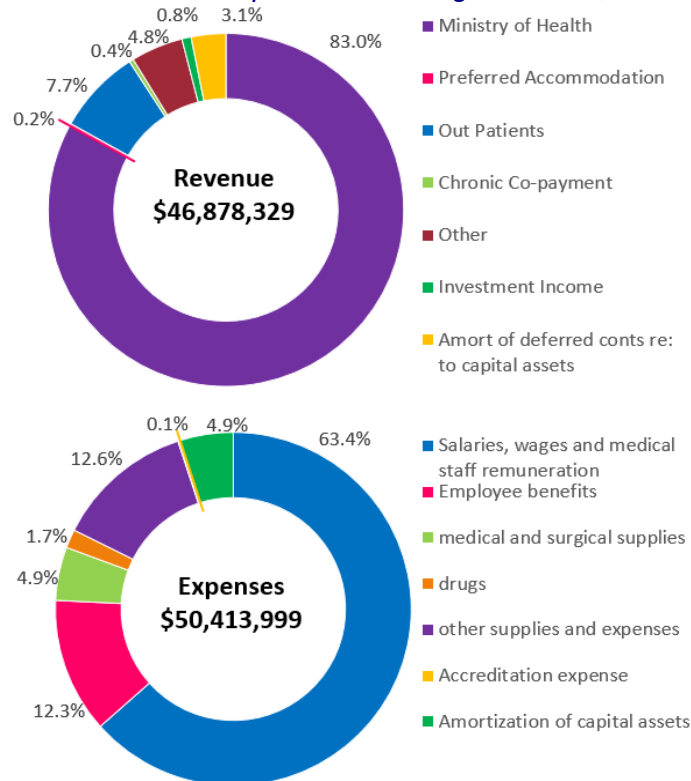
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## Alexandra Hospital, Ingersoll Statement of Operations ending March 31, 2025



## Tillsonburg District Memorial Hospital Statement of Operations ending March 31, 2025



### Dr. Joel Wohlgemut, AHI Chief of Staff

As healthcare continues to make headlines in our province, it is clear that things cannot stay the same if we want to provide effective and efficient services in the decades to come. With that in mind, a significant part of my time as Interim Chief of Staff at Alexandra Hospital has been planning for the integration with Tillsonburg District Memorial Hospital. As Rural Roads Health Services, we will strengthen our ability to care for patients of Oxford County!

While collaboration between our two hospitals has been ongoing for many years, the current step requires more formal harmonization of by-laws, regulations, and policies. The Medical Advisory Committee has spent considerable time reviewing and approving the framework that guides our work as health professionals inside the hospital.

We continue to recruit new doctors to the area, staffing our Emergency Department and providing care to hospital inpatients. Dr. Amy Blake, with assistance from Dr. Tarek Loubani, implemented new strategies to reduce our dependence on provincial programs to fill out the physician schedule. Dr. Jill Matsuo directs the group of dedicated doctors who manage the patients staying in the hospital; with her help, we have worked on ways to maximize funding from the Ministry of Health, ensuring that physicians' work is adequately captured.

The Medical Advisory Committee has wanted to bring additional resources into the Emergency Department, and a Physician Assistant (Samantha Galasso) started in May. This is a new role for our hospital; a Physician Assistant acts as an "extender" for the doctor, doing initial assessments and ordering from a limited set of tests and treatments. We expect that this will reduce wait times, particularly for patients with less urgent conditions who would otherwise have to wait while the physician tends to sicker individuals.

As we move toward completion of our hospital integration in April 2026, Ingersoll residents can trust that the staff of Alexandra Hospital will continue to provide excellent care in your community for years to come!

### Dr. Clay Inculet, TDMH Chief of Staff

As my third year as Chief of Staff at TDMH ends, I would like to extend my sincere gratitude to the Medical Staff, Leadership Team, Nursing, Allied Health Practitioners, and Environmental Services Teams for their steadfast commitment to our hospital and community.

This year, we continued to focus on strengthening departmental leadership and expanding local clinical capacity through targeted recruitment and quality initiatives. We made notable progress with the addition of Dr. Pravin Thomas as a full-time internist, and Drs. Weir and Blue as full-time hospitalists and newly appointed Co-Chiefs of Hospitalist Medicine, significantly enhancing the continuity and quality of inpatient care for our hospital.

We made substantial strides in our Emergency Department, under the leadership of Dr. Carroll Harder, formalizing active recruitment processes to address physician shortages and improve departmental stability. Her ongoing efforts have continued to deliver measurable gains in patient care and operational efficiency. Surgical services were further supported by the ongoing expansion of our surgery program and the continued leadership of Dr. Jami Sridhar as Chief of Anesthesia. His expertise in regional anesthesia and desire for ongoing education has contributed to improved peri-operative care. The Diagnostic Imaging department, under the leadership of Dr. Vibhuti Kalia, has matured with the creation of the Diagnostic Imaging Advisory Committee, which now reports directly to the Medical Advisory Committee. This development enhances clinical oversight and empowers physician-led departmental governance and outcomes.

This year also saw the successful introduction of formal hospital-wide Morbidity and Mortality Rounds, developed to address Hospital Standardized Mortality Ratio (HSMR) concerns. These rounds have improved quality of reporting, and interdisciplinary dialogue. We also advanced timely documentation practices in line with the Public Hospitals Act and our professional staff by-laws. Implementation of OneChart Phase II continues to enhance care coordination and clinical documentation, supporting our broader quality improvement agenda. We remain committed to meeting our Quality Improvement Plan (QIP) targets and fostering a culture of clinical accountability.

In parallel, we have taken meaningful steps toward professional staff integration with Alexandra Hospital, Ingersoll (AHI). Key progress includes aligning Professional Staff By-Laws, integrating medical leadership, and preparing for a unified Medical Advisory Committee. These efforts are foundational to our goal of establishing a fully unified professional staff body by April 2026 under Rural Roads Health Services (RRHS). Clinical service planning to ensure a cohesive, sustainable, and community-focused model of care across both sites is ongoing.

I remain committed to continuing these positive developments and further enhancing the long-range clinical services and professional staff capabilities of Tillsonburg District Memorial Hospital. I am optimistic about the future and fully dedicated to advancing a culture of excellence, integration, and innovation across our growing health system.