



# ANNUAL REPORT 2023-2024

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

This past year has brought with it many exciting advancements at Alexandra Hospital, Ingersoll (AHI) and Tillsonburg District Memorial Hospital (TDMH):

**Stronger Together Through Integration** - After many years of a strong partnership, and a year of intentional planning and engagement with staff, physicians, patients, partners, volunteers, and the community; the Boards of Directors of AHI and TDMH have voted for a full integration. Over the next few years, steps will continue to be taken toward the full integration that will include new branding, a common board, one professional staff organization and further integration. The proposed integration date is April 1, 2026. In the Integration, the Boards are committed to retaining two hospital sites and two hospital Foundations.

**Long Term Clinical Service Planning**— AHI and TDMH have begun the initial steps towards the submission of a pre-capital submission to the Ministry of Health describing long term clinical service needs.

**Patient Experience Survey Refresh**—Over the past year, as part of our Quality Improvement Plan (QIP), our patient experience feedback method was refreshed. Trained volunteers visit with patients and their families while at the hospital to capture feedback (and make positive patient care improvements where possible). The QIP performance to the specific question: Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital? Q4 performance was 73% at AHI and 60% at TDMH (target is 30%) for those patients that responded “completely”.

**AHI and TDMH Emergency Department (ED) Optimization**—Through new program funding made available to small hospitals this year (called “Pay for Results”), both hospitals have been working through improvements in each ED including the installation of new technology called the ‘eDash’ system and hiring of several new team members.

**Infrastructure Improvements**— At AHI, we have been working on installing a new chiller system; at TDMH we have replaced our CT scanner and are in the process of constructing a sixth Intensive Cardiac Care Unit bed space.

**Recruitment, Retention and the Importance of Wellness**—We have implemented many strategies to attract people to join our teams including onboarding of clinical externs, an internal peer to peer support program, clinical scholar role, the critical care demonstration project (partnership with 5 other hospitals) as well as summer students. We have also focused on the importance of wellness with many exciting team-led internal wellness events! To demonstrate our commitment to an inclusive workplace, we have recently started an Equity, Diversity and Inclusion committee, as well as an Enviro CARE committee to enhance our support for green environmental strategies!

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



Stephanie Nevins, AHI Chair



Diane Kleer, TDMH Chair



Nadia Facca, President & CEO

**Dr. Arlan Walsh, Acting Chief of Staff, AHI**

Throughout the past year, Alexandra Hospital, Ingersoll has continued to be known for the provision of excellent patient-centred health care to our community. There have been many challenges, with AHI seeing the surges in patient volume that were present across Ontario, while at the same time facing staff shortages. Despite these struggles, our hospital has remained open and our teams continue to work together, unified in their dedication to the health of our patients, even when our system is stretched beyond its capacity.

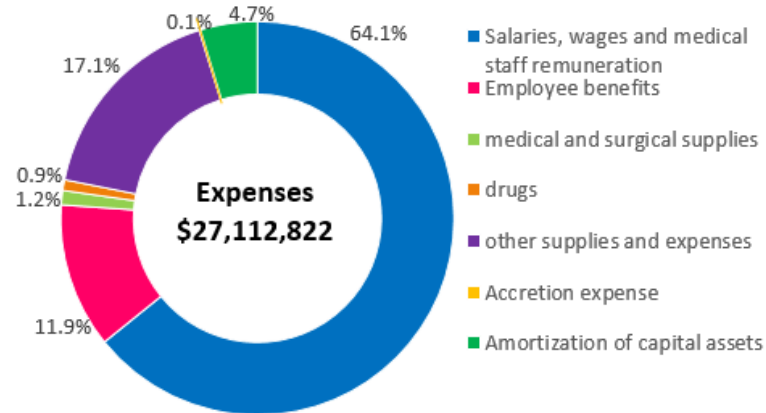
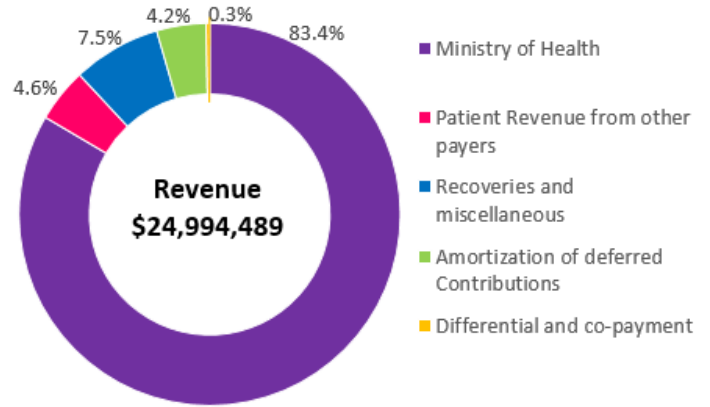
As a small rural site, we value our partnerships with other hospitals in the region, relying on each other and working together. This year, we have seen the planning phase of our further integration with Tillsonburg District Memorial Hospital. We look forward to ongoing mutual support between our two sites, to strengthen our infrastructure, financially and technologically.

In January, AHI and TDMH welcomed a new integrated role, an Access & Flow Navigator, whose purpose is to shorten wait times and lengths of stay for patients in the Emergency Department. Monitoring these metrics will be an ongoing process, assisted by our brand new eDash system. As of April, you can also see eDash monitors displaying public-facing data in our Emergency Department and throughout the hospital, to equip patients with more information on expected wait times.

In the background, we continue our usual work of reviewing our existing policies, medical directives, and data audits to ensure that our hospital's processes are optimized for patient safety. Our leaders have also begun to strategize and explore what additional services AHI could offer in the future, through new Clinical Services Planning efforts.

As my time as interim Chief of Staff ends, I am filled with gratitude for this hospital and for the passionate group of physicians, nurses, allied health care workers, support staff, and administrative members who keep AHI running, to serve Ingersoll and our larger community in Oxford County.

**Alexandra Hospital, Ingersoll**  
*Statement of Operations ending March 31, 2024*



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

In completing my second year as Chief of Staff, I extend my gratitude to the Medical Staff, Leadership Team, Nursing, Allied Health Practitioners, and Environmental Services Teams for their commitment to our hospital and community.

This year our efforts have focused on enhancing local expertise and care through strategic human resource initiatives. We made significant progress in securing top-quality care for our community with key recruitments including a new Chief of the Emergency Department (ED), a full-time Chief of Anesthesia, a co-Chief leadership for Radiology, and two new hospitalists.

Dr. Carol Harder's leadership in the ED advanced optimization efforts initiated by Dr. Erica Van Daalen, resulting in significant system-based improvements, which have continued to enhanced patient care and operational efficiency.

Our inpatient medicine program was strengthened by the addition of Dr. Michelle Sultan and Dr. Pravin Thomas as locum hospitalists, improving care continuity and patient outcomes. This supports our goal of providing efficient, comprehensive, patient-centered care.

In surgical services, we recruited Dr. Jami Sridhar as full-time Chief of Anesthesia, whose expertise in regional anesthesia is a welcome addition. We also secured full-time surgical assist coverage for elective and on-call services and obtained government grants to trial a surgically supported anesthesia block room, demonstrating significant peri-operative efficiencies and potential increased surgical accessibility.

Dr. Joanne Howey and Dr. Vibhuti Kalia have taken over as co-chiefs of the Division of Diagnostic Radiology, ensuring clinical oversight and departmental growth. The ongoing clinical implementation of OneChart Phase II aims to improve care coordination, documentation, and workflows, enhancing patient care quality and safety.

These developments occur amidst the backdrop of our planned integration with Alexandra Hospital, Ingersoll (AHI). Supporting this amalgamation process is essential for delivering comprehensive care efficiently across both institutions, benefiting our shared patient populations.

I am committed to continuing these positive trends and further strengthening our hospital's services and capabilities. I am optimistic about the future of Tillsonburg District Memorial Hospital and remain dedicated to fostering a culture of excellence and innovation.

**Tillsonburg District Memorial Hospital**  
*Statement of Operations ending March 31, 2024*

