



HDH HANOVER &
DISTRICT
HOSPITAL

ANNUAL REPORT

We're Here

2024

Message from the Board Chair and President & CEO



TINA SHIER
Board Chair

As we reflect on the past year at Hanover and District Hospital, we are filled with deep pride and gratitude. Our staff and physicians continue to uphold our mission of providing exceptional care, which is something HDH is known for and trusted to deliver. Their unwavering commitment to our patients and community is at the heart of everything we do.

This year brought many changes across the healthcare landscape, and with them, a number of pressures. Yet, through it all, our team remained steadfast - Adapting to challenges and continuing to provide safe, high-quality care as close to home as possible.

We also celebrated many successes. We proudly continued to operate our Emergency Department 24/7, 365 days a year, caring for nearly 21,000 patients.



DANA HOWES
President & CEO

We have expanded operational hours in our Diagnostic Imaging department to improve access to care and enhanced our Flex Clinic to offer services 12 hours per day, seven days a week. We began planning for a much-needed Emergency Department renovation and partnered closely with Patient & Family Advisors on a number of initiatives that help us serve the community better. And importantly, we created a new five-year Strategic Plan—a clear and ambitious roadmap that will guide us into the future.

None of this would be possible without the strong support of our broader hospital family. The Hanover and District Hospital Foundation (HDHF) continues to ensure we have the equipment and tools we need to deliver excellent care. Our Auxiliary is a steadfast partner, raising funds, operating the Gift Shop, and supporting the hospital in countless ways. And our clinical volunteers generously give their time to support patients and families across HDH, creating a welcoming and compassionate environment.

As we look to the future, we remain committed to innovation, collaboration, and care excellence. Thank you for being part of this journey.

Tina & Dana

Charting Our Course: HDH Launches New 5-Year Strategic Plan

Hanover & District Hospital (HDH) is proud to announce the launch of our new Strategic Plan for 2025-2030, establishing a clear roadmap for our hospital's future while reinforcing our commitment to providing exceptional care in rural healthcare.

The comprehensive plan, developed with input from our healthcare team, community partners, and stakeholders, outlines our continued mission of "Providing Exceptional Care" and vision of "Partnering for Excellence in Rural Health Care."

The 2025-2030 Strategic Plan is built upon four key strategic initiatives:

Caring for our Patients: We will provide high-quality patient and family-centered care, focusing on exceptional care delivery, performance measurement, and laser-focused attention to our patients, their families, and our community.

Valuing our People & Teams: We will continue to invest in and recognize our dedicated staff and healthcare professionals, prioritizing their growth and well-being while strategically using our resources to achieve our goals.

Innovating for a Sustainable Future: We will advance a forward-thinking culture that ensures fiscal responsibility, identifies innovative solutions, and advocates for enhanced resources to strengthen our ability to serve.

Anticipating & Responding: We will actively engage with our community and partners to understand and address local healthcare needs through purposeful leadership and strategic partnerships with Ontario Health and local healthcare providers.



Guided by our core values of Integrity, Compassion, and Collaboration, HDH is well-positioned to navigate the challenges and opportunities ahead in rural healthcare delivery.

The 2025-2030 Strategic Plan reinforces our commitment to excellence in every aspect of our operations while embracing the unique challenges and opportunities of providing healthcare in a rural setting.

For more information about our Strategic Plan or to view the complete document, please visit our website at hdhospital.ca/about-us.

Serving You Better



24/7 Lab Services Now at HDH

In April 2024, Hanover and District Hospital transitioned its laboratory to a 24-hour, 7-days-a-week service model.

This important enhancement was implemented to better support our inpatients, Obstetrics program, Emergency Department, and Surgical services. Around-the-clock lab availability ensures that diagnostic results are delivered more efficiently, enabling timely, informed clinical decisions and improving overall patient care.

Ontario Breast Screening Program (OBSP)

Hanover and District Hospital (HDH) is proud to be a designated screening site for the Ontario Breast Screening Program (OBSP). As of October 8, 2024, the OBSP expanded eligibility to include women,

Two-Spirit, trans, and nonbinary individuals aged 40 to 49. This important change allows people in this age group to self-refer for publicly funded breast cancer screening, increasing access and supporting early detection.

In response to this expansion, HDH prioritized training additional staff to perform mammograms and extended appointment availability to better meet the needs of our community. These efforts have resulted in a 26% increase in mammography volumes over the previous year, demonstrating our ongoing commitment to equitable, timely access to preventative care.

Enhancing Lab Practices to Improve Patient Care

Hanover and District Hospital (HDH) continues to work diligently to expand our skill set and enhance the quality of care we provide. In late fall, our Laboratory Department implemented a new procedure: **Cold Ischemic Time (CIT)** tracking breast tissue samples.

Cold ischemia time refers to the interval between the surgical removal of breast tissue and the start of specimen processing for pathological analysis. Reducing this time is critical—prolonged CIT can

compromise the accuracy of diagnostic and prognostic testing.

By adopting CIT monitoring, HDH is aligning with best practices in pathology and cancer diagnostics, ensuring that patients receive the most accurate and timely results possible. This is another example of how our dedicated team is working behind the scenes to continuously improve patient outcomes.

Community Engagement Highlight

As part of our ongoing commitment to Strengthening Partnerships and Community Engagement, Hanover and District Hospital (HDH) hosted a successful Community Information Session on November 27, 2024 at the Hanover Legion. This important event provided our stakeholders with transparent updates on our hospital's achievements, challenges we've navigated, and our vision for the future.

The session recognized the unwavering dedication of our exceptional staff and physicians, whose expertise, compassion, and commitment to excellence form the foundation of quality care we provide to our community every day. We also recognized the invaluable contributions of our Patient and Family Advisors, whose insights continue to shape our care practices, alongside the tremendous impact of our Auxiliary and Foundation partners.

By fostering open dialogue with our community, we continue to build the trust and collaborative relationships that are essential to fulfilling our mission of supporting the health and well-being of everyone we serve.

This event represented a significant milestone in our strategic direction of strengthening community connections and maintaining transparent communication with those we serve.



Welcoming New Leadership: Saskia MacMillan Joins HDH as VP of Patient Care Services/CNE in November 2024

Saskia brings more than 25 years of nursing leadership experience to HDH, most recently serving as Director of Medicine & Oncology at Brightshores Health System. Her impressive credentials include both a Bachelor of Nursing and a Master of Nursing degree, complemented by extensive front-line nursing experience across Emergency, Acute Care, and Community sectors.

"Saskia's appointment represents an important step forward as we implement our 2025-2030 Strategic Plan," says Dana Howes, President and CEO. "Her demonstrated leadership in improving patient outcomes and fostering collaborative environments aligns perfectly with our commitment to providing exceptional care and valuing our healthcare teams."

Collaborative Physician Recruitment: A Community Partnership

The Joint Physician Recruitment and Retention Committee is a strong example of local collaboration in action. Comprised of representatives from Hanover and District Hospital, the HDH Foundation, the Hanover Medical Clinic, and the Town of Hanover, the committee is united by a shared goal: **to recruit and retain physicians who will provide both primary care to the community and medical support to the hospital.** The group is currently working with a professional physician recruitment firm to attract two new family physicians to the region, reflecting a proactive and coordinated effort to address local healthcare needs.

Sustainable Future



Global Funding

Rural hospitals like HDH are globally funded by the Ministry of Health. This means that HDH receives a global amount and it is our job to ensure we work within these dollars - no matter our volumes. Higher volumes do not result in more funding for patient care.

One Time Funding Opportunities are applied to when applicable to receive additional funding for certain areas but this funding isn't guaranteed year after year.

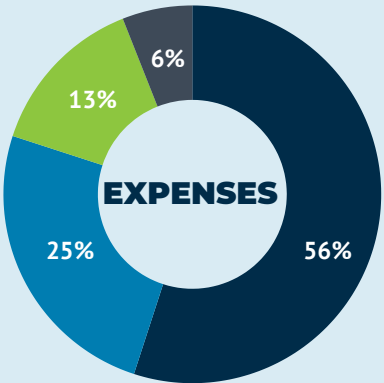
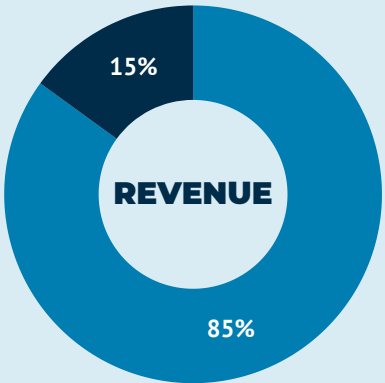
Ministry funding is not received for new/upgraded equipment and these items are bought through capital dollars which come from other revenue streams such as donations (foundation and auxiliary) and parking.

REVENUE

Ministry of Health Funding	\$23,226,689
Other	\$4,158,352
	\$27,385,041

EXPENSES

Salaries, Wages & Benefits	\$15,556,116
Medical Staff Remuneration	\$3,706,661
Amortization of Property & Equipment	\$1,551,656
Supplies & Other	\$7,047,111
	\$27,861,544
Deficit	(\$476,503)



[VIEW OUR FULL AUDITED FINANCIAL STATEMENTS ON OUR WEBSITE](#)



Planning for the Future

Emergency Department Renovation

Hanover and District Hospital (HDH) has taken significant steps forward in 2024 to address the growing needs of our Emergency Department (ED). With increasing patient demand creating challenges for patient flow, staff efficiency, and resource utilization, HDH has embarked on a comprehensive renovation planning process to enhance our emergency care capabilities.

Strategic Planning Process

In early 2024, HDH initiated the process by seeking architectural expertise through a Request for Proposal (RFP). Following a thorough evaluation process the contract was awarded to Cumulus Architects Inc. in June 2024. Cumulus, working in partnership with Resource Planning Group (RPG), a specialized functional programming firm, quickly began the vital preliminary work required for Ministry of Health approval.

A significant milestone was reached on November 29, 2024, when HDH submitted the pre-capital submission to the Ministry of Health's Capital Investment Branch. While we recognize that the Ministry's capital approval process may be lengthy, we are encouraged by their prompt initial response. As we await further feedback from the Ministry, HDH continues to explore the

Thorough Assessment and Planning

In September 2024, the project team conducted a comprehensive site visit that included a complete facility tour, interviews with physician and nursing leads, and detailed workflow analysis of the current department. This collaborative approach ensured that both immediate operational improvements and long-term renovation plans would address the real-world challenges faced by our healthcare providers and patients daily.

consultants' recommendations for immediate process and workflow improvements that could alleviate some of the pressures facing our Emergency Department in the short term.

This renovation initiative represents HDH's ongoing commitment to proactive planning and ensuring our facility can meet the evolving healthcare needs of our community for years to come.

Hospital Snapshot



EMERGENCY VISITS

20,359



DIAGNOSTIC TESTS

24,755



DIALYSIS TREATMENTS

3,153



CT SCANS

3,203



SURGERIES

1,662



FLEX CLINIC VISITS

4,965



ADMITTED PATIENTS

1,279



OUTPATIENT CLINIC VISITS

6,525



BIRTHS

159



LAB TESTS

122,231



96% of full-time and part-time staff completed relevant equity, diversity, inclusion, and antiracism education.



99% compliance achieved on Hand Hygiene before and after patient contact



Recognition, Wellness & Mental Health

Celebrating Excellence: Our New Employee Recognition Program

This year, HDH successfully launched a comprehensive Employee Recognition Program that has enhanced our workplace culture. The program has been met with enthusiastic participation from staff and has proven to be a resounding success in celebrating our valued team members.

The multi-faceted program creates numerous pathways for recognition throughout the year, including peer-to-peer nominations, patient and community shout outs, monthly birthday celebrations, our "Your Voice Matters"

committee participation initiative, and the Phishing cybersecurity program. Staff are rewarded in various ways including gift cards, complimentary parking, treats, lunch bucks, and quarterly draw entries.

The Employee Recognition Program has assisted in creating a positive workplace culture where contributions are valued and achievements are celebrated, contributing significantly to employee satisfaction and engagement throughout HDH.

Wellness & Mental Health Initiatives

Recognizing that the wellbeing of our healthcare team is fundamental to providing exceptional patient care, HDH's dedicated Wellness and Mental Health Committee continues to actively support our staff's physical and emotional health through comprehensive programming and strategic partnerships.

Educational Resources and Professional Development

HDH provides ongoing mental health education through newsletters from Homewood Health and the Employee Wellness Support Network (EWSN), along with our partnership with the Canadian Mental Health Association (CMHA) for Wellness Huddle Moments and Mental Health Month presentations. Throughout the year, staff accessed diverse webinars on meditation, sleep wellness, and healthcare provider support, while our continued

collaboration with CMHA's Your Health Space program offers training in psychological health and safety.

Engaging Activities and Team Building

The Wellness Committee organized numerous events promoting physical activity, team connection, and seasonal celebration, including the Step it Up Team Challenge, wellness workshops, and Operation Spirit. Staff and families enjoyed year-round activities from the Staff Bunny Hunt and Kids Easter Egg Hunt to Halloween activities, Thanksgiving lunch, the Kids Christmas Party, Winter Fun Photo Contest, and Ballpark BBQ.

These comprehensive wellness initiatives reflect our understanding that supporting our staff's mental health and overall wellbeing not only benefits our team members personally but also directly enhances the quality of care we provide to our patients and community.





Equity

Health Equity in Action: Strategy, Implementation, and Impact

This year, the Health Equity Committee proudly completed the development of a comprehensive five-year Equity, Diversity, and Inclusion (EDI) Strategy and Implementation Plan. This foundational document outlines our long-term vision and commitment to advancing equity across all aspects of care and organizational culture at Hanover and District Hospital.

The strategy is built on four core pillars:



Inclusive HDH

Creating a workplace and care environment where everyone feels respected, valued, and safe.



Enhanced EDI Learning

Providing ongoing education and resources to build awareness and understanding among staff, physicians, and volunteers.



Equitable Care

Ensuring all patients have access to respectful, high-quality care that meets their diverse needs.



Incorporating EDI into Hospital System Planning

Embedding equity-focused thinking into governance, decision-making, policies, and processes.

The Committee itself reflects a diverse cross-section of voices and includes senior leadership, patient care managers, a physician, front-line staff, and patient advisors. This diverse representation ensures that multiple perspectives inform our efforts and help us stay grounded in the lived experiences of both those who provide care and those who receive it.

The strategy will officially launch on April 1, 2025, and serve as our roadmap to build a more inclusive, responsive, and equitable hospital over the next five years. The Committee looks forward to working collaboratively with all hospital departments to bring this vision to life.



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