



ROSS MEMORIAL
HOSPITAL
Kawartha Lakes

ANNUAL REPORT 2024-25



Delivering on the promise of a
better healthcare experience.

RMH Leadership Reflect on 2024-25

Thank you for taking the time to enjoy our 2024-25 Annual Report, which covers the many successes and highlights of the past year, as well as how we've prepared for the future.

We take pride in being a community hospital, and at the heart of that is the people who work here. We're fortunate to have such a dedicated team and we recognize that the best way to appreciate them is to position them to excel. One example of how we're supporting our team is through the hospital's self-directed Staff Education Fund, which makes annual funds available for team members to access continued learning and advance their skillsets. 146 people took advantage of the fund in 2024-25, enforcing that our organization values their contributions and enables them to navigate their own path forward within the hospital.

Taking time to appreciate individual achievements is also monumental. We celebrated our team members' contributions through our Annual Long Service and Excellence Awards, which saw 16 Excellence Awards given to staff nominated by their peers and recognized 151 individuals marking significant milestones at the hospital, with an accumulative 1,815 years worked by those recipients.

Creating the conditions and environment for our team members to be successful is one of the best ways we can support them. That's why, in addition to \$860K worth of patient care capital investments, we've committed to instilling a Just Culture that empower employees to participate in patient safety efforts and helps reduce the overall risk of adverse events. Senior Team, Management, and our Board of Directors all completed Just Culture education, as we know our leadership principles are a living expression of our culture.

Another critical component of future success is having the appropriate facilities. This past year, the Ontario Government announced a renovation and expansion of our Emergency Department, which will play a crucial role in meeting the ever-increasing service demands of our growing community. We also dedicated \$2.33 million to necessary infrastructure projects including the replacement of windows on our East Wing, a new Nurse Call System, and multiple sanitary stack replacements.

Our Board of Directors and Senior Team are incredibly proud of what our hospital has achieved. Through unwavering commitment, compassion, and expertise, the organization has made an impactful difference in the lives of our patients and the community we serve. Thank you for your ongoing support and trust in Ross Memorial Hospital.



Kelly Isfan,
President and CEO



Bharat Chawla,
Chief of Staff



Christine Norris,
Board Chair

CLINICAL



RMH celebrated Emergency Nurses Day on October 9, 2024

Province Announces Expansion of Emergency Department

In November, the Ontario government announced RMH's Emergency Department will be renovated and expanded, including the creation of a new, state-of-the-art mental health emergency services unit. The expansion will improve patient safety and ensure the hospital is better equipped to provide timely care for mental health patients. The expansion will also include a new trauma room with improved infection control measures to provide emergency department staff with additional space to treat patients requiring urgent lifesaving care.

Birthing Centre Wins Provincial Midwifery Integration Award

In May, RMH was presented with the Association of Ontario Midwives (AOM) Hospital Integration Award 2024 during a gala in Toronto. The award recognizes an Ontario hospital that has demonstrated excellence in successfully integrating midwives into its organization. *"RMH is thrilled to work so closely with the Midwives of Lindsay and the Lakes who share our goal of providing evidence-based pregnancy care and a childbirth experience that is patient-centred, welcoming and safe,"* said Kelly Isfan, RMH President and CEO.



Surgeons Introduce BioBrace Implant

RMH surgeons, led by Dr. Farid Guirguis, began performing an innovative new surgery to repair rotator cuffs previously deemed damaged beyond repair. The results have been highly successful. The new BioBrace implant is designed for use in procedures to repair tendons and ligaments in the knee, shoulders, and ankles. It acts as a scaffold, reinforcing the repair and promoting healing.

"I can now pick up my grandchildren, comfortably. My range of motion continues to improve. I am 100 per cent better than before. I encourage anyone considering having the surgery to do it. It will improve your quality of life. I'm very happy with the whole process – it was fantastic." – Sherry Hansen, BioBrace Shoulder Surgery Patient at RMH.



Vlad Padure, RMH Vice President Clinical and Chief Nursing Executive, Christine Norris, Chair of RMH Board of Directors, Sarah Jackman, Manager, RMH Emergency Department, Laurie Scott, MPP for Haliburton-Kawartha Lakes-Brock, Kelly Isfan, RMH President & CEO, and Dr. Koushik Krishnan, RMH Chief of Emergency on November 14, 2024.

OTN Neurology Clinic Opens

In September, Dr. Karen Ho began accepting referrals for a weekly Ontario Telemedicine Network Neurology Clinic based out of RMH. The virtual neurology clinic provides timely access to a consultant neurologist for diagnostic clarification and treatment planning. In six months, the clinic held 147 consultations with members of the community.

NEW FACES



Dr. Kingsley Mensah, Obstetrician- Gynecologist

Dr. Mensah brought 30 years of experience as a medical practitioner with him when he joined RMH's Dr. Gargi Bhatia Family Birthing Centre in August.

"Patients can expect that I will be providing safe, comprehensive, and patient-centred care during one of the most important journeys of their lives,"

Dr. Mensah said. He joined Dr. Glasine Lawson as full-time Obstetricians at RMH.



Vlad Padure, Vice President Clinical and Chief Nursing Executive

Vlad joined RMH in June having previously practiced in several nursing roles and leading a large portfolio of clinical programs across various academic and community organizations over the past two decades.

"I look forward to bringing my nursing experience, leadership, and passion for quality and efficient patient care to the organization and community. Through a commitment to system-wide partnerships, innovation, and consumer-centered service creation, I believe we can enhance the access and quality of healthcare for the community we serve," Padure said.

Dr. Xin (Bill) Yu Mei, Orthopaedic Surgeon

RMH expanded our roster of orthopaedic surgeons with the addition of Dr. Xin (Bill) Yu Mei in January. Dr. Mei joined RMH having recently completed an Orthopaedic Trauma Fellowship at Harvard University in Boston, and a Lower Extremity Arthroplasty Fellowship at Mount Sinai Hospital in Toronto. "

I plan on using my skillset to help patients with musculoskeletal ailments return to healthy, active lifestyles," Dr. Mei said upon his arrival.



Laboratory Earns Accreditation

RMH's Laboratory exceeded internationally recognized benchmarks for excellence, earning accreditation from Accreditation Canada Diagnostics in February.

"This important achievement underscores the laboratory's commitment to quality and excellence, benefiting patients, staff, and the broader healthcare community,"

said Accreditation Canada Diagnostics.

Auxiliary Transitions to Volunteer Resources

RMH Auxiliary members voted in favour of dissolving the volunteer-run Auxiliary during a special meeting held at the hospital on April 11. The Auxiliary was originally formed in 1904 as the Ladies' Auxiliary. In June, RMH President and CEO Kelly Isfan said the following during a luncheon honouring all the work the Auxiliary has achieved - *"We are proud of our storied Auxiliary history and feel the best way to celebrate it is to provide the necessary support and resources required for the continuation of a robust volunteer program at our hospital. Volunteers will remain embedded in the exceptional care our community relies on."*

Building a Just Culture on Pathway to High Reliability Organization

RMH leadership underwent training to advance the hospital's Just Culture philosophy. A Just Culture recognizes that we all have an important role to play in identifying, reporting, and addressing issues or concerns about our health system and/or organizational processes, and to share what we learn, in support of continuous quality and safety improvement. When all team members know what to expect, we can work together to look at the context of the situation, identify the contributing factors, make system and/or organizational changes, and share our learnings. In a Just Culture environment, everyone can trust that the organization will demonstrate a fair and consistent approach to responding to issues raised.

Advancing Equity, Diversity, and Inclusion

RMH's Belonging, Respect, Dignity and Diversity (BRDD) Collaborative, formed in October 2023, continued its work to align with the hospital's strategic plan by bringing equity concerns to the attention of leadership and creating a positive, inclusive work environment. Some of the work accomplished by BRDD in 2024/25 included:

- An updated [Land Acknowledgement](#), developed through collaboration with Truth and Reconciliation Community Bobcaygeon, being approved by RMH's Board of Directors.
- RMH leaders and Board of Directors completing [Indigenous Cultural Safety Training](#).
- RMH hosting [educational events](#) including a blanket exercise, a guest speaker to help implement revisions to the hospital's smudging policy, as well as video presentations pertaining to truth and reconciliation.
- An [anonymous survey completed by hundreds of RMH staff and physicians](#) to identify equity, diversity, and inclusivity areas of focus for 2025 that will provide the greatest immediate impact for team members and the community.

SHOWING SPIRIT

In the Community

In May, RMH hosted a **Mental Health Week Wellness Fair** featuring tables highlighting the resources available to team members through our Employee and Family Assistance Program, and services that are provided by a handful of local external partners like PARN, Women's Resources, FourCast, John Howard Society, and more.

In June, RMH sent a contingent of team members to a **First Responder's Appreciation Dinner** hosted by the Royal Canadian Legion Lindsay Branch. The evening was a lovely opportunity to come together with fellow first responders who share in serving our community.

Santa(s) arrived early in December at RMH. Team members came together to participate in the **HoHoHoliday 5K Run** to help raise money for the Make a Wish Foundation and spread some holiday joy and laughter. Community members honked and waved as our Santas made their way through downtown Lindsay.

In February, RMH put together a team and took part in the **United Way for the City of Kawartha Lakes' Coldest Night of the Year Walk**. RMH's team raised more than \$2,000 of the \$22,000 raised locally to support and serve people and families experiencing hurt, hunger, and homelessness in our community.





Erin Bruce, Manager of Continuing Care and Palliative, whips up a cotton candy stick for the ages.



In the Hospital

National Nursing Week in May is always a big celebration at the Ross. Our team members had a ton of fun with events featuring games, prizes, popcorn, cotton candy, and our annual staff appreciation BBQ.

In October, RMH hosted the post-COVID return of the **Thankful Hearts Walk** which raises both awareness and funds for our hospital's cardiac and pulmonary rehabilitation program. The sun was shining, the smiles were out, and it was a wonderful gathering of program participants, staff, and community members, alike.

Later in October, the hospital teamed up with the Canadian Mental Health Association (CMHA) Haliburton, Kawartha, Pine Ridge for our annual **Reflections of My Mind Art Show**, a collection of artworks created by artists with lived mental illness experience. Participating artists were community members who at some point in their journey have accessed mental health services through either, or both, RMH and CMHA. A portion of the sales were donated to Kawartha Lakes Food Source.

In February, RMH team members participated in **Pink Shirt Day** to show our commitment to kindness, compassion, and inclusivity. We are dedicated to creating a safe and supportive environment for all patients, families, and colleagues. Together, we take a stand against bullying—because every person deserves respect and kindness.

In January, the third semester of **RMH's Health Sciences Program** with high school students from Lindsay Collegiate and Vocational Institute concluded. The program introduces students to our team and highlights the opportunities available in healthcare. The students brought passion, intelligence, and made the program a worthwhile endeavour for all involved, including the team members who dedicated time to working with the students.

"My future plans have changed during this course. I plan on going to school for nursing, which I hadn't considered before. This course has shown me that nursing has many different avenues to go down in the future and isn't a singular job description like I had thought it was."

– RMH Health Sciences Student, 2024-25 Class



Patients, families, staff and the care team, students and volunteers, donors and the community - your experiences and your unique perspectives are what we mean when we say **WE ARE THE ROSS**. We get better together.

You **transform the patient experience** with your support for advanced technology and medical equipment. You **improve patient care and outcomes** with funding for critical tools that are not covered by government funding. You **grow services and spaces** with gifts for expanded and modernized facilities.

Together, we just publicly launched the **largest capital campaign in our hospital's history**. And we already raised \$21 million of the \$25 million goal! We can all transform care for our growing community.

Thank you for your generous response to our spring and holiday appeals. These efforts involved RMH Foundation board members, Erik Ellis and Tim Shauf and their families, whose healthcare experiences and care at the Ross encouraged them to share their stories and inspire support. Together, the **Hometown Hospital – First Rate Care** spring appeal and the **Hopeful Moments** holiday appeal raised \$319,424 for priority projects at the Ross.

These include the **expansion of the community's Emergency Department** – a project that received Ministry of Health approval in November 2024. The expansion includes an additional Trauma Room with airborne isolation capacity and the creation of a Mental Health Emergency Services Unit where patients in crisis will receive safer and more private care.

We have been honoured to highlight our donors' stories, including the presentation of **King Charles III Coronation Medals** to two members of our donor family: Nancy Hanna, founding member of the Dragon Flies Breast Cancer Survivor Group, and Therese Scheer, whose fundraising events and golf days stretch throughout Kawartha Lakes. Congratulations to all of our community champions!

We are profoundly grateful to all donors whose giving made it possible for the RMH Foundation to fund \$2,500,000 of hospital needs in 2024/25, and we look forward to a very exciting year ahead!



Mona Malcolm-Sharman,
RMH Foundation Board Chair

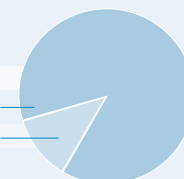


Erin Coons, CFRE
RMH Foundation CEO

Financial Data

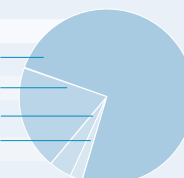
Total Revenue: 140,648,488

By MOH & LTC 88%
Patient & Ancillary Revenue 12%



Total Expenses: \$138,021,578

Compensation 71.7%
Other Supplies & Expenses 21.8%
Medical & Surgical Supplies 4.7%
Drugs and Medical Gases 1.8%



Source 2024/25 Audited Financial Statements - MNP
'Net Operating Results'

Patient Care By the Numbers

| | |
|-----------------------------|---------|
| Emergency Department Visits | 34,980 |
| Operating Room Total Cases | 7,020 |
| Clinic Visits | 44,267 |
| Admissions | |
| Acute | 6,929 |
| Newborn | 197 |
| Mental Health | 384 |
| Complex Continuing Care | 1,686 |
| General Rehab | 512 |
| Palliative | 511 |
| Total Patient Days | 69,985 |
| Laboratory Interventions | 533,826 |
| Diagnostic Imaging Exams | 73,126 |

For the Fiscal Year Ending March 31, 2025



www.rmh.org

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