



ROSS MEMORIAL
HOSPITAL
Kawartha Lakes

ANNUAL REPORT 2025-26



Delivering on the promise of a **better healthcare experience.**

RMH Leadership Celebrate Successes of 2025-26

Thank you for your interest in looking back on what was a transformative year for Ross Memorial Hospital, and ahead to how we are building a stronger and more connected healthcare future for our City of Kawartha Lakes and surrounding areas.

In this 2025-26 Annual Report, you will learn about new services that have been introduced and how we are continually working to meet the needs of our community, our talented team members on the front-lines and behind the scenes who make it all possible, from patients and loved ones who have been positively impacted by our hospital, and how we are all working together on our mission of Delivering on the Promise of a Better Healthcare Experience.

Demands on the healthcare sector are greater than ever, with a growing population and the complexity of care ever evolving. But as those demands grow, so do the opportunities. Our hospital is fortunate to have a team in place dedicated to providing exceptional care in every interaction, with an eye towards ingraining the frameworks and facilities required to address our community's long-term needs.

In our 'The Future is Now' section of this Annual Report, we delve into the next stage of RMH's growth and how every community member can contribute. Whether it be Master Planning or our Emergency Department expansion, these processes and projects will have a monumental impact on our path forward. We are excited to carry forth all the momentum created in 2025-26 year as this work proceeds.

On behalf of our Board of Directors and Senior Leadership Team, we extend our sincere thanks to all who support Ross Memorial Hospital. Your dedication, compassion and partnership continue to make a meaningful difference in the lives of those we serve.



Veronica Nelson,
President and CEO

Dr. Michel Boivin,
Chief of Staff

Christine Norris,
Board Chair

PATIENT EXPERIENCES



(Left-to-right): Danielle Hennekam, Physiotherapist, Alicia Mills, RPN on Surgical, Sabarinath Govindan, Physiotherapist, **Scott McDonald**, knee surgery patient, Dr. Sebastian Heaven, Orthopaedic Surgeon, McKenzie Wilkinson, Rehab Assistant, Lorah Otter, RPN in Day Surgery, Emily Robichaud, RNFA in Operating Room, and Lisa Falls, RN in Operating Room.

Cover Story Grateful Surgery Patient

"In February, I had knee replacement preformed by Orthopaedic Surgeon Dr. Sebastian Heaven and the excellent operating team at RMH. Dr. Heaven was very informative regarding the surgery and the recovery process. The nurses, from the pre-op clinic to the operating room, recovery room, and then the Surgical floor, were amazing. They kept me comfortable and informed. The physiotherapists were excellent and I was up taking a couple of steps within 12 hours. I was home in two days. My experience didn't end there as I had six weeks of outpatient physio and the physiotherapists were amazing.

"Thank you, Ross Memorial Hospital, and all of the staff, for being so professional and friendly. We are very lucky to have such a high-scale hospital in our community."

– **Scott McDonald,**
Kawartha Lakes resident and RMH surgery patient.



Intensive Care Unit nurses Angela Dekoker, Brittany Richardson, and Tara Lynne McPhate.

RMH Becomes Part of Family's Story

"Our mom was in the ICU, fighting a serious illness, and we were faced with some very difficult decisions. Through every tear, every long night, and every uncertain moment, the ICU nurses stood by us, not just as medical professionals, but as kind and compassionate human beings. They treated our mom with such tenderness and care, and they treated us with patience, understanding, and empathy. We trusted them completely and they never let us down. Their calm presence, their dedication, and their hearts made all the difference.

"Thank you for the way you show up for your patients, and for the families who are barely holding it together. You are seen, you are appreciated, and you are forever a part of our story."

– **M.H and J.H.**



Dr. Angela Carruthers and Debbie Green, Registered Nurse, from RMH's Emergency Department.

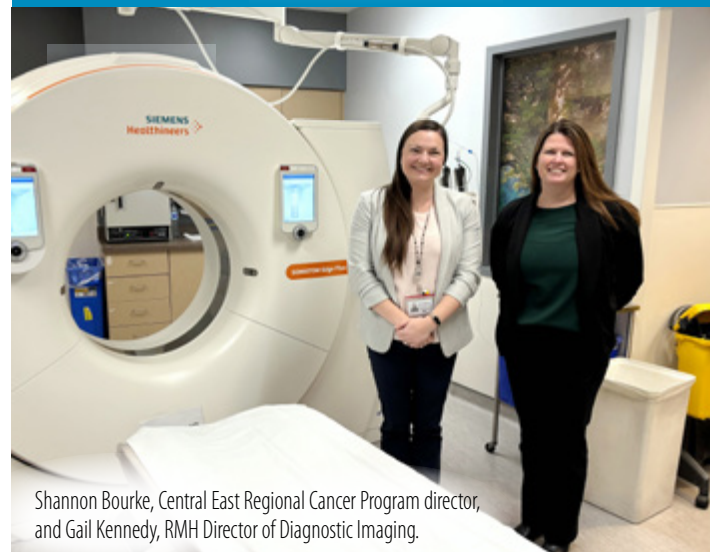
Late Night Emergency Visit

"I brought my son in to the ER late at night. I was tired, he was sick and tired. Debbie, a nurse, met us at triage with a smile. She was so patient and kind with my son who is just shy of two. The way she spoke to him, engaged him, and worked with him was truly appreciated. Dr. Carruthers was the physician who saw him. She was so kind and thorough with him, making sure no stone was unturned to make the right diagnosis. My little man had pneumonia and as sick and tired as he was, these two made our night so much better. I want to thank them both.

"As a mom with a young son who can't express exactly how he is feeling, knowing how kind, patient and thorough Debbie and Dr. Carruthers were with him really means the world to me."

– **T.L.**

CLINICAL CARE



Shannon Bourke, Central East Regional Cancer Program director, and Gail Kennedy, RMH Director of Diagnostic Imaging.

Lung Screening Clinic Opens

In December, RMH partnered with the Central East Regional Cancer Care program to open a lung cancer screening clinic here at our hospital. The screening program, which is covered by OHIP, is open to people aged 55-to-80 who have smoked for at least 20 years, off and on. With our Kawartha Lakes region having a daily smoking rate that's higher than the provincial average, and smoking being the greatest risk for developing lung cancer, having a screening site close to home is important.

"Screening only takes about 15 minutes, but it can be life-changing," said Gail Kennedy, RMH Director of Diagnostic Imaging. "Patients are very receptive to having a site that's local ... although we can't change the symptom, we can change the outcome and that saves lives."

Critical Care Response Team Operating 24/7

As of January, RMH made a CCRT nurse available 24/7 to support inpatients in all areas of the hospital. They provide assessment and intervention for at-risk patients to help prevent decline or complications. By following patients who have transferred out of the ICU, and using their critical care nursing experience, along with expanded medical directives, they accelerate diagnosis and care. Throughout 2025/26, the CCRT completed 1,397 consults and assessments.



CCRT Lead Nurses Rebecca Karkoulas and Kelly Speer.

Lab Earns 'Using Blood Wisely' Designation

In November, Choosing Wisely Canada and Canadian Blood Services designated RMH as a Using Blood Wisely Hospital. The Using Blood Wisely Hospital designation symbolizes a commitment to red blood cell stewardship and to the continuous pursuit of quality improvement. In achieving this designation, RMH is among a select group of hospitals making a difference for patients, donors, and Canada's blood supply.

Estimated Wait Time Clock Introduced in Emergency Department

To help inform patients and their Emergency Department experience, RMH introduced an estimated wait time clock in January. The clock calculates an approximate wait time to seeing an Emergency Department physician every 15 minutes based on the number of patients in the department, their presenting complaints, and several other factors affecting wait time. The time display represents the maximum wait time nine out of every 10 patients can expect before seeing the doctor. In other words, nine out of 10 patients will see the doctor in a timeframe shorter than the wait displayed on the clock.

"Education is not the filling of a pail, but the lighting of a fire." – William Butler Yeats



Christina Richard is an experienced nurse in RMH's Emergency Department who embarked on continuing education to become a certified Advanced Cardiac Life Support (ACLS) instructor. In May, pictured above, she used that certification to help train fellow colleagues, benefitting the whole team.



In June, RMH Emergency, Obstetrics, and Respiratory Therapy teams underwent a Paediatric Code simulation, one of a series of simulations that allows the hospital to explore system issues, resource management, communication patterns, as well as clinical knowledge and skills.

In addition to these examples, RMH prioritizes continuing staff education and skill development through our Staff Education Fund, which provides financial support for team members to access learning that will help advance their skills. In 2025-26, 167 team members accessed a combined \$48,715 in support through the program for education opportunities including Treating Complex Trauma, Nursing Theories, Geriatric Mental Health, along with non-clinical programs such as Environmental Leadership, Payroll Fundamentals, and Human Factors Healthcare.

Outreach – MyChart, Stroke Education, Volunteers

In September, RMH attended the City of Kawartha Lakes Wellness Fair at the Victoria Park Armoury to promote the many rewarding opportunities available through volunteering at the Ross. Our hospital is fortunate to benefit from the generosity of time, talent, and heart of more than 100 volunteers from our community.

In March, members of RMH's Health First Team were happy to promote the benefits of our hospital's Chronic Disease Prevention and Management Program while attending the 3rd Annual Seniors Health and Wellness Day at Aspira Kawartha Lakes Retirement Living in Bobcaygeon.

RMH put together a #MyChartMarch campaign, setting up booths in the hospital, Lindsay Square Mall, Lindsay Recreation Centre, and Kawartha Lakes Public Library to educate and register community members for MyChart, the free online app that connects patients directly to their personal health information. In 2025-26, 4,358 people in Kawartha Lakes registered for MyChart, an increase of more than the previous two years combined.



Integrated Stroke and Rehabilitation Unit nurse Brianne Chase prior to her Chatty Café presentation in August at the Kawartha Lakes Public Library in Lindsay.



RMH hosted our Thankful Hearts Walk on October 2, raising funds for our Cardiac and Pulmonary Rehabilitation Program. The walk serves as a wonderful gathering of current and former program participants, their families, community members, and team members, all united for the cause of exceptional care.

Pride Week, Thankful Hearts Walk, Reflections of My Mind Art Show

In June, RMH's Pride Committee hosted a series of events for team members and the community. The events included a Grand Rounds education session about LGBTQ Allyship in Healthcare from Dr. Kate Gerster and Dr. Tyler Brown, a fireside chat hosted by RMH Pride Committee member Sophia Li, and a Pride in the Community Fair held in the hospital's main lobby. The Pride in the Community Fair was attended by more than 10 local organizations including Kawartha Lakes Pride, PARN, Canadian Mental Health Association, Nogojiwanong Friendship Centre, BGC Kawarthas, Midwives of Lindsay and the Lakes, and the Kawartha Lakes Public Library.

Our Reflections of My Mind Art Show, presented in partnership with the Canadian Mental Health Association, Haliburton, Kawartha, Pine Ridge Branch, ran successfully in RMH's main lobby over three days in October. The incredible artwork displayed and sold was created by artists who at some point in their journey have accessed local mental health services.



Carolyn Jenkins and daughter Brittany, RMH's Manager of Professional Practice, at RMH's Long Service and Excellence Awards on November 19, 2025.

Golden Treasures Take Centre Stage at Annual Awards

RMH celebrated team members at our annual Long Service and Excellence Awards in the hospital cafeteria in November. There were 154 Long Service Award recipients, employees and professional staff who have worked at RMH for a minimum of five years.

The longest-tenured team member celebrated was Carolyn Jenkins, who has been with RMH for 40 years. Jenkins is a nurse who worked throughout RMH for the first 30 years of her career. Ten years ago, she applied for and earned an opportunity RMH made available at Community Care City of Kawartha Lakes as a Behavioural Support Nurse. The position has been a perfect fit for Jenkins given her relationships and understanding of the hospital and the clientele it serves. Her role on the GAIN Community Team highlights the continuum of care in our community.

The accumulative number of years served by the 154 Long Service Award recipients was 2,005 years. Twenty-six team members were presented an Excellence Award, nominated by their peers in specific categories of excellence.

COMMUNITY CONNECTION

Medical Variety Rounds Show

With acts including Surgeon Man, the Specialty Support Line, and The 12 Days of ER, RMH physicians hosted a Medical Variety Rounds Show in December that was a resounding success, both in terms of fundraising for the WE ARE THE ROSS capital campaign, and for the connections it built between physicians of all ages and the community they care for. The show featured healthcare-themed comedy, musical talent, and dancing, showcasing the boundless skills of RMH physicians supported by a cast of RMH staff and community partner organizations. Through ticket sales and donations, \$3,505 was raised for our RMH Foundation.



RMH physicians, with the help of fellow RMH staff and community partners, came together to host a Medical Variety Rounds Show at Celebrations in Lindsay on December 18, 2025.

STAFF ENGAGEMENT



In October, RMH and our entire community caught **Toronto Blue Jays** fever as the professional baseball team came within one inning of winning the **World Series**. While the team came up just short, it wasn't due to any lack of support. Blue Jays apparel was worn throughout the hospital almost as often as scrubs!

Team members came together on the **National Day for Truth and Reconciliation** (September 30) to honour and remember residential school survivors and the children who never returned home, along with the lasting impact on families and communities. RMH is committed to providing culturally competent healthcare and walking the path of Reconciliation.



RMH and Lindsay Collegiate and Vocational Institute (LCVI) completed the fourth year of our hospital's **Health Sciences Program**, providing local high school students with an immersive, hands-on look into the healthcare sector. The program blends traditional classroom learning with real-world hospital experiences to help students determine their future career paths, including a trip to the University of Toronto's Faculty of Dentistry.

Out of the 18 students who completed the program this year, 15 committed to entering healthcare-related fields in college or university. For many, the experience has reassured them of their chosen career path.

"This program is unlike any other I have taught after 25 years in education," says LCVI teacher Warren Graves. "The staff at RMH are incredible to work with and the students and I have learned so much."

Team members from our **Stroke and Rehab Unit** came together to participate in **The Salvation Army's Adopt a Family** program in Fenelon Falls. Their generosity helped a single mother and her five children have an extra special Christmas during the holiday season.

That compassionate spirit was shared throughout the hospital as our charitable endeavours during the year included **Diagnostic Imaging** supporting our local food bank, **Physiotherapy** team members holding a shoe drive for May's physiotherapy month, and our **Health First** team participating in **The Shoebox Project for Women**. Well done, all!



AND COMMUNITY IMPACT



RMH's Dr. Glasine Lawson and Dr. Baldeep Paul along with Aimee who gave birth to her little bundle of joy, Madelyn.

Birthing Centre Provides Excellent Care

Aimee and her family live in nearby Woodville but are no strangers to Lindsay and Ross Memorial Hospital. After giving birth via C-section to little baby Madelyn in October, the hospital now holds a special place in their heart.

"Everyone was wonderful," said Aimee the afternoon after delivery, with little baby Madelyn in arms. "Dr. Lawson is amazing, as I'm sure everyone here already knows. The anesthesiologist was great. Dr. Paul was fantastic. And the nurses took excellent care of us right from the start."

It wasn't Aimee's first child, but it was the first time she had delivered at Ross Memorial Hospital's Dr. Gargi Bhatia Family Birthing Centre.

"It was great to have so many people taking care of us," said Aimee. "That wasn't the case the last time I gave birth, so I felt very well cared for. With having more people, if something goes wrong you know there's more hands to help. My anxiety was a lot lower."

Not only did Aimee feel thoroughly cared for throughout her stay, the environment provided also made an impact.

"The rooms were nice and clean, absolutely spotless," said Aimee. "A lot cozier in here, which was nice." Congratulations, Aimee and family!

New Year's Baby Arrives January 1

RMH's Dr. Gargi Bhatia Family Birthing Centre delivered its first baby of 2026 at 8:47 p.m. on January 1. Little baby Theo was born to parents Jessie and Mathew weighing seven pounds, one ounce, and measuring 21-inches long.

Jessie, understandably, said she was nervous going into delivery for the first time. But both parents were happy with their experience.



New parents Jessie and Mathew with newborn Theo on January 2, 2026.

"From the minute we walked in the door and were greeted, to the staff cleaning our room, everyone has been fantastic," she said. "Our nurse stayed an extra two hours to see the birth through. It feels like we've been at home - it's been very comforting."

RMH Enters Era of New Leadership

RMH implemented two significant leadership changes in September to help guide the hospital into its next chapter of excellence in patient care. Veronica Nelson started as President and CEO, while Dr. Michel Boivin began as the hospital's Chief of Staff.

Veronica rejoined RMH after serving as President and CEO of Haliburton Highlands Health Services (HHHS) since June 2023, where she led the organization through a period of growth and transformation. Prior to that role, she spent more than two decades at RMH beginning as a Medical Radiation Technologist before rising to become Director of Diagnostic Imaging, Vice President and Chief Operating Officer, and Interim President and CEO. Veronica also played a key role in the development of the local Ontario Health Team.

Dr. Boivin had recently served as a Staff Intensivist at Northumberland Hills Hospital and worked as a locum at Brockville General Hospital and RMH. His extensive academic and clinical leadership background includes 20 years on faculty at the University of New Mexico, where he was a Professor of Medicine, Director of the Medical Intensive Care Unit, and Program Director of the Critical Care Fellowship.



Veronica Nelson and Dr. Michel Boivin.

The Future is Now

Healthcare does not begin or end at the hospital doors. A holistic approach to the continuum of care—across primary care, community agencies, long-term care, mental health services, and emergency response partners—is essential. Ross Memorial Hospital is working intentionally with partners across Kawartha Lakes and Haliburton County to improve coordination, reduce gaps, and support patients throughout their care journey.

A project we know there is a tremendous amount of excitement for is the expansion and renovation of our community's Emergency Department. This includes the creation of a state-of-the-art mental health emergency services unit that will improve patient safety and timely, specialized care for individuals experiencing mental health crises. It also includes a modernized trauma room featuring enhanced infection control measures and additional space to support emergency teams caring for patients requiring urgent, lifesaving treatment. RMH continues to work closely with the Ministry of Health through various approvals. Expectations are shovels in the ground by early 2028.

RMH is also updating our 2021 Master Plan, focusing on the physical infrastructure and long-term space needs of the hospital in a post-pandemic era. Our Master Plan has been developed and informed by the experiences of team members, patients, family members, and our community. It is anticipated the Master Plan will be formally submitted in Fall 2026.

Our hospital remains committed to increasing public awareness and education about the broad range of clinical services we have available. We want residents to know what care is offered locally—and how to access it.



Our year began with the 'You Can Be Somebody's Hero' spring appeal. Sharing family experience, Critical Care Director Jennifer Chipp-Smith explained the need to expand Ross Memorial's Emergency Department and create a Mental Health Emergency Services Unit. Our thanks to Jennifer and to all who gave so generously!

These 'Signs of a Caring Community' were on full display as businesses and organizations showed WE ARE THE ROSS on their signs, energizing the lead-up to the public launch of the **biggest capital campaign in Ross Memorial's history** in June.

Momentum grew all summer thanks to incredible support for fundraising events throughout Kawartha Lakes. In the fall, the Foundation announced a new recognition program: the **WE ARE THE ROSS Business Community** launched during Small Business Week!

Over the holiday season, you and the Todd family showed 'What Matters Most', with generous support for the highest priority projects at the Ross, ensuring your hospital's services and spaces grow with the patient population.

In appreciation of our donor community, we refreshed and expanded our **Donor Recognition Walls** featuring a **Lasting Legacies** panel, a digital monitor, and local photography by Fred Thornhill.

Celebrating the transformational giving that has contributed to generations of hospital expansions and patient care enhancements, the new **1902 Society** donor recognition wall in the hospital's main lobby recognizes those whose total giving exceeds \$100,000.

When you see the Exceptional Caring recognition walls, the signs in windows and billboards, and the patient and donor stories shared on our website and social media, we hope you take heart and know that YOU are reflected in this incredible legacy of caring.

Together with our Board of Directors, our Campaign Chair, our volunteers, and all donors who are giving generously to these and emerging priorities to provide the best possible care for our growing community, we share our warmest gratitude.

With you, **WE ARE THE ROSS**. Thank you for your incredible support in 2025/26!



Mona Malcolm-Sharman,
RMH Foundation Board Chair



Erin Coons, CFRE
RMH Foundation CEO

Financial Data

	2024/25	2025/26
Total Revenue:	\$140,648,488	\$147,996,755
By MOH	88.0%	89.0%
Patient & Ancillary Revenue	12.0%	11.0%

	2024/25	2025/26
Total Expenses:	\$138,021,578	\$145,381,887
Compensation	71.7%	71.7%
Other Supplies & Expenses	21.8%	21.2%
Medical & Surgical Supplies	4.7%	5.4%
Drugs and Medical Gases	1.8%	1.8%

Source 2024/25 and **2025/26** Audited Financial Statements - MNP
'Net Operating Results'

Patient Care By the Numbers

	2023/24	2024/25	2025/26
Emergency Department Visits	34,723	34,980	35,394
Operating Room Total Cases	6,765	7,020	6,604
Clinic Visits	42,034	44,267	43,354
Admissions			
Acute	5,424	6,929	7,625
Newborn	207	197	230
Mental Health	276	384	416
Complex Continuing Care	283	1,686	1,085
General Rehab	245	512	1,265
Palliative	48	511	437
Total Patient Days	65,726	69,985	68,031
Laboratory Interventions	484,574	533,826	558,880
Diagnostic Imaging Exams	66,497	73,126	74,613

For the Fiscal Year Ending March 31, 2024

For the Fiscal Year Ending March 31, 2025

For the Fiscal Year Ending **March 31, 2026**



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