

# Haliburton Highlands Health Services Corporation 29<sup>th</sup> Annual Meeting June 26, 2025



**This session is being recorded.**



# Welcome

*Compassion – Accountability – Integrity – Respect*

# Housekeeping Items

**Washrooms** are located just outside the hall.

There are **fire exits** on either side of the stage.

Please put your **phones on vibrate**.

We have **reserved seats** close to the speakers for those with accessibility needs.



# ***29<sup>th</sup> HHHS Annual Meeting***

**June 26, 2025**

*Compassion – Accountability – Integrity – Respect*

# 1. Call to Order & Land Acknowledgement

Irene Odell, Board Chair

*Compassion – Accountability – Integrity – Respect*

# Meeting Agenda

1. Call to Order & Land Acknowledgement
2. Approve Minutes of 2024 Annual Meeting
3. OLTCA Presentation
4. Report of the Corporation
5. Presentation of Financial Statements
6. Appointment of Auditors
7. Report of Nominating Committee & Election of Directors
8. Termination of Meeting
9. Open Q & A Session

# Executive Officers



Irene Odell  
Chair



Diana McNiven  
Vice Chair



Mark Bell  
Treasurer



Veronica Nelson  
Secretary

*Compassion – Accountability – Integrity – Respect*



# Traditional Land Acknowledgement

We gather on ancestral lands, the traditional territory of the Mississauga Anishinaabe and the traditional unceded territory of the Algonquin Anishinaabe people and in the territory covered by the Williams Treaties which have been inhabited for thousands of years – as territories for hunting, fishing, gathering and growing food. The intent and spirit of the treaties that form the legal basis of Canada bind us to share the land “for as long as the sun shines, the grass grows and the rivers flow.”





# Confirmation of Proper Meeting Notice & Quorum

## 2. Minutes of the Previous Annual Meeting

**MOTION:** That the minutes of the June 27, 2024  
Annual Meeting be approved.

### 3. Ontario Long-Term Care Association Presentation



**OLTCA**

# **Beyond the building: Caring for seniors and supporting communities**

**Haliburton Highlands Health Services Annual Meeting**

**June 26, 2025**

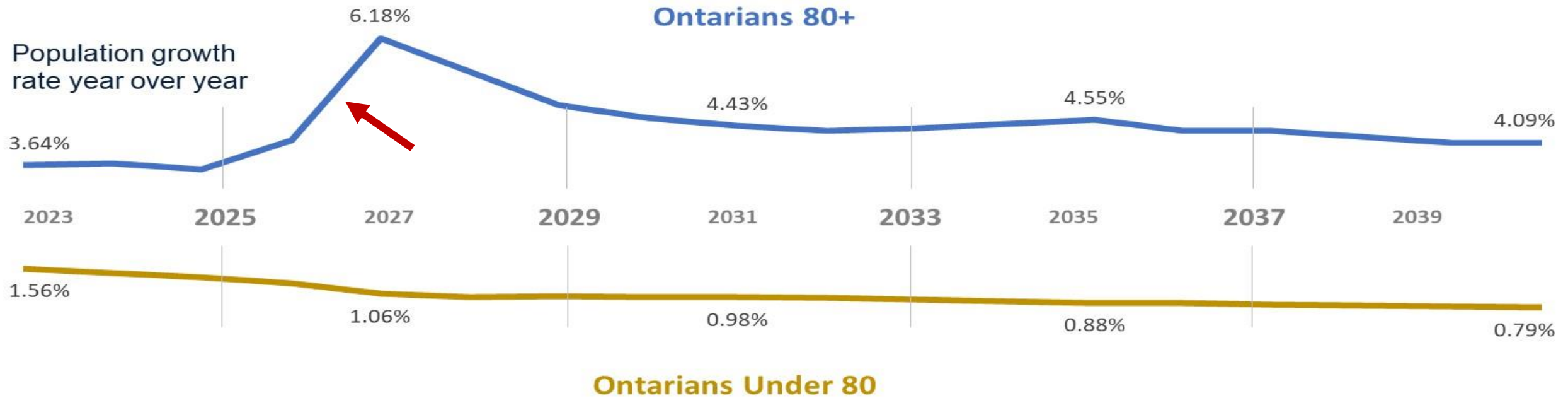
# The Ontario Long Term Care Association

- Nearly 70% of the province's long-term care homes
- Represents the full mix of ownership: private, not-for-profit, municipal, hospital, culturally specific, and First Nations homes in rural, urban, and northern locations across the province
- Our diverse membership provides a 360 degree view of the sector and unified platform to help transform LTC

*Photos from LTC Community Engagement Day 2024*





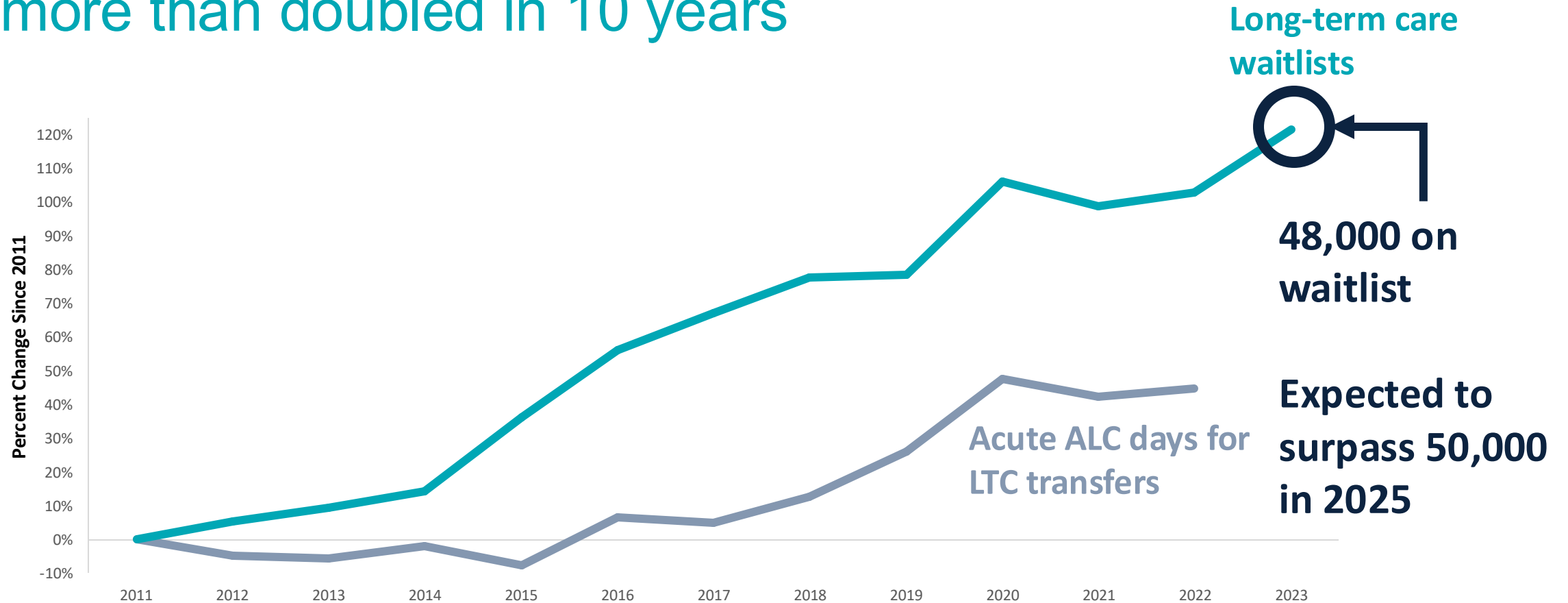


Our communities, health and social systems are facing a significant challenge in responding to the growing needs of seniors

**Ontarians 80+ will increase at rate nearly 4 times the rest of the population through 2043**

**By 2040, the number of Ontarians over 80 will nearly double what they are today.**

# Long-term care waitlists have more than doubled in 10 years



Data and Analysis provided by Preyra Solutions Group and OLTCa

# LTC Homes Support Aging in Place in Communities



## Private Housing

Single family homes  
Apartments / condos  
NORCs

## Seniors' Communities

Independent living  
Retirement  
Assisted Living

## Congregate Care

**Long-term care**  
Supportive housing

## Short-term care settings

Acute care  
Rehab / transitional units  
Respite care  
Complex continuing care

### Lower level of support

Home care, primary care,  
and community care

### Higher level of support

Programmatic, setting-  
based models of care

# Two pathways to support care for seniors outside the walls of LTC



**Supporting Healthcare Excellence Canada's Pan-Canadian spread**

Becoming a Jurisdictional Lead to spread LTC without walls model where LTC provides social supports for those living in community

**Integrated care for seniors with LTC at centre**

Health and social care models that integrated health and social care partners with LTC serving as a coordinating and navigation hub

# New Brunswick's Nursing Home Without Walls

NB's model enables LTC homes to serve seniors within their local communities.

Their model is primarily focused on social care, wellness, and connecting seniors to services and the health care system when needed.

**The model is explicitly not health care.**

## Snapshot of NB roll out:

- 2019-2023: 4 Pilot sites
- March 2025: 27 sites, with plans to scale to all homes in NB that volunteer
- 98% of older adults felt NHWW helped them stay home longer

Estimated cost: 150 to 250K per home.

## Core Components



Personal Care



Social Engagement



In-Home & Life Supports

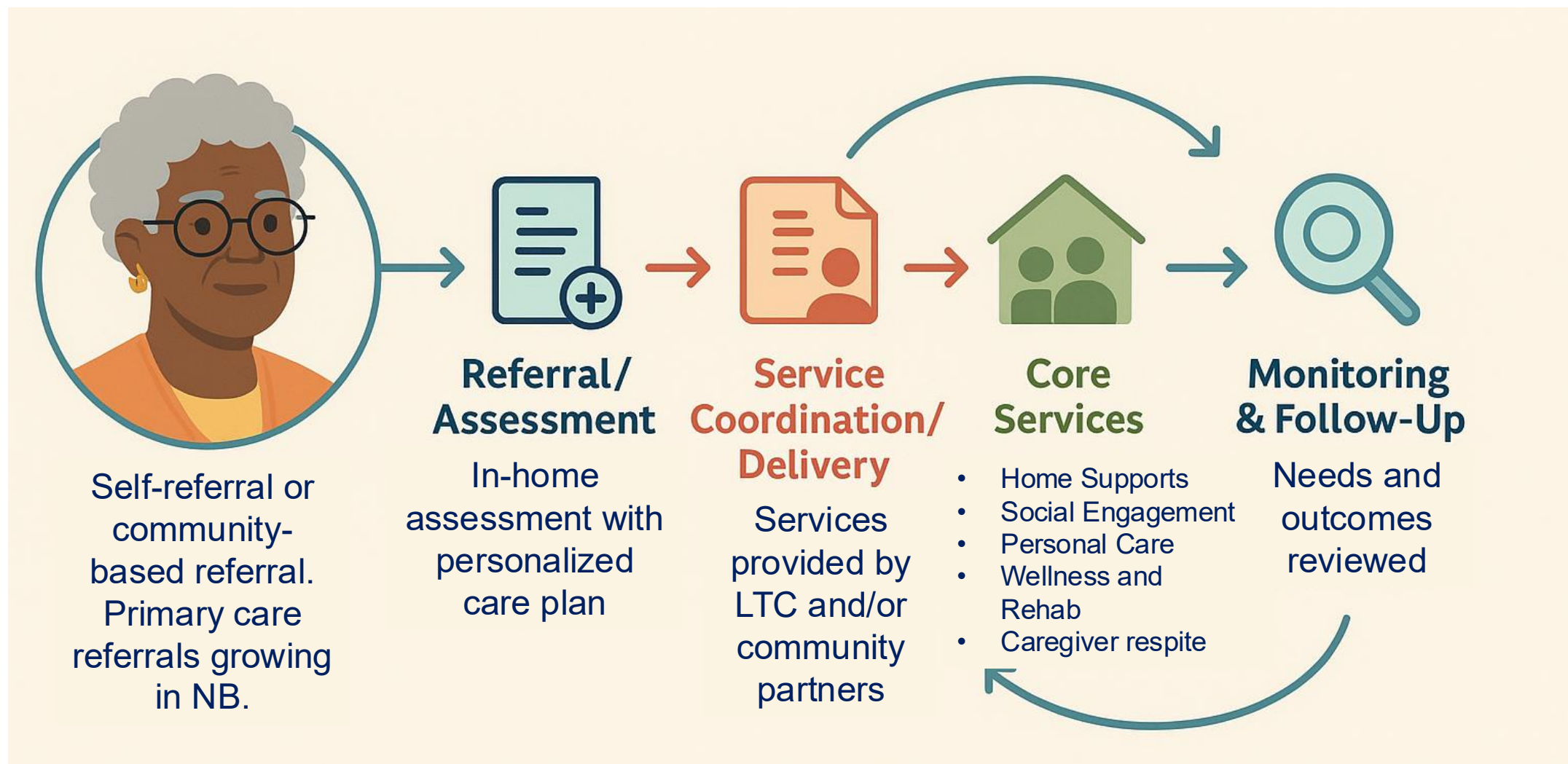


Wellness & Rehab



Caregiver Support & Respite

# Sample journey in NB's Nursing Home Without Walls





# Spreading to Ontario

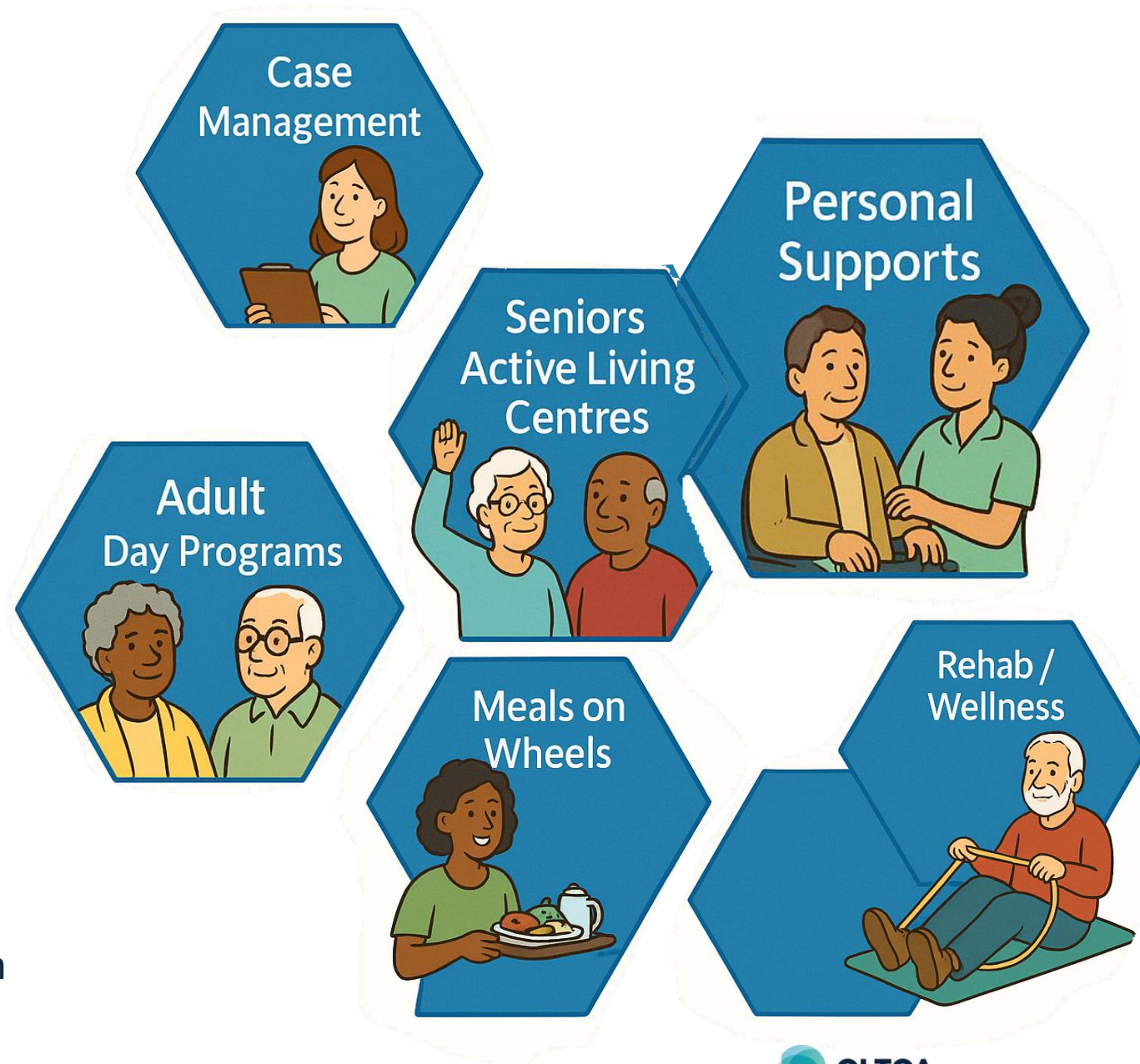
There are two key programs focused on models similar to LTC without walls in Ontario:

## Community Access to LTC program

- \$15 million over two years
- access to certain services in long-term care homes, such as personal care, clinical services, and recreational and social programming.
- Initial pilot of 3 homes

## Healthcare Excellence Canada NHW Pan-Canadian Spread

- Funding jurisdictional leads to spread in each province and territory – 250k
- Spread supported over three years, with expectation of finding other funding sources




# Seniors' Hubs

- A campus of care that offers a mix of services to support seniors in the community.
- Seniors Hubs bring the community into LTC homes and extends their services beyond the walls.
- Co-located with other community services such as diagnostics, primary care and pharmacy that allows seniors to access essential services in one place.
- Important support for those on the wait list for LTC and their caregivers.




# Seniors' Hubs – Current Models



**Alberta Health Services Picture Butte**  
– seniors' hub with tiered seniors' housing, diagnostics, primary care and urgent care

**Welbrook Seniors' Hub** - Day programs, navigation supports, dementia café, wide array of clinical and health services for residents and community



**Schlegel Hub** – tiered housing options with living classrooms, inter-generational programming and community focused supports

**Fairview Seniors Community** - tiered housing options, seniors' active living and home care serving campus community





Thank you!  
*Donna Duncan, CEO*

## 4. Report of the Corporation

*Compassion – Accountability – Integrity – Respect*

# Board Chair Highlights



## Celebration:

- Accreditation with Commendation
- New CT Scan
- New Mammography Unit
- Launched the Minden Health Hub

### Haliburton Highlands Health Services Minden Health Hub

Haliburton Highlands Health Services (HHHS) is delighted to introduce the **Minden Health Hub** – a one-stop shop for Community Members and Visitors to access more quality care in the Highlands. In partnership with health and wellness organizations, our community can now access coordinated and local services and programs.



#### HHHS Services and Programs

##### Mental Health Services

Bringing mental wellbeing and care closer to home, HHHS offers services and programs. Services include crisis intervention, counselling, Rapid Assess Addiction Medicine (RAM), case management and support with housing.

##### Community Support Services (CSS)

We believe in making community matter – one client at a time. Call us today for more support to stay in our community a little longer, healthier, and happier. Programs include Adult Day program, Meals on Wheels, Friendly Visiting, Safety and Security, Social recreation, Support groups, Supportive Housing.

##### Diabetes Education Network (DEN)

Our team at the Diabetes Education Network works together with you and your family to manage all aspects of your diabetes. The clinic sees anyone over the age of 18 or 2 Diabetes.

##### Geriatric Assessment and Intervention Network (GAIN)

As part of a regional network of Specialized Geriatric Services, the Haliburton geriatric assessments for frail seniors living at home (not Long-Term Care), health, dignity, and independence are at risk.

##### Ontario Telemedicine Network (OTN)

Telemedicine is invaluable for bringing highly specialized care to patients in rural areas. Timely access to such care, without the need to travel great distances, is particularly important for our seniors.

##### Internal Medicine Clinic

The Internal Medicine Clinic provides assessment, diagnosis, treatment, and long-term care from an internal medicine specialist who meet specific qualifications and professional standards.

##### Physiotherapy

As primary health care professionals, physiotherapists (also known as PTs) have knowledge of how the body works with specialized hands-on clinical skills to treat injuries, illnesses and conditions. The team offers outpatient appointments for those who are under the age of 19 or over the age of 65.

##### Coming April 2025: Gynecology Clinic

Offering support, guidance, and healthcare to women in our community in a safe and confidential environment.



#### Community Partners

##### Urgent Care Clinic (Kawartha North Family Health Team)

Minden Health Hub Entrance, best accessed off Deep Bay Road

Tel: 705-286-2140 ext. 4001

Fax: 705-286-0676

Clinic Hours: 7-days a week, 10:00am to 5:00pm

[www.knfhft.ca](http://www.knfhft.ca)

##### Five Counties Children's Centre

Community Healthcare Centre Entrance, best accessed off Deep Bay Road

Tel: 1-888-779-9916

Fax: 705-324-1936

<https://www.fivecounties.on.ca>

##### Fourcast

Community Healthcare Centre Entrance, best accessed off Deep Bay Road

Tel: 705-286-4077

Fax: 705-876-9125

<https://www.fourcast.ca>

##### LifeLabs

Community Healthcare Centre Entrance, best accessed off Deep Bay Road

Tel: 877-849-3637

<https://www.lifelabs.com>

##### Canadian Mental Health Association

Community Healthcare Centre Entrance, best accessed off Deep Bay Road

Tel: 705-286-4575

<https://cmhahkpr.ca>

##### Haliburton Highlands Family Health Team

Community Healthcare Centre Entrance, best accessed off Deep Bay Road

Tel: 705-286-2500

Fax: 705-286-2022



*Together – be the model of excellence in rural healthcare*

## STRATEGIC DIRECTIONS



Deliver compassionate, high-quality person-centred care.

Nurture and support a thriving team culture.



Cultivate partnerships to strengthen care delivery.

Build the future through sustainable and responsible resource management and innovation.



**Optimizing health and wellbeing in Haliburton County  
through growth and innovation**

COMPASSION • ACCOUNTABILITY • INTEGRITY • RESPECT

# Overview



## Hospital

Emergency Department

15-Bed Inpatient Unit

Diagnostic Imaging

Physiotherapy



## Community Support Services

Adult Day Program

Diabetes Education Network

Friendly Visiting, Security Checks

Geriatric Assessment and Intervention  
Network

Meals on Wheels

Medical Transportation

Mental Health & Addictions Services

Palliative Care Community Team

Supportive Housing / Assisted Living



## Long-Term Care

Highland Wood – Haliburton 30 beds

Hyland Crest – Minden 62 beds



# New HHHS Team Members



**Susan Farrar, Outpatient  
Services Manager & Human  
Resources Consultant**



**Steven Lofkrantz, Quality,  
Patient Safety & Risk Manager**

# Human Resources Plan



We will engage and communicate.



We will provide resources to achieve excellence.



We will treat each other with respect and integrity.



We will recruit and retain quality team members.



We will work together to face challenges.

As of  
March 31/25:

**387**  
**Employees**

**490,000**  
**Hours Worked**

**84.1%**  
**Retention Rate**



# Overall Performance



Would you recommend HHHS to friends and family who require care?	Survey year	Response	Change
	2023	89%	
	2025	97%	+8% from '23

Overall, HHHS is a great place to work.	Survey year	Response	Change
	2023	28%	
	2025	75%	+47% from '23

# Human Resources

Human Resources has focused on:

1. Recognition Program Evolution
2. Recruitment & Retention



**8 RN/RPN**



**20 PSW/HSW**



**35 Others**



## **30 years of Service**

Elaine Fockler, Manager congratulating  
**Shelley Vanlieshout**, Telemedicine  
Coordinator at Awards Ceremony



# Accreditation



✓ Achieved



Lab in progress...



# Acute Care




- ✓ **New ED Professionals**
  - ✓ Pharmacy Technician
  - ✓ Medical Lab Assistant
  - ✓ 24/7 Housekeeping
- ✓ **ED Education Days**
- ✓ **Implemented electronic Patient Surveys & Patient Safety Incident Management Systems**
- ✓ **Planned for ED Renovation**

*“I was scared to be at a hospital but the staff there is stellar!!”* Patient satisfaction survey comment



Meaghan Girvan  
Pharmacy Technician

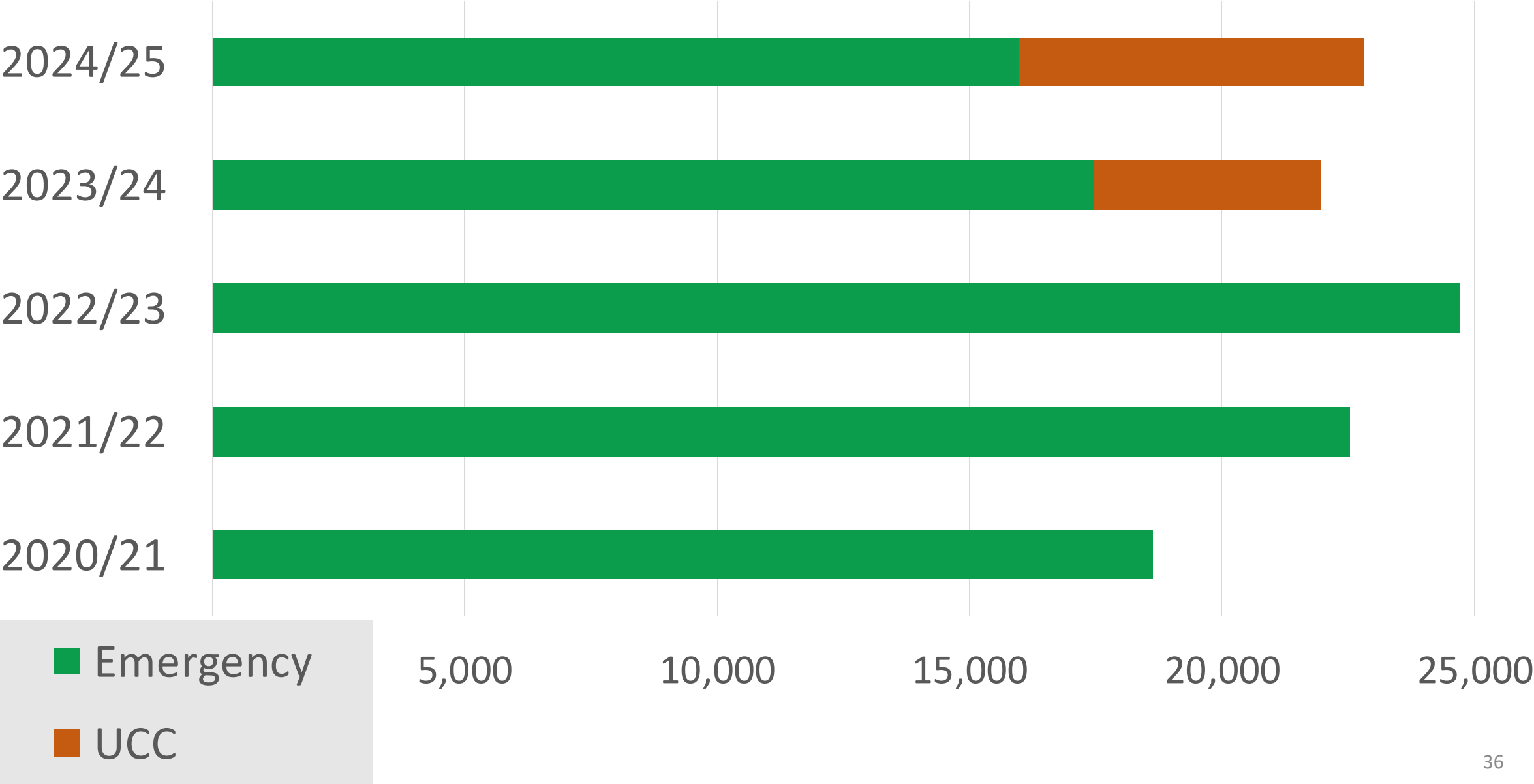
# By the Numbers

Patient Activity		YOY Δ	2024/25	2023/24
	ED Visits	↓9%	15,967	17,480
	Inpatient Discharges/Admissions	↑7%	625	585
	Patient Days	↑11%	5,677	5,116
	Occupancy (based on 15 beds)	↑11%	104%	93%

*“I arrived by ambulance and received immediate care. All staff were professional and courteous. They were open to my questions about my situation.”*

*Patient satisfaction survey comment*

# Emergency & Urgent Care Clinic Volumes Fiscal 2024/25





# Diagnostics



*“Thank goodness for your CAT scan machine getting here. I can’t imagine having to travel to get imagery done. Staff was phenomenal and took really good care of me.”* Patient satisfaction survey comment

# By the Numbers



## Patient Activity

YOY Δ

2024/25

2023/24

X-ray Exams

↓2%

10,228

10,440

CT Scans (Started July 2024)

2,995

-



Ultrasound Exams

-

2,025

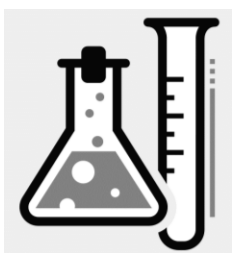
2,054

Echocardiography Exams

↑39%

562

405



Lab Interventions – In-House  
(point of care tests)

↑6%

32,178

30,311

*“I could not have had better care elsewhere. That Haliburton has a cat scan made the ordeal made much less stressful. Kudos to all that attended to me. Thank you..”*

*Patient satisfaction survey comment*



# Nurse Practitioners join Hyland Crest Long-Term Care

Welcomed  
**Chantel Berry**  
and **Amy**  
**Thompson!**






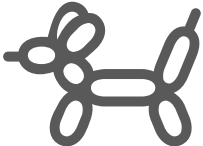

**Luann Coghlan, Artist**



# Highland Wood Long-Term Care

- Dementia Friendly paint colours
- More Open Space

# By the Numbers

	Resident Activity	YOY Δ	2024/25	2023/24
	Number of Outings	↑55%	34	22
	Number of Activities	↓14%	4,221	4,914
	Respite Stays	↑4%	24	23

92% of residents “would recommend this nursing home to others.” 2024 Survey Results



# Community Support Services

## What's Changed:

- ✓ Streamlined **Volunteer Recruitment** process
- ✓ Included **Long-Term Care in Adult Day Programming**
- ✓ Supportive Housing/Assisted Living program united to get **patients home from hospital**

*“...very satisfied with the services and regular for foot care appointments, ADP is a blessing for me.”*

*Client satisfaction survey comment*



# Community Support Services

## Responsive Programs:

- ✓ **Warming Centre** during Ice Storm
- ✓ **Pilot Children's Day Camp**
- ✓ **Footcare** in Wilberforce added

*"...the foot care ladies are the best, we enjoy our foot care sessions very much."*

*Client satisfaction survey comment*



# By the Numbers

Community Support Services	2024/25	2023/24
Transportation Trips	7,652	9,554
Transportation – Clients Serviced	412	462
Meals on Wheels Delivered	20,486	21,400
Hospice Client Visits	663	492
Foot Care Clinic Visits	681	650
Assisted Living / Supportive Housing / Adult Day Program [hours of care]	16,389	18,235



*“I didn't realize that you offer the meals on wheels with your program, I may call back soon to set that up.”*

*Client satisfaction survey comment*



# Clinical Programs

- ✓ Diabetes Education Network (DEN) received a new **Doppler** unit
- ✓ **Geriatrician Dr. Clive** joined Geriatric Assessment Intervention Network (GAIN)



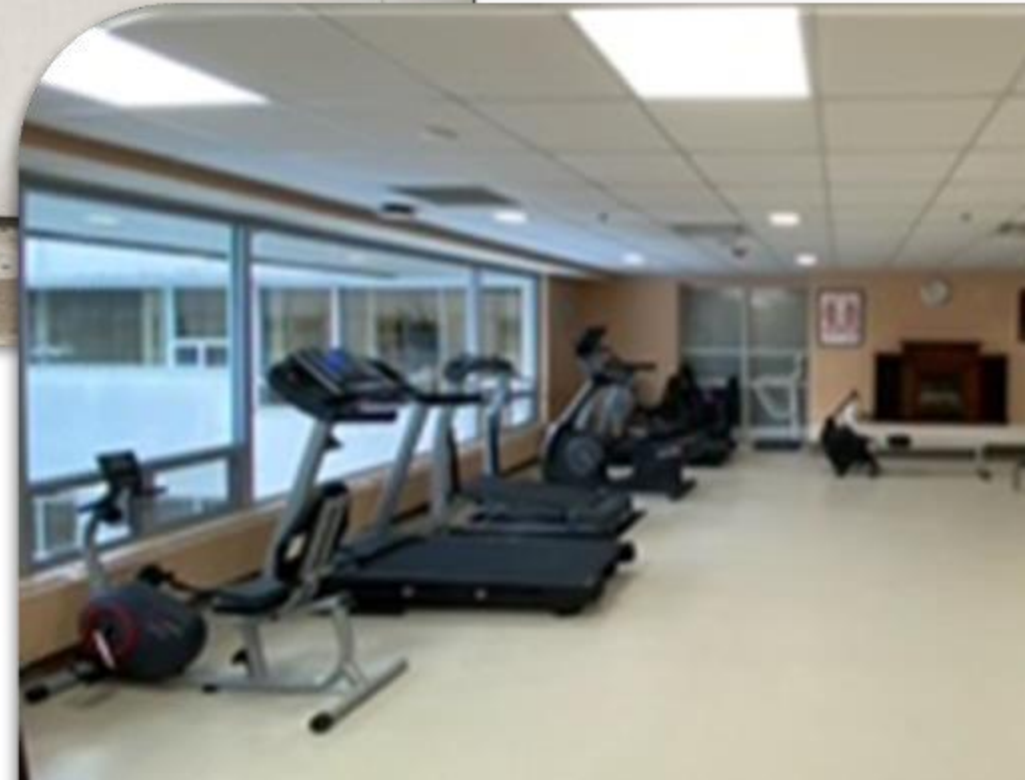
**100% Donor  
Funded**  
*Thank you!*

**Haliburton  
County  
Snowmobile  
Association**  
raised funds  
for a doppler  
for DEN.



# Clinical Programs

- ✓ Mental Health, Fourcast and CMHA moved to the **Minden Health Hub**
- ✓ New **OTN** Systems
- ✓ Outpatient **Physiotherapy** services reopened



# By the Numbers



Clinical Programs	YOY Δ	2024/25	2023/24
Mental Health & Addictions Visits	↑80%	4,248	2,359
GAIN Visits [Geriatric Assessment & Intervention Network]	↓9%	1,557	1,703
DEN Visits [Diabetes Education Network]	↓36%	1,186	1,841
PCCT Visits [Palliative Care Community Team]	↑16%	2,333	2,004
Physiotherapy Clinic Visits	↓39%	532	868

*“This location is so open and welcoming, and it has made me feel that we are all part of the HHHS Corporation”. Staff satisfaction*

# Volunteer Report

- 58 Episodic Volunteers (i.e. entertainers for LTC)
- 40 Transportation Volunteers
- 38 Minden Health Care Auxiliary Volunteers
- 35 Long-Term Care (LTC) Volunteers
- 21 Meals on Wheels Volunteers
- 19 Board & Committee Volunteers
- 14 Hospice Volunteers
- 56 Social Recreation, Diners Club, Friendly Visiting, Adult Day Program



**240+ Volunteers and 14,500+ hours logged!**



# Volunteer Report



- Refreshed and Streamlined Volunteer Program
- Volunteer Recognition & Awards Event
- Volunteer Fair
- Volunteer Social Media Strategy

# Master Plans

## Status

1. Await approval to advance to **Stage 1.2 Proposal Development** for the Hospital
2. Await approval to advance to **Design Stage** of our Long-Term Care Redevelopment Project





# Report of the Chief of Staff



## We Welcomed:

Dr. Ali Bohra, ED

Dr. Paul Faulkner, ED

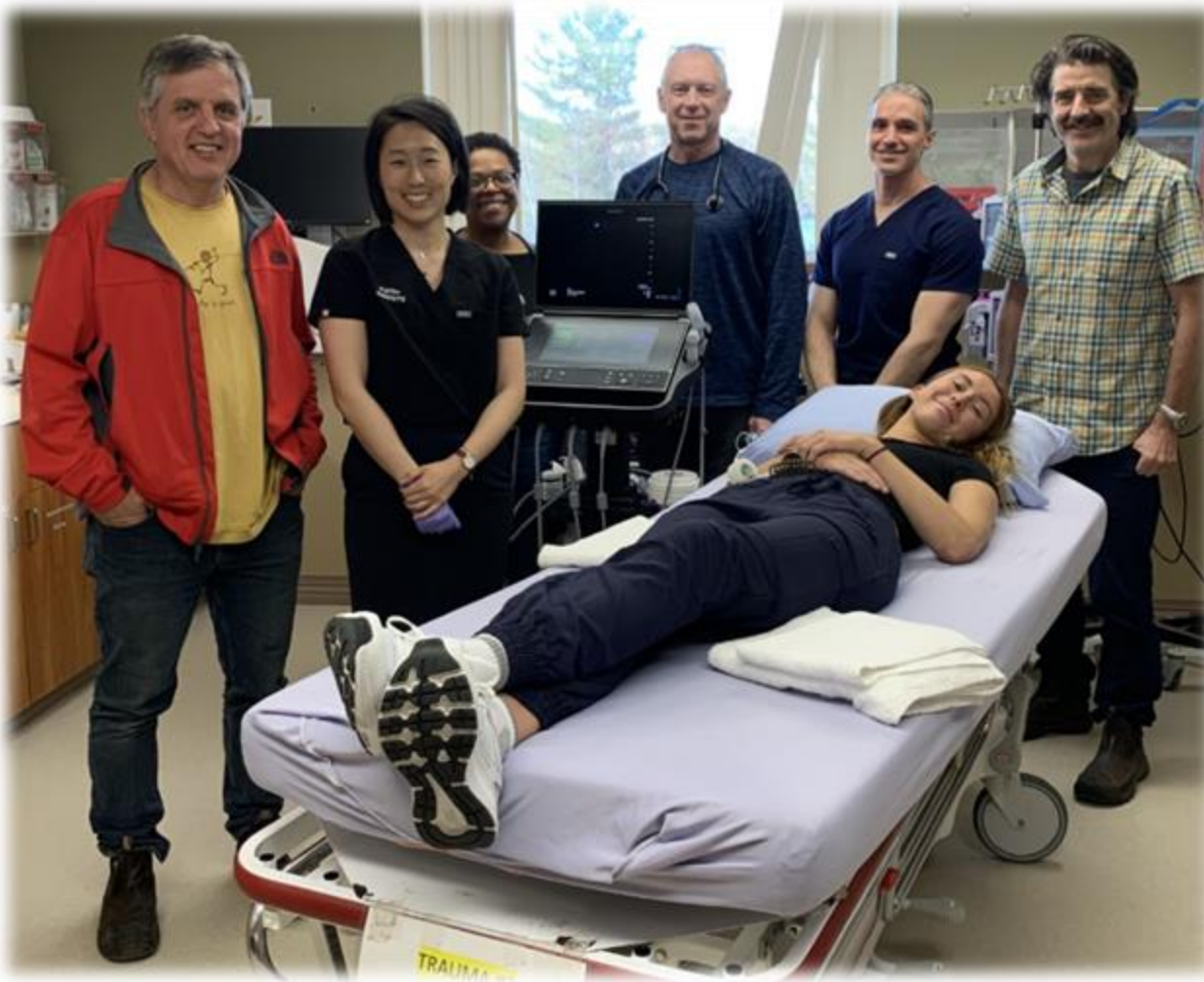
Dr. Keiyan Sy, Pathologist/Lab

Dr. Kathryn Drury, Occ Health

Dr. Ben Chen, Internist

Dr. Barbara Clive, Geriatrician

Dr. Roslyn Shafir, OBSP Lead



*"Nurses and Dr was very friendly and helpful. Made me feel comfortable during my visit."*

*Patient satisfaction survey comment*

# Gratitude to the Auxiliary

## Hyland Crest

Respite Room Revitalized

**100% Funded by Minden  
Health Care Auxiliary**

***Thank you!***



# Gratitude to the Auxiliary & Foundation

## Medical Flushers / Disinfectors

100% funded by:

- ✓ **Minden Health Care Auxiliary**
- ✓ **HHHS Foundation**

Thank you!





# Gratitude to the Auxiliary & Foundation

## New Servery Cabinets

100% funded by:

- ✓ **Minden Health Care Auxiliary**
- ✓ **HHHS Foundation**

Thank you!



# Minden Health Care Auxiliary



## Join the Auxiliary!

- Meet 3 times per year & by email
- Help with fundraising initiatives
- Staff the gift shop
- Volunteer in Long-Term Care



## Contact:

Baldish Toor, Membership Coordinator at 647-500-4364

Pat Bradley, Secretary at 705-934-0011

Gail Simon, President, at 705-286-4087

Volunteer Services at 705-457-1392 x 2926

[volunteering@hhhs.ca](mailto:volunteering@hhhs.ca)



# HHHS Foundation

Melanie Klodt Wong, Executive Director

Foundation for the Health of the Highlands

The HHHS Foundation is a separate corporation, an incorporated charity registered under the Canada Not-For-Profit Corporation Act with a dedicated volunteer Board of Directors

Our mission is to financially support the hospital and health care facilities in Haliburton County for:

- Capital Projects and Equipment
- Long-Term Care
- Community Support Services
- Education Programs

The Foundation does not provide funding for operations of HHHS.







The Here for You campaign launched in April 2024 to raise **\$4.3M** in support of Diagnostic Imaging tools including the addition of CT and Mammography exceeded all expectations, raising **\$6.3M** which allowed the addition of a desperately needed X-Ray suite to the project.

- Extraordinary Matt Duchene Charity Golf Classic
- Record Breaking Health Radiothon
- Impact-Drive Annual Holiday Campaign
- Community Driven 50/50 Lottery
- Arts Extravaganza & community produced events

allowed the HHHS Foundation to provide HHHS with all funds needed for priority needs in the 2024-2025 fiscal year



# Support Local, Support Local Healthcare this Summer!

HHHSF has a full calendar of events aimed at spreading gratitude for supporting last year's incredible campaign, raising awareness, and raising funds for healthcare services in the County.

- Minden Auxiliary Tag Day (**July 11**)
- Matt Duchene Charity Golf Classic (**July 18**)
- MooseFM Health Radiothon (**August 14-15**)
- [50/50 lottery](#) driven by Minden Subaru
- Ontario wide [Split the Pot](#) healthcare lottery
- Haliburton County Festivals and Events
- Follow us on social for details!



Thank you for supporting your local healthcare this summer!

# HHHS Foundation Report

Melanie Klodt Wong, Executive Director

THANK YOU!

[hhhs.ca/foundation/give](https://hhhs.ca/foundation/give)

[foundation@hhhs.ca](mailto:foundation@hhhs.ca)

705-457-1580

Join us at one of our many events this summer and sustain health care in the highlands for now and into the future!

Thank you for supporting local healthcare.



HALIBURTON HIGHLANDS  
HEALTH SERVICES FOUNDATION

## 5. Financial Statements

# Page 4 of the Financial Statements

## Statement of Financial Position

March 31	2025	2024
<b>Assets</b>		
Current assets		
Cash (Note 4)	\$ 517,558	\$ 3,672,277
Investments (Note 5)	265,671	298,620
Accounts receivable (Note 6)	4,851,531	2,757,542
Inventories	190,363	198,803
Prepaid expenses	337,200	580,275
	<u>6,162,323</u>	<u>7,507,517</u>
Investments (Note 5)	-	155,782
Capital assets (Note 7)	<u>21,812,381</u>	<u>19,985,946</u>
	<u>\$ 27,974,704</u>	<u>\$ 27,649,245</u>
<b>Liabilities and Net Assets</b>		
Current liabilities		
Ontario Health advance (Note 4)	\$ -	\$ 6,600,000
Accounts payable and accrued liabilities (Note 8)	10,455,932	7,002,435
Current portion of long-term debt (Note 9)	385,978	401,614
	<u>10,841,910</u>	<u>14,004,049</u>
Employee future benefits (Note 13)	1,413,100	1,338,400
Deferred capital contributions (Note 11)	16,748,328	15,413,770
Long-term debt (Note 9)	2,039,194	2,425,177
Asset retirement obligation (Note 10)	21,882	21,245
	<u>31,064,414</u>	<u>33,202,641</u>
Unrestricted net debt (Note 12)	<u>(3,089,710)</u>	<u>(5,553,396)</u>
	<u>\$ 27,974,704</u>	<u>\$ 27,649,245</u>





# Statement of Operations and Net Assets(Debt)



For the year ended March 31	2025	2024
<b>Revenues</b>		
Ministries of Health and Long-term Care	\$ 42,306,477	\$ 32,565,713
Long-Term Care residents fees	2,498,919	2,414,111
Other patient revenues	1,781,779	1,446,220
Other operating revenue	1,249,511	1,211,140
Amortization of deferred contributions related to equipment	644,755	400,229
	<u>48,481,441</u>	<u>38,037,413</u>
<b>Expenses</b>		
Wages and benefits	30,080,182	23,113,960
Medical compensation	4,393,449	4,312,534
Purchased services	1,769,446	3,100,834
Supplies and other expenses	7,921,023	7,850,004
Drugs and medical supplies	756,947	742,409
Interest on long-term debt	78,822	130,254
Equipment amortization	769,675	923,026
	<u>45,769,544</u>	<u>40,173,021</u>
Surplus (deficit) before building amortization	<u>2,711,897</u>	<u>(2,135,608)</u>
Amortization of deferred contributions for buildings	771,416	771,666
Amortization for buildings	<u>(1,019,627)</u>	<u>(926,797)</u>
	<u>(248,211)</u>	<u>(155,131)</u>
Net surplus (deficit)	2,463,686	(2,290,739)
Unrestricted net assets (debt), beginning of year	<u>(5,553,396)</u>	<u>(3,262,657)</u>
Unrestricted net assets (debt), end of year (Note 12)	\$ (3,089,710)	\$ (5,553,396)

## 6. Appointment of Auditors

# Appointment of Auditors

**MOTION:** That MNP LLP be appointed as Auditors of the Corporation until the termination of the next Annual Meeting, at a rate of remuneration to be fixed by the Board of Directors.

## 7. Report of Nominating Committee

# Slate of Directors



Name	New or Reappointment
Dr. Sharon Kaasalainen	Reappointment – three (3) year term
Ms. Charlotte Snider	Reappointment – three (3) year term
Mr. Michael Tambosso	Reappointment – three (3) year term
Mr. Kurtis Bishop	Reappointment – three (3) year term



# Election of Directors

**MOTION:** That the persons nominated be elected Directors of the Corporation for the terms indicated or until their successors be elected or appointed in accordance with the Corporate By-law.

# Slate of Directors – County



Name	New or Reappointment
Deputy Mayor Jennifer Dailloux	New – two (2) year term

# Election of Directors – County Councilors



**MOTION:** That the person nominated be elected Director of the Corporation as a qualified Haliburton County Councilor for the term indicated or until their successor be elected or appointed in accordance with the Corporate By-law.

## 8. Termination of the Meeting

**Thank you  
Veronica Nelson**



## 9. Open Q & A Session

[lernst@hhhs.ca](mailto:lernst@hhhs.ca)

# Thank you.

Please forward any questions, comments or  
feedback to:  
[lernst@hhhs.ca](mailto:lernst@hhhs.ca)