

Annual Report

2024-2025



**DEEP RIVER &
DISTRICT HEALTH**

Deep River & District Hospital

Four Seasons Lodge Long-Term Care Home

North Renfrew Family Health Team

A MESSAGE FROM OUR LEADERSHIP

As we reflect on the past year at Deep River and District Health (DRDH), we are inspired by the remarkable progress, resilience, and unwavering dedication demonstrated across our entire organization. This year has been marked by significant growth and transformation, with exciting developments shaping the future of care for our community. Throughout this journey, our teams have remained steadfast in their commitment to caring for every person like a loved one.

Midway through our 2023-2027 Strategic Plan, we continue to make ambitious strides toward our goals, focused on three key priorities: People, Growth, and Community. This plan remains our guiding roadmap, driving expansion, innovation, and modernization to meet the evolving needs of those we serve - today and into the future.

This year has brought visible transformation across our health campus. We have made steady progress on two major construction projects that will significantly expand and modernize our facilities. At the site of our new Four Seasons Lodge Long-Term Care home, the steel framework has risen, turning architectural plans into tangible reality. It is inspiring to witness this new home take shape, knowing it will soon become a welcoming home to 96 residents. In support of the new home, our Closer to Home campaign has surpassed 90% of its \$2.5 million goal, thanks to the tremendous generosity and support of our community. Meanwhile, our Primary Care Building has advanced to its final construction stages, with finishing touches well underway. Opportunities for our team to tour the new space have generated enthusiasm and fresh ideas, reflecting the exciting possibilities to enhance patient care ahead.

As we plan for the relocation of the North Renfrew Family Health Team and our ambulatory care services to our new building, we are carefully considering how best to repurpose the vacated spaces to continue supporting the evolving needs of our community. We sincerely appreciate the input and suggestions from our team, partners, and community, which are helping to shape the future of our campus.

It has been a demanding year across our medical inpatient unit, emergency department, and primary care services. Despite these

pressures, stories of compassion and clinical excellence continue to emerge, underscoring the dedication that makes DRDH a truly exceptional place.

Looking ahead, we are confident that our culture of teamwork, innovation, and commitment that defines DRDH will continue to guide us through forthcoming growth and opportunities. Despite the challenges faced across the health care system, our organization continues to thrive, achieving remarkable milestones thanks to the strength of our team and the deep connections we share with one another. Together, we are building a stronger, more compassionate health care organization for our community.

Fueled by the dedication of our team and the unwavering support of our partners and community, we are well positioned for another year of impactful progress. As we move forward, we remain focused on building a healthier community and delivering an excellent, compassionate care experience, every time.

Sincerely,



Janna Hotson

President & Chief
Executive Officer



David Cox

Board Chair

Our programs and services include:

Deep River &
District Hospital

Emergency and
inpatient acute care

Four Seasons Lodge
Long-Term Care Home

14 bed long-term care home
(growing to 96 beds)

North Renfrew
Family Health Team

Primary care clinic

Diabetes education
program

Vaccination clinics

24/7 Emergency
Department

Diagnostic Imaging
services

Palliative care support

Clinical nutrition and
Dietitian services

Pre-school
speech therapy

Inpatient and community
laboratory services

Auxiliary Gift Shop

Telemedicine suites

Ontario Breast
Screening Program

Community preventative
care programs

Deep River and District Health is a leading health care campus comprised of the Deep River and District Hospital, the Four Seasons Lodge Long-Term Care Home, and the North Renfrew Family Health Team. Deep River and District Health provides a variety of programs and services, as well as care and supports provided together with our health and community partners.

Deep River and District Health provides care for over 24,000 people residing from Rapides-des Joachims and Head, Clara and Maria, past Pembroke, including Deep River, Laurentian Hills, Petawawa, Pembroke, and more.

Deep River and District Health is dedicated to delivering integrated and person-centered care, serving the needs of our local communities while expanding, innovating, and modernizing for a thriving future. With a focus on care and compassion, Deep River and District Health strives to provide excellent care and services that promote the health and well-being of our community.

OUR 2023-2027 STRATEGIC PLAN & LAND ACKNOWLEDGEMENT

Deep River and District Health's Strategic Plan continues to guide our organization with ambitious goals focused on People, Growth, and Community, ensuring the consistent delivery of excellent, compassionate care.



Strategic Plan 2023-2027

OUR VISION

An excellent, compassionate care experience, every time.

OUR PURPOSE

Caring for every person like a loved one, within a connected system.

People

We will retain, recruit and grow our team to provide care for today and tomorrow.

Growth

We will responsibly build and advance our capabilities to provide safe, quality care and services.

Community

We will foster partnerships and opportunities for engagement to improve the health of our community.

OUR VALUES

Caring • Excellence • Safety • Innovation • Partnering • Integrity

Deep River and District Health is grounded in a connection to the land and to those we serve across the Upper Ottawa Valley.

We acknowledge that DRDH is located on the unceded, traditional territories of the Algonquin Nation, and that we are privileged to live and work on land that has been stewarded for generations by Indigenous peoples.

We are grateful for the opportunity to provide care on this land and deeply appreciate Indigenous peoples' historic connection to this place, as well as their traditional knowledge and healing developed over generations.

We make a collective commitment to continue to establish meaningful relationships with Indigenous communities, and to furthering the promise of truth and reconciliation.



PEOPLE

We will retain, recruit and grow our team to provide care for today and tomorrow.



- Created new roles to enhance our ability to deliver excellent care including Personal Support Worker and Social Worker resources for acute care
- Awarded Michelle, Family Health Team Office Coordinator, with peer-nominated Essential Pieces Award
- Increased Social Committee events to support engagement and recognition of DRDH team members
- Hosted holiday party to celebrate the season together, and Spring Soirée to recognize team members for their long-standing dedication to DRDH
- Supported team members to grow in their careers through bridging and up-skilling programs
- Expanded number of medical learners and co-op students to complete rural placements and explore a variety of health care careers
- Welcomed Dr. Quenneville to DRDH to further strengthen health care services for our community
- Implemented new benefits providers to strengthen programs for our team
- Transitioned to a new Employee and Family Assistance Provider to support the well-being of our team and their families



GROWTH

We will responsibly build and advance our capabilities to provide safe, quality care and services.



- Kicked-off construction and held groundbreaking event for our new 96-bed Four Seasons Lodge Long-Term Care Home
- Progressed through extensive site preparation, foundation, and framing work on our new Long-Term Care Home
- Advanced to the final stages of construction of our new Primary Care Building
- Conducted functional and operational planning in preparation for the transition to our new Primary Care Building
- Undertook a population health analysis to identify areas of population health needs for our catchment area
- Implemented a sprinkler system throughout the organization to strengthen fire protection measures for many years to come



COMMUNITY

We will foster partnerships and opportunities for engagement to improve the health of our community.



- Implemented translation technology solution throughout the organization, breaking down language barriers and strengthening our ability to deliver person-centered care
- Installed time-lapse photo stations to invite our community to participate in capturing history with the construction of our two new buildings
- Provided education sessions for the community on healthy eating, prediabetes, heart health, and more
- Earned exceptional levels of patient satisfaction scores across acute and primary care settings
- Implemented Equity, Diversity, Inclusion, and Anti-Racism initiatives across all clinical areas to lead change towards building inclusive and safe spaces across DRDH
- Expanded access to diagnostic imaging services by expanding hours and accepting walk-ins
- Expanded volunteer programs to support recreation and activities for residents of the Four Seasons Lodge
- Carried out a Community Needs Assessment to guide future resource and space planning at DRDH by gathering feedback on health care service needs and opportunities



WHAT WE HEARD FROM OUR COMMUNITY

DRDH invites feedback from patients and residents across our health campus as a means to continuously improve and ensure the delivery of an excellent, compassionate care experience, every time. Here are some of the comments received from our community this year:

We as a family couldn't be happier with the care mom has received, thank you!

- Four Seasons Lodge Family Member

I had an excellent experience in the Emergency Department when I was not feeling well. All the staff were amazing, kind, compassionate, knowledgeable, and helpful. My visit time was minimal from triage to imaging to doctor to release. I feel I got the best possible care I could have. Thank you for your kindness and help.

- Emergency Department Patient

My Nurse Practitioner is the best medical professional I've ever worked with. She is so kind and really helped me through my process when I was sick.

- Family Health Team Patient

The food was excellent, which was a pleasant surprise. There were many food options which allowed me to gain much needed weight and strength. The Physiotherapist was very good and gentle. I felt happy there.

- Hospital Inpatient

My experience at this hospital was excellent! From reception, to nursing, to X-ray - everyone was very knowledgeable, pleasant, and kind. The doctor was also so kind and caring. He took the time to explain everything about my condition and medications. I don't go to the emergency department very often but I'd definitely go back to this hospital if needed, and would recommend it to family and friends. Thank you!

- Emergency Department Patient

WHAT WE HEARD FROM OUR COMMUNITY

My stay at the hospital was really great. The doctors were very helpful, kind and supportive. I can't say enough about the nurses and support staff, I will miss them more than I can put into words. I will hold my nurses in my heart for a long time yet. I would also like to say that the food service was extremely good, I won't eat as well at home! The staff that delivered the food was always friendly and helpful. Thank you.

- Hospital Inpatient

This is the best place [my loved one] could be...I feel she is part of a family here, thanks to the Lodge!

- Four Seasons Lodge Family Member

I had the best care in the hospital. All of the nurses were kind and thoughtful. They should all be commended for their work. They all interacted so well with each other.

- Hospital Inpatient

The attitude of all is amazing considering the stress and pressure on the health care system. A smile and patience and care is incredible and very much appreciated. Not being treated like a number is invaluable. Thank you to all!

- Emergency Department Patient

Received excellent care and achieved our goal. I got better and was able to go home because the hospital environment and staff who made that possible.

- Hospital Inpatient

I feel like they really listen to my concerns. I was a part of the process for trying to come up with a solution, they were very welcoming, and it felt like a safe space to discuss my concerns.

- Family Health Team Patient

DRDH BY THE NUMBERS



14,400

Emergency
Department
(ED) Visits



283

Inpatient
Admissions



10 days

Average Inpatient
Length of Stay



10,394

Diagnostic
Imaging Exams



64,566

Laboratory
Tests



1,745

Virtual Primary
Care Visits



90%

Average Inpatient
Occupancy Rate



271

Telemedicine
Appointments



7 minutes

Average wait time
from ED arrival
to triage



53 minutes

Average wait time
from ED triage
to a physician



75%

Overall ED Patient
Satisfaction Rate



77%

Overall Medical
Inpatient
Satisfaction Rate



94%

Resident
Satisfaction with
Safety and Security










90%

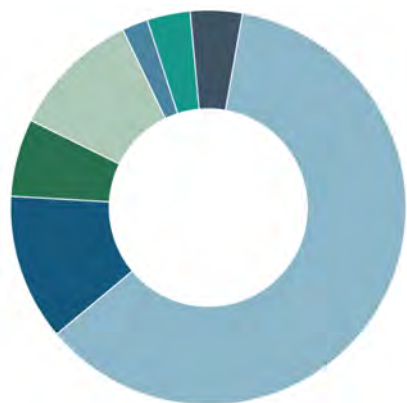
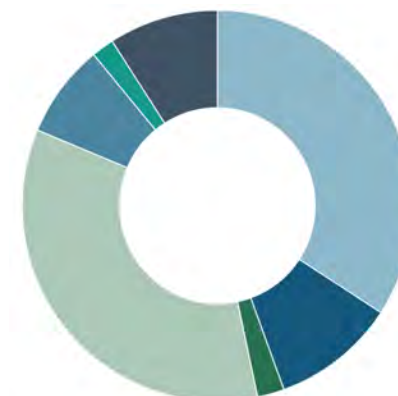
Patients would
recommend
Family Health
Team










OUR PATIENTS BY THE NUMBERS

2024-2025 Emergency Department Patients by Residence








	Deep River	34%
	Laurentian Hills	10%
	Head, Clara, and Maria	2%
	Petawawa	35%
	Pembroke	8%
	Quebec	2%
	Other	9%
		14,400

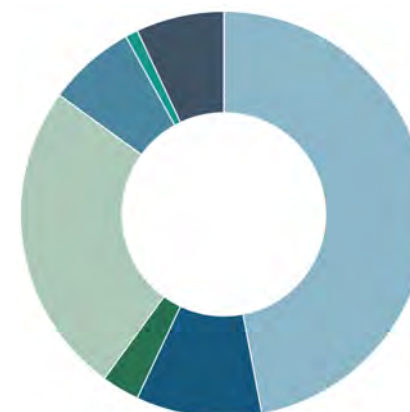


2024-2025 Inpatient Admissions by Residence

	Deep River	61%
	Laurentian Hills	12%
	Head, Clara, and Maria	6%
	Petawawa	11%
	Pembroke	2%
	Quebec	4%
	Other	4%
		283

2024-2025 Family Health Team Patients by Residence

	Deep River	47%
	Laurentian Hills	10%
	Head, Clara, and Maria	3%
	Petawawa	25%
	Pembroke	7%
	Quebec	1%
	Other	7%
		2,416



OUR TEAM BY THE NUMBERS



177

Total Staff



30

RNs



28

RPNs



99

Privileged
Physicians



49

Other
Clinical Staff



70

Non
Clinical Staff



7

Patient,
Resident, and
Family Advisors



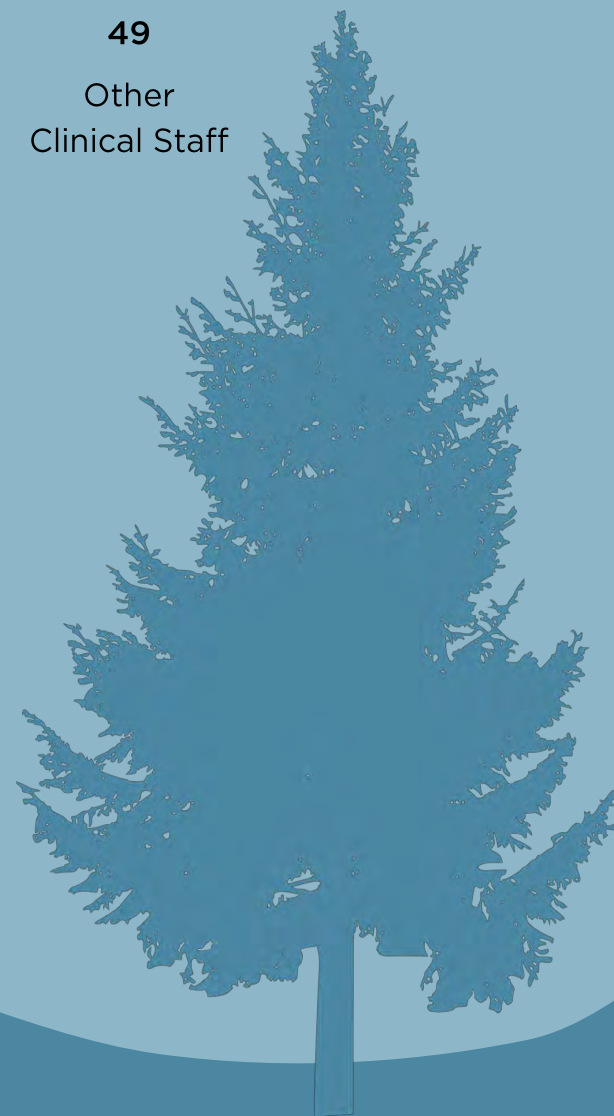
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Governance
Volunteers



24

Volunteers



+ THANK YOU FOR THE SUPPORT

DRDH is fortunate to be supported by both our Auxiliary and Foundation, along with individual volunteers. The support we receive from our volunteers, Foundation, and Auxiliary is fundamental to the excellent, compassionate care provided to our patients and residents. DRDH extends its heartfelt gratitude this year for the unwavering commitment and continued dedication to our community.

Auxiliary

- Continued to provide support through volunteer work at the Whistle Stop, the DRDH Gift Shop, the DRDH palliative care program, and the Four Seasons Lodge Long-Term Care Home
- Donated \$135,000 towards new cardiac monitoring equipment for the hospital to improve patient safety and improve quality of care
- Donated \$17,000 to support the Preschool Speech and Language Program
- Provided support to the Four Seasons Lodge to support recreation activities that promote residents' well-being and engagement
- Contributed over \$2 million in financial assistance and devoted 445,200 volunteer hours since the Auxiliary's inception in 1974



**DEEP RIVER &
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Auxiliary










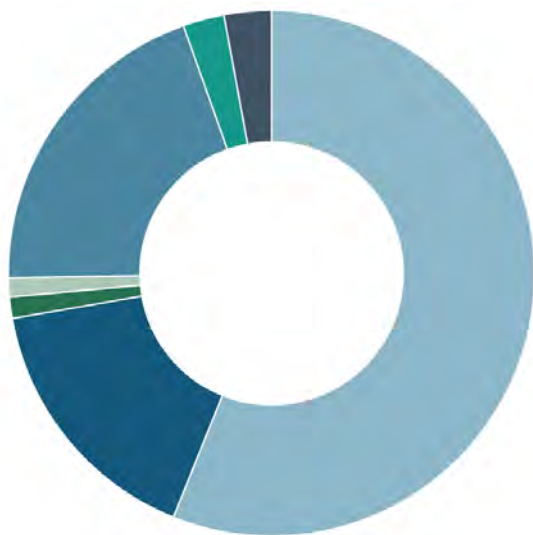
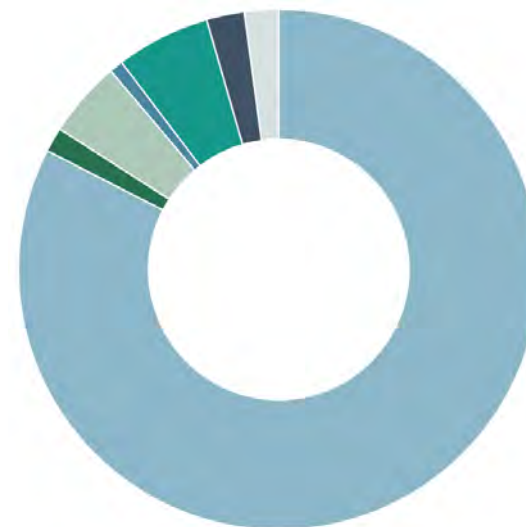
Foundation

- Reached over 90% of *Closer To Home* campaign goal to raise \$2.5M to furnish and equip the new 96-bed Four Seasons Lodge Long-Term Care Home
- Hosted a Giving Tuesday Appreciation Café to celebrate and thank generous donors and volunteers
- Grew Foundation team with the addition of an Events and Fundraising Assistant
- Completed installation of a new donor wall to showcase the exceptional generosity of our community
- Held several successful fundraising events including the 22nd Annual Golf Tournament, Bonspiel, Run For Home, and a new event—Dip To Donate Polar Plunge
- Benefitted from community-hosted events and sales, including those by the Deep River Community Band, Black Bears Charity, Morning Mist Resort, the Thurston Family, the Renegades Pipes and Drums and many more
- Donated \$30,000 to purchase a portable CPR machine for the hospital, thanks to funds received from the Black Bears Charity Hockey Tournament










2024-2025 Revenues

 Ministry of Health	\$16,175,946
 Resident Revenue	\$298,708
 Patient Revenue	\$931,841
 Differential and Co-Payment	\$164,589
 Other Income and Recoveries	\$1,146,364
 Amortization of Deferred Contributions	\$461,137
 Amortization of Deferred Contributions – Building	\$414,927
	\$19,593,512

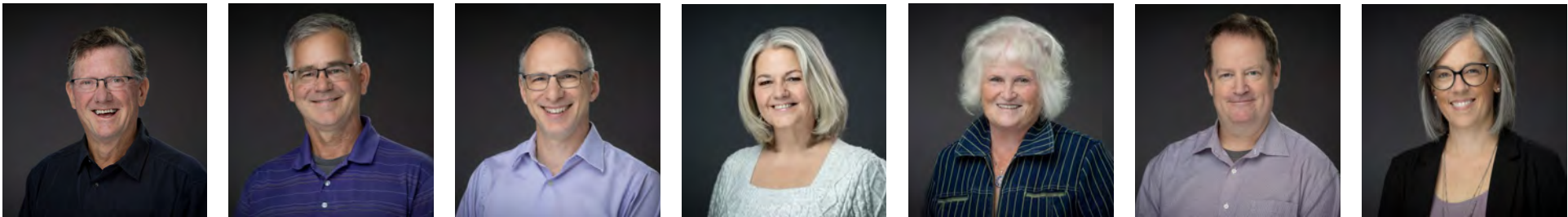


2024-2025 Expenses

 Salaries, Wages, and Benefits	\$10,877,289
 Medical Staff Remuneration	\$3,133,620
 Medical and Surgical Supplies	\$255,102
 Drugs and Medical Gases	\$225,417
 Other Supplies and Equipment	\$3,847,893
 Amortization Equipment	\$491,717
 Amortization Building	\$561,684
	\$19,392,722

Year-end surplus based on Ministry agreement
= \$347,547

Please note that this financial information is unaudited and is subject to changes upon audit conclusion.



Patient & Resident Representatives

Maxime Charette, Tracy Gendron, Laura Obrutsky, Rachel Ozer

Board of Directors

David Cox - Chair, John Osborne - Vice Chair, Christian Kaiser - Vice Chair, Claudia Beswick, Elizabeth Burke, Ted Chiasson, Beckie Kenrick, Desiree Quenneville, Johnathan Siery, Kylia Smith, and Doug Tennant. Not pictured: Dr. Hanene Ben Amor—President of Professional Staff

Committees of the Board of Directors

Nominating Committee	Governance Committee	Resource and Audit Committee	Capital Development Committee
Community Health Partners	Medical Advisory Committee	Medical Recruitment Committee	Fiscal Advisory Committee
Quality, Risk & Safety Committee	Patient and Family Advisory Council	Strategic Planning and Relationships Committee	



Senior Leadership Team

Janna Hotson - President & CEO | Administrator
William Willard - Executive Vice President & CFO
Meagen Boisvenue - Vice President of Clinical Services & CNE
Dr. Michael Sage - Chief of Staff



Deep River and District Health receives funding from Ontario Health.
The opinions expressed in this publication do not necessarily represent the views of Ontario Health.



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