

# Annual Report

2025-2026



**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 filled with gratitude, pride, and optimism. This has been a year defined by growth and progress as we continued to strengthen our health campus, expand services, and advance initiatives that will benefit our community for years to come.

At the heart of every accomplishment is our dedicated team. Across our hospital, long-term care home, family health team, and support services, our staff, physicians, volunteers, learners, patient and resident partners, and leaders have demonstrated an unwavering commitment to delivering an excellent, compassionate care experience. Their dedication, professionalism, and kindness remain the foundation of everything we do.

This year marked several significant milestones. Following years of planning and construction, we celebrated the opening of our new Primary Care building, creating a modern space designed to support the evolving needs of our patients, providers, and community.

Progress also continued on the development of our new 96-bed Four Seasons Lodge Long-Term Care Home. Construction remains well underway, while planning continues to support the transition to a new model of care that will enhance the resident experience. We were also pleased to receive approval to establish hospice services on our health campus, with initial planning and design work now underway. Together, these projects represent transformational investments in healthcare services for our region.

Beyond infrastructure, DRDH continued to grow and evolve. We strengthened partnerships, advanced planning for future community services, expanded engagement with patients, residents, families, and Indigenous partners, and continued our efforts to improve equity, inclusion, and access to care. We also introduced initiatives focused on recognition, leadership development, workplace culture, and employee engagement.

Throughout the year, our teams continued to provide exceptional care while responding to increasing complexity and demand across our services. Despite these pressures, we maintained a strong focus on quality, safety, and patient experience. We are proud of the resilience, innovation, and compassion demonstrated every day by those who serve our community.

Our success would not be possible without the support of our volunteers, Auxiliary, Foundation, donors, partners, community organizations, and residents. Their generosity, collaboration, and trust continue to play a vital role in helping us achieve our mission.

As we look ahead, we do so with confidence and excitement. New services, expanded programs, continued capital development, and investments in our people will further strengthen our ability to care for our communities close to home. Guided by our Strategic Plan and supported by an exceptional team, DRDH is well positioned to continue building a healthier future for all those we serve.

Thank you for your continued support, partnership, and confidence in Deep River and District Health.

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

Pre-school speech therapy

Vaccination clinics

Inpatient and community laboratory services

24/7 Emergency Department

Auxiliary Gift Shop

Diagnostic Imaging services

Telemedicine suites

Palliative care support

Ontario Breast Screening Program

Clinical nutrition and Dietitian services

Community preventative care programs

Well-Women’s Clinic

Champlain Regional Lung Health Program

Smoking Cessation Program

MINT Memory Clinic

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.

Now over halfway through the implementation of Deep River and District Health's 2023-2027 Strategic Plan, our organization remains focused on advancing ambitious goals centred 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

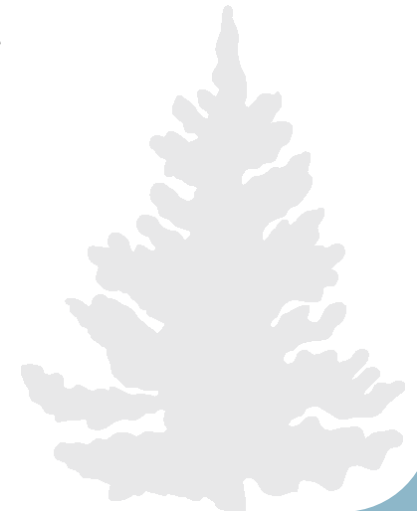
Caring • Excellence • Safety • Innovation • Partnering • Integrity

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.



- Recognized and celebrated the contributions of team members through the annual Employee Recognition Event, Service Awards, and Essential PIECES peer recognition program, including honouring Sue from the Emergency Department as this year's peer-nominated Essential PIECES Award recipient for her exceptional commitment to patients, colleagues, and DRDH values.
- Continued to strengthen organizational culture through the implementation of refreshed Standards of Behaviour, reinforcing expectations for respectful, inclusive, and professional interactions
- Launched the *Pieces in Practice* peer recognition program alongside refreshed Standards of Behaviour, to celebrate and recognize team members who bring DRDH's PIECES values to life through their daily actions and interactions
- Supported workforce planning and staffing consultations for the future Four Seasons Lodge Long-Term Care Home, engaging team members in shaping the future care model and work environment
- Welcomed medical learners, co-op students, and healthcare trainees to DRDH, supporting the development of future healthcare professionals and strengthening rural recruitment efforts
- Continued recruitment efforts to support organizational growth and future staffing needs, including the launch of a new careers platform through the redesigned DRDH website



## GROWTH

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



- Officially opened the new Primary Care Building, bringing community physicians, the North Renfrew Family Health Team, and outpatient services together in a modern, purpose-built facility
- Completed extensive operational, workflow, and transition planning to support the successful opening of the Primary Care Building and the relocation of services
- Continued significant construction progress on the new 96-bed Four Seasons Lodge Long-Term Care Home, advancing from structural framing to enclosure and exterior finishing stages
- Announced the future development of dedicated hospice services on the DRDH campus, expanding access to compassionate end-of-life care
- close to home
- Advanced Emergency Department renovation projects to enhance patient flow, accessibility, and the care environment
- Continued infrastructure renewal projects throughout the organization, including facility upgrades and improvements to support safe, high-quality care environments
- Expanded access to preventative healthcare services through initiatives such as unrostered cancer screening clinics and community health promotion activities
- Expanded access to specialized respiratory care through the new Lung Health Clinic, providing assessment, testing, education, and follow-up care closer to home through a partnership with ConnectWell



## COMMUNITY

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



- Celebrated the grand opening of the Primary Care Building alongside patients, healthcare providers, community partners, and government representatives
- Announced the future development of hospice services following extensive engagement with patients, families, team members, and community stakeholders
- Achieved the \$2.5 million fundraising goal for the Closer to Home Campaign through the generosity and support of donors, volunteers, businesses, and community members
- Celebrated the 50th anniversary of the Deep River and District Hospital building, recognizing five decades of care through community events and historical exhibits
- Participated in and supported numerous community events and initiatives, including Run for Home, Community Planting Day, National Day for Truth and Reconciliation, Pride celebrations, and local health promotion activities
- Strengthened partnerships with government representatives and healthcare partners through site tours, planning discussions, and advocacy for local healthcare priorities
- Continued to achieve high levels of patient, resident, and family satisfaction while advancing initiatives that support person-centered care and community engagement
- Invested in organization-wide Rainbow Health Ontario training to advance equity, inclusion, and affirming care for 2SLGBTQ+ patients, residents, clients, and families



# + 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:

I can call the Four Seasons Lodge and get an update on how my family member any time.

- Four Seasons Lodge Family Member

My experience was very positive. The staff I met with were incredibly caring and respectful throughout the interaction. It has not been easy to ask for help, but I felt validated and left with a plan.

- Emergency Department Patient

I met my new physician in the midst of a medical emergency that wasn't resolving. She has been attentive, helpful, supportive and creative. I couldn't ask for a better GP.

- Family Health Team Patient

Communication from the time I entered the ER doors to my stay in hospital was exceptional. I was impressed that they dealt with my specialists at a different hospital to plan my treatment. I was also happy that they treat you as a person and not just another patient. I was also impressed with how the staff work together as a team and remember that the patient is the most important part of that team.

- Hospital Inpatient

My hospital visit was very pleasant, the nurses and doctor were very kind, and I was seen very quickly.

- Emergency Department Patient

# + WHAT WE HEARD FROM OUR COMMUNITY

Excellent service provided by the doctors, nurses and support staff at the hospital. [Deep River] is indeed quite blessed to have this institution present in our community and the care it provides its citizens. The hospital meals provided are very well thought out and nutritious in retrospect.

- Hospital Inpatient

Happy with it all, the housekeeping is excellent, very satisfied with the home.

- Four Seasons Lodge Family Member

Very compassionate and caring. Treated with respect. Triage to care was quick. The complete care team was very caring and [provided] meds in a timely fashion.

- Hospital Inpatient

I was very impressed with the range of care I received. The nurses were professional, very well informed and sensitive to my concerns. I found the doctor to be kind, compassionate and gave me all the results to the tests performed. None of this was expected based on previous medical care in the past. I appreciate very much the care I received.

- Emergency Department Patient

I think the DRDH is an amazing well managed medical facility with caring and dedicated staff.

- Hospital Inpatient

They are personable. They take time to get to know me. They ask questions to get a full scope of what is going on prior to any diagnosis.

- Family Health Team Patient

# DRDH BY THE NUMBERS



**13662**

Emergency Department (ED) Visits



**313**

Inpatient Admissions



**9 days**

Average Inpatient Length of Stay



**8981**

Diagnostic Imaging Exams



**77,655**

Laboratory Tests



**881**

Virtual Primary Care Visits



**76%**

Average Inpatient Occupancy Rate



**398**

Telemedicine Appointments



**6 minutes**

Average wait time from ED arrival to triage



**52 minutes**

Average wait time from ED triage to a physician



**79%**

Overall ED Patient Satisfaction Rate



**75%**

Overall Medical Inpatient Satisfaction Rate



**75%**

Resident Satisfaction with Safety and Security



**94%**

Patients would recommend their healthcare provider

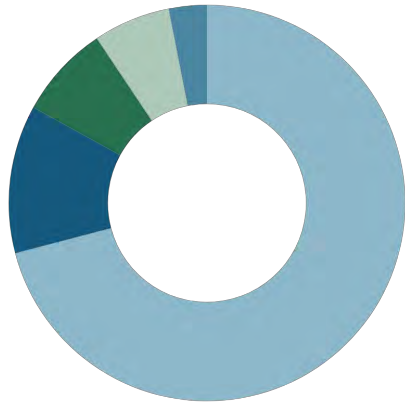


# + OUR PATIENTS BY THE NUMBERS

## 2025-2026 Emergency Department Patients by Residence

+ Deep River	32.6%
+ Laurentian Hills	10.5%
+ Head, Clara, and Maria	2.3%
+ Petawawa	29.8%
+ Pembroke	7.8%
+ Quebec	22.2%
+ Other	15%

Total: 13,662



## 2025-2026 Inpatient Admissions by Residence

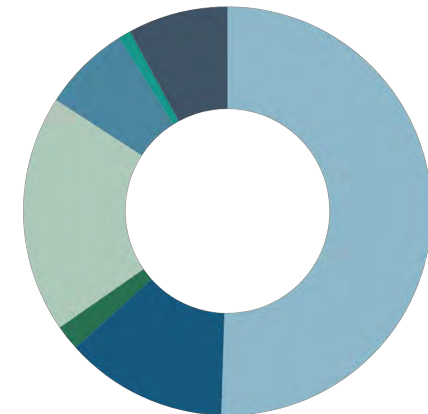
+ Deep River	71%
+ Laurentian Hills	12.1%
+ Head, Clara, and Maria	7.6%
+ Petawawa	6.3%
+ Pembroke	3.1%
+ Quebec	0%
+ Other	0%

Total: 224

## 2025-2026 Family Health Team Patients by Residence

+ Deep River	51%
+ Laurentian Hills	13%
+ Head, Clara, and Maria	2%
+ Petawawa	19%
+ Pembroke	7%
+ Quebec	<1%
+ Other	8%

Total: 2,541



# OUR TEAM BY THE NUMBERS



**176**

Total Staff



**29**

RNs



**30**

RPNs



**91**

Privileged  
Physicians



**50**

Other  
Clinical Staff



**67**

Non  
Clinical Staff



**8**

Patient,  
Resident, and  
Family Advisors



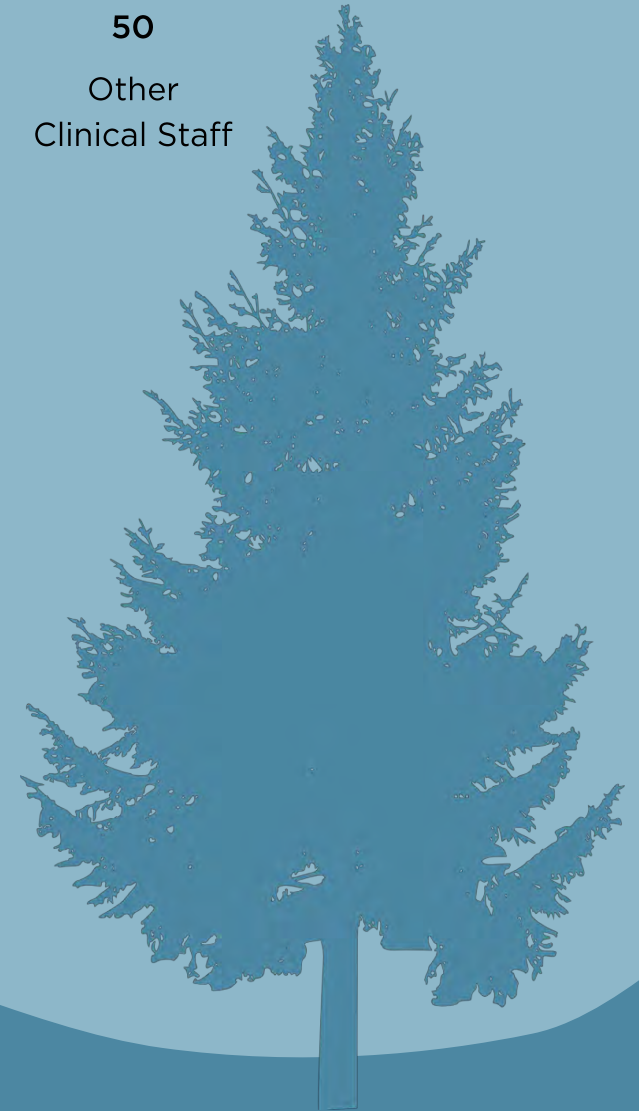
**14**

Governance  
Volunteers



**33**

Volunteers



# + THANK YOU FOR THE SUPPORT

Deep River and District Health is privileged to be supported by a dedicated network of volunteers, alongside the invaluable contributions of the DRDH Foundation and Auxiliary. Their generosity, advocacy, and commitment play a vital role in enhancing the care experience for our patients, residents, and families. We extend our sincere gratitude to each volunteer, Foundation supporter, and Auxiliary member for their unwavering dedication and ongoing contributions to the health and well-being of our community.

## Auxiliary

- The DRDH Auxiliary donated \$157,000 to support priority equipment, infrastructure, and patient care initiatives across Deep River and District Health and Four Seasons Lodge.
- Contributed \$50,000 toward the creation of a secure medication storage room in the Emergency Department, enhancing medication safety, security, and workflow efficiency.
- Invested \$50,000 in the replacement of patient lifts across the Medical Floor and Four Seasons Lodge to support safe patient handling and staff safety.
- Continued longstanding support of the Preschool Speech and Language Program with a \$17,000 donation, helping children throughout the region access essential early intervention services.
- Auxiliary volunteers contributed 14,795 hours of service during the year, supporting patients, residents, families, and healthcare programs across the organization.



**DEEP RIVER &  
DISTRICT HEALTH**

Auxiliary



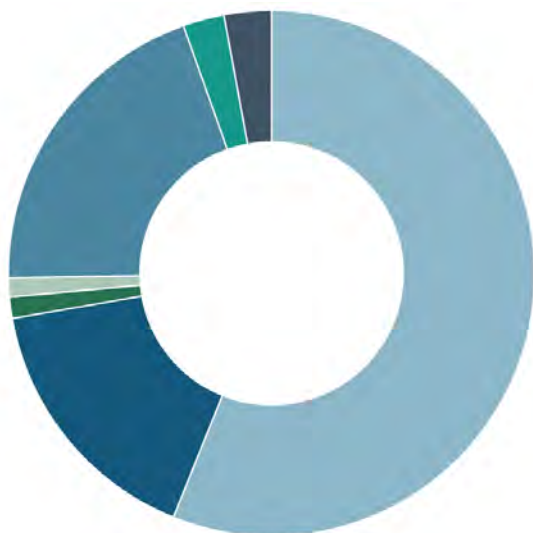
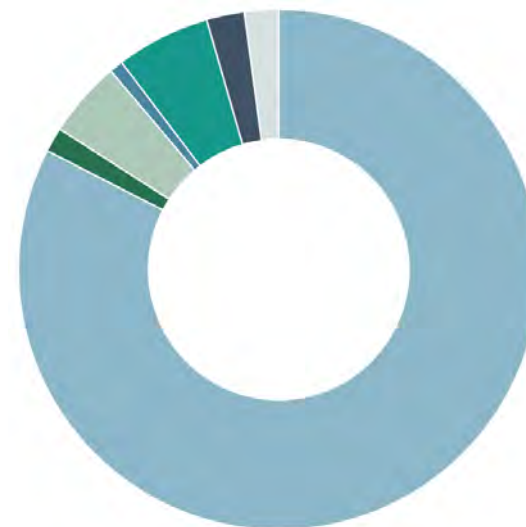
## Foundation

- Raised more than \$1 million to support healthcare services, equipment, and capital projects at DRDH
- Surpassed 100% of the Closer to Home Campaign goal, successfully raising \$2.5 million for the new Four Seasons Lodge Long-Term Care Home
- Launched the Get On Board: Connecting Community campaign with a lead gift of \$187,500 toward the \$750,000 fundraising goal
- Welcomed 435 new donors, expanding the Foundation's community of supporters
- Hosted successful fundraising events, including the 23rd Annual Golf Tournament, Bonspiel & Breakfast, Dip To Donate Polar Plunge, and Run For Home
- Celebrated the most successful Run For Home event to date, raising more than \$50,000 with over 350 participants
- Benefitted from community-led fundraising initiatives, including support from the Deep River Community Band, TerraCycle Canada, Black Bears Charity, and other local partners
- Conducted a successful holiday giving campaign in support of local healthcare



## 2025-2026 Revenues

+ Ministry of Health	\$17,652,634
+ Resident Revenue	\$306,252
+ Patient Revenue	\$1,204,716
+ Differential and Co-Payment	\$114,280
+ Other Income and Recoveries	\$1,150,635
+ Amortization of Deferred Contributions	\$464,767
+ Amortization of Deferred Contributions - Building	\$621,961
	<b>\$21,525,245</b>



## 2025-2026 Expenses

+ Salaries, Wages, and Benefits	\$12,000,414
+ Medical Staff Remuneration	\$3,804,586
+ Medical and Surgical Supplies	\$248,714
+ Drugs and Medical Gases	\$228,527
+ Other Supplies and Equipment	\$3,792,491
+ Amortization Equipment	\$519,804
+ Amortization Building	\$823,430
	<b>\$21,417,966</b>

Year-end surplus based on Ministry agreement  
= \$79,765

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

# + BOARD OF DIRECTORS & SENIOR LEADERSHIP TEAM



## 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, Kyla Smith, and Doug Tennant. Not pictured: Dr. Terry McVey —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



## Patient & Resident Representatives

Maxime Charette, Tracy Gendron, Rachel Ozer, Barb Seguin, Wendy Murphy, Jozlin Alley, Betty Cooper, Ruby Manio

## Senior Leadership Team

Janna Hotson - President & CEO | Administrator, William Willard - Executive Vice President & CFO, Meagen Boisvenue - Vice President of Clinical Services & CNE, Darren Deering - Vice President of People & Chief Human Resources Officer, Not pictured: Dr. Hanene Ben Amor - 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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