



2026

ANNUAL REPORT



Queensway Carleton
Hospital



Land Acknowledgement

Queensway Carleton Hospital and Foundation acknowledges that we are situated on the unceded and unsundered traditional territory of the Anishinaabeg (Ah-nish-in-a-bek) Algonquin Nation, the traditional guardians of the Ottawa River Watershed and its surroundings. This acknowledgment connects us deeply to the land and its people, including the communities we serve in Ottawa West Four Rivers, Eastern Ontario, Western Quebec, and rural and northern regions, including the Qikiqtaaluk Region of Nunavut. We extend our deepest gratitude to the Anishinaabeg Algonquin, the enduring custodians of this land, whose presence has enriched and sustained this land since time immemorial.

We are committed to actively supporting the needs, priorities, and voices of First Nations, Métis, and Inuit communities through respectful collaboration, honouring their traditional knowledge, ceremonies, culture, and healing practices. Recognizing historical and ongoing systemic inequities in healthcare that disproportionately affect these communities, we are dedicated to improving Indigenous health determinants, upholding rights and self-determination, and promoting cultural safety and humility. Our teams are actively engaged in training and education on truth and reconciliation and cultural safety, aiming to foster inclusivity and cultivate meaningful, lasting relationships with Indigenous communities through honest and courageous conversations.

We are honoured to have the custom work of art featured above, by Métis artist Colleen Gray, representing the deep connection between the land and the healing power it holds for our communities. Learn more about it at www.qchfoundation.ca/qch-foundation-land-acknowledgement/

Meeting Growing Needs, Strengthening Care

Over the past year, Queensway Carleton Hospital has made important progress—improving access to services, the quality of care, and the experience in the hospital for patients and families. At the same time, demand for our services reached new heights. We recorded 129,892 in-patient days—an all-time high, reflecting both the increasing complexity of care and the growing needs of our community.

More than half a million people came to us last year for healthcare services. The role QCH plays in the healthcare system has grown in both scale and complexity. Our 2,654 staff and physicians rise to that challenge every day, delivering exceptional care while continuously improving how we serve our growing community. For instance:

- Our new pilot program helps ensure newborn babies are connected to a family doctor for hands-on support during those critical first 24 months of life.
- We reduced wait times to see a physician in the ED by 8%, with more progress on the horizon
- Our SHIP digital health platform expanded to provide a seamless exchange of patient information with health and social service providers in communities across Ontario
- Our teams led a range of geriatric quality improvement initiatives that have been recognized provincially and nationally, enhancing care for a rapidly growing older adult population.
- We made important investments in technology infrastructure to improve the speed, reliability, and security of our digital systems.
- The time for ambulances to return to the street has been cut by 83%, and we have sustained those improvements.
- Our new designated stroke unit represents a step forward in delivering specialized, life-saving care closer to home.

- A new partnership agreement with the Wabano Centre to support improvements to Indigenous health equity and cultural safety.

While we are proud of this progress, the record number of patient days is a clear signal that demand is outpacing our current capacity. Our hospital continues to operate under sustained pressure, driven by population growth, an aging population, and limited access to care in other parts of the healthcare system.

That is why advancing our redevelopment project remains one of our highest priorities. Our proposal to the provincial government—to significantly expand our Emergency Department and add 90 new inpatient beds—is essential to meeting both today's demand and future growth.

We are proud of what we have accomplished this year, but we know there is more to do. Guided by our strategic plan, we will continue to focus on improving access, enhancing quality, and advocating for the resources our community needs.

We remain deeply grateful to our staff, physicians, volunteers, partners, donors, and supporters. Your commitment continues to define our hospital and ensures everyone who walks through our doors receives the care they deserve.



Dr. Andrew Falconer
President & CEO



Chad Schella
Board Chair

Our Care by the Numbers



80,267

Emergency
Visits



129,892

Total
In-Patient Days



23,776

Surgeries



4,666

ICU Patient
Days



73,242

Medical
Patient Days



14,501

Mental Health
Visits



2,459

Births



116,855

Clinic & Day
Program Visits



152,275

Diagnostic
Tests



19,412

Rehabilitation
Outpatient Visits



628

Rehabilitation
Inpatients



63,771

Cardiopulmonary
Procedures

OPERATING REVENUE

Ministry of Health Allocation:	267,979,000	80%
Patient Revenue:	30,820,000	9%
Other Revenue:	35,234,000	11%

OPERATING EXPENSES

Staffing	229,826,000	69%
Supplies & Other Expenses	82,208,000	24%
Depreciation	23,084,000	7%



12,822

Virtual Care
Visits

Employees:

Total physicians:	388
Total midwives:	13
Total nurses:	1,060
Total allied health:	420
Total support staff:	1,174
Total staff:	2,654

Volunteers:

Hours contributed:	37,447
Number of volunteers:	331

Hospital Redevelopment Project

Building for tomorrow



QCH continues to advance plans for a major hospital redevelopment that will expand emergency and inpatient capacity to meet the growing healthcare needs of Western Ottawa. The hospital serves 50% of Ottawa's population, operating as one of the city's busiest Emergency Departments. However, QCH has half the physical space and half the number of bays as other similar emergency departments.

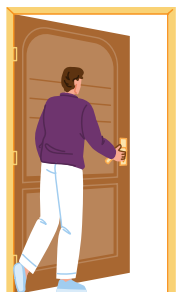
The proposed \$800 million redevelopment includes a 2.5-times expansion of the Emergency Department and the addition of 90 new inpatient beds through three new floors above the existing hospital structure.

Designed to minimize disruption to current operations, the project represents one of the fastest ways to add much-needed hospital capacity in Ottawa, and requires no additional land.

The project remains subject to provincial and federal approvals and funding commitments. QCH continues to advocate for approval and funding, including opportunities tied to the federal \$5 billion Health Infrastructure Fund.



Outcomes & Impact



Access



Safety



**Patient
flow**



**Workforce
support**



**Reduced
delays**

Not Alone:

A Journey Through Critical Care

For Penny Mapleston, what began as a New Year's cruise quickly became a life-altering medical emergency and the start of a long, uncertain road to recovery.

In 2025, Penny spent a total of 248 days in hospital. Much of that time was marked by critical illness, uncertainty, and the steady work of recovery.

Her journey began when she fell seriously ill while at sea. After receiving initial care onboard, she was transferred to a hospital in Fort Lauderdale, where her condition worsened dramatically. During a 22-day stay in the intensive care unit, Penny experienced three cardiac arrests, leaving her with critical complications, including severe muscle weakness and nerve damage.

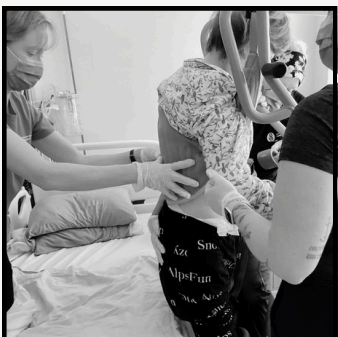
When she was stable enough to return to Canada, Penny was transferred to Queensway Carleton Hospital. By then, she could not speak or move. The path forward was unclear—but the team was ready.



“ We’re going to do the best we can. We’re going to get her to the best level possible. But it’s going to be day by day. ”

— said Dr. Alex Astell to Penny’s family when she was first admitted.

From the very beginning, Penny and her family were met with honesty, compassion, and unwavering support. In the ICU, care went far beyond clinical treatment. Staff took the time to understand her needs—even when communication was nearly impossible.



“They were so patient with me. I never felt like I was using up their time.”

Unable to speak, Penny relied on small gestures and expressions. Her care team met her with persistence and empathy, always working to understand.

“When I tried to say a word, they would look at me and try very hard to understand. If they couldn’t, they didn’t quit.”

The environment around her became part of her healing. During her long stay, which spanned holidays like Valentine’s Day and St. Patrick’s Day, staff added small touches of normalcy by decorating her room to lift her spirits and make each day feel a little brighter.

As Penny slowly regained strength, the physiotherapy team began working with her right in the ICU—an essential step in her recovery. Through determination, encouragement, and expert care, progress followed.

What once seemed impossible became reality.

“

That just goes to show you that the Queensway Carleton Hospital staff are indeed a team no matter where they are working.

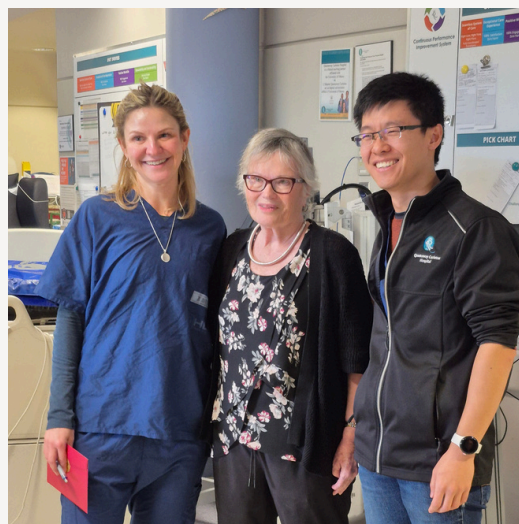
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After months of intensive care and rehabilitation, Penny’s recovery is nothing short of remarkable. “They made me want to work hard and succeed.”

Today, she can walk independently, eat normally, and regain movement in her arm—milestones that once felt out of reach.

Penny’s journey is a testament to resilience, but also to the power of compassionate, patient-centred care. At QCH, recovery is not defined by a single moment—but by the dedication to show up, every day, for every patient.

[Watch Penny's Story.](#)



Photos of Penny revisiting the ICU, with ability to walk on her own.

Improving Wait Times

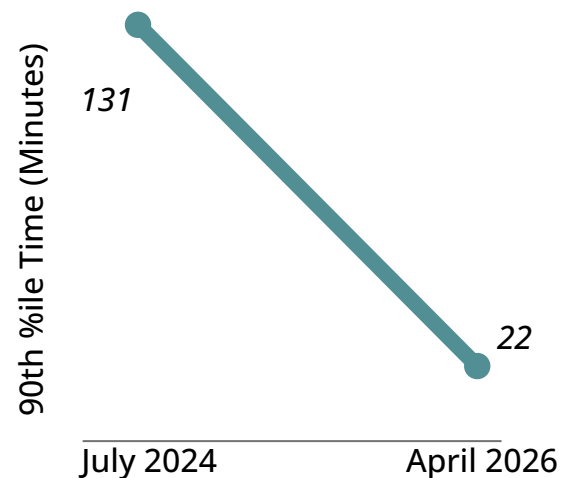
The **ED Xcellence Project** was launched in 2024 to strengthen system performance by improving patient flow and reducing wait times across the care continuum. The initiative targets optimization and improvements to three key areas:

1. Ambulance offload times
2. Time to physician initial assessment
3. Time to inpatient bed

Ambulance Offload Time

Sustained improvements to ambulance offload times have been achieved through coordinated system changes including optimized space utilization, 24/7 offload nursing support, clear role delineation, and ongoing regional coordination with other acute care hospitals and paramedic services.

The ED Xcellence project has been an enormous success and has **decreased our offload time from 131 minutes** in July 2024 **to only 22 minutes**, placing QCH below the provincial target of <30 minutes. Our offload time continues to improve as we optimize the processes in our ED.



Time to Physician Initial Assessment

Physician Initial Assessment (PIA) performance in the ED reflects the cumulative impact of multiple health system factors. Over the past year, a series of coordinated, organizational-level interventions have been advanced to optimize patient flow and improve timely access to PIA. These interventions have resulted in a reduction of ED PIA times from **8.2 hours** to **7.6 hours** at the 90th percentile. While progress has been achieved, sustained improvement will require continued system-level optimization across the continuum of patient care – admission to discharge.

Ongoing initiatives include:

- Implementation of a Rapid Assessment Physician (RAP) model at triage during peak periods to initiate assessment and treatment proactively upon patient arrival
- The ED has also launched four cross-functional working groups to review PIA contributing factors which include scheduling, patient queue management, space utilization, and escalation practices.
- The ED and Mental Health teams co-developed a revised Crisis Nurse model of care to enable earlier assessment, enhance access to expertise, and reduce time spent in the ED for patients in crisis.

Innovation in the ED

Getting Patients into Inpatient Beds Faster

This year, QCH made significant progress on its corporate priority by reducing time to inpatient bed from **26 hours to 22.2 hours**. Key areas of focus included:

- Improvements to the patient-to-bed assignment process, including a nursing isolation intervention in the ED and streamlined surgical admission processes between patient admission and bed assignment.
- Mental Health admissions were improved through a new Bed Board process, reducing the time to bed assignment from 1.5 hours to 45 minutes.
- Admitted patients are being proactively assigned to beds pending cleaning or turnover to expedite early flow from the ED.
- A Community Support Services (CSS) Care Coordinator pilot was implemented to support patients and families in accessing external services following discharge.
- Review and improvements to internal surge policies to strengthen capacity management during periods of increased demand.
- A new Discharge Lounge on the A4 Rehab Unit allows discharged patients to wait comfortably for transportation, helping free up beds sooner.



Continuous Improvement

Simulation for Delirium Recognition: In a recent ED simulation training session, team members focused on identifying the early signs of hypoactive delirium, a condition that can be more difficult to recognize and is often associated with poorer patient outcomes.

Volunteers Enhance Patient Experience: We opened a new volunteer role in the ED waiting room to help support patients and visitors during their hospital experience. This allows the ED care team to remain focused on patient care.

Doctor From Day One

Queensway Carleton Hospital (QCH) started a new pilot program to ensure newborn babies are connected to a family doctor as early as possible. The Newborn Primary Care Attachment Initiative identifies babies born at QCH or Almonte General Hospital who do not have a family doctor – and work to ensure they have hands-on support during the critical first 24 months of life. Without a family doctor, families often face delays in routine immunizations and developmental screening and may turn to emergency departments for non-urgent newborn care.

“From a public policy standpoint, this makes so much sense because you have Tracey (the care coordinator) with all this expertise and she is making all of these connections. It is so streamlined and efficient. I can’t believe this isn’t the norm,” said father, Glenn Burley.

“As first-time parents we don’t know how often they have to see a physician and the appointment milestones. This has taken a big weight off our shoulders,” said mother, Ayisha Cretney-Reney.

This pilot program is run by a care coordinator at QCH who triages, coordinates referrals, and works to connect these babies with family physicians in the community.

In collaboration with:

- Family doctors and primary care providers
- Kids Come First
- Healthy Babies, Healthy Children (Ottawa Public Health)
- Pinecrest-Queensway Community Health Centre & ConnectWell Community Health
- Ottawa West Four Rivers Ontario Health Team
- Almonte General Hospital



Ottawa West Four Rivers OHT: Working Together to Build Healthier Communities



QCH continues to lead the transformation of Ontario's health care system through our involvement with the Ottawa West Four Rivers Ontario Health Team (OHT). As a partner of the Ottawa West Four Rivers OHT, QCH works collaboratively with local health and community agencies to improve how care is planned, coordinated, and delivered.

OWFR OHT project highlights in 2025-26 include connecting people to the care and support they need and supporting primary care as the core of our system. Three new provincial investments were secured in our communities to expand access to inter-professional primary care teams, and two innovative supportive attachment programs were launched to improve the experience of patients, families, and their clinicians. QCH led one of these OHT programs—our newborn attachment program!

The expansion of the Shared Health Integrated Information Portal (SHIIP) program to two new community partners is improving how information is shared, making care delivery more seamless. A broader community engagement mapping project led by lived-experience partners is helping to ensure that the needs and realities of people in our communities are considered in system planning and innovation. In addition, the development of an equity, diversity, inclusion, and anti-racism toolkit is building capacity for equity in practice across our partner organizations.

Thank you to all our partners for your continued work to build a more connected health system in our communities. To learn more about our OHT, visit the [OWFR OHT website](#).

World First in Nursing Education



Photo of Carleton Nursing Students at QCH.

The Carleton University School of Nursing, in partnership with Queensway Carleton Hospital (QCH), has become the world's first undergraduate nursing program to embed Registered Nurse (RN) prescribing upon graduation.

This marks a significant advancement in health care education as graduates will be prepared to provide timely care, including prescribing for birth control, smoking cessation, travel vaccinations and more. The goal is to improve access to primary care, reduce wait times, and better support patients with complex needs.

In September of 2025, QCH was proud to host the first cohort of students for their very first semester in the program. Teams across QCH welcomed them into various departments, supporting early clinical experiences and contributing to the development of future nurses.

“

I will carry all of the interactions that I had with workers and patients because that taught me different perspectives you'll encounter in nursing.

”



Continuous Improvement

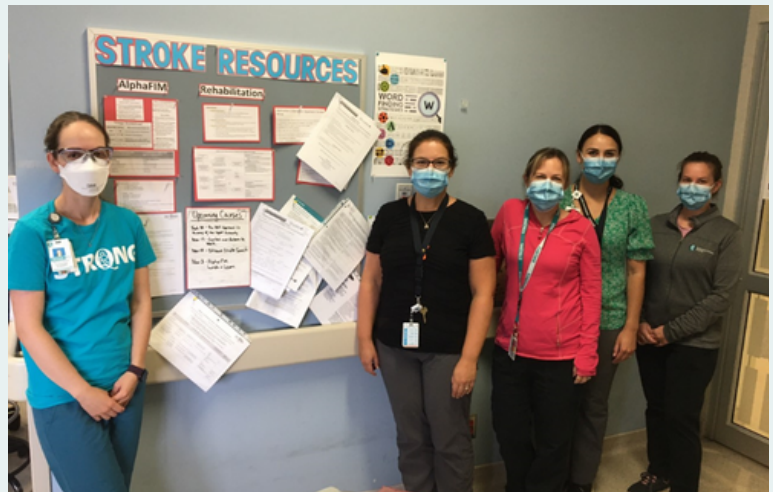
Building Capacity: Expansion of Anesthesia Assistant Training Across the Region

QCH's Accelerated Anesthesia Assistant training program fast-tracks experienced respiratory therapists into AA roles through a 28-week partnership with Mohawk College. Designed to address workforce shortages and support surgical capacity, the program is expanding regionally with new hospital partners and aims to build a sustainable talent pipeline for the future.



New Designated Stroke Unit

QCH's A3 unit is now officially recognized as a Designated Stroke Unit by CorHealth Ontario. This milestone brings specialized, coordinated care for stroke patients in a dedicated space, improving outcomes and supporting recovery while building on QCH's long-standing commitment to high-quality stroke care.



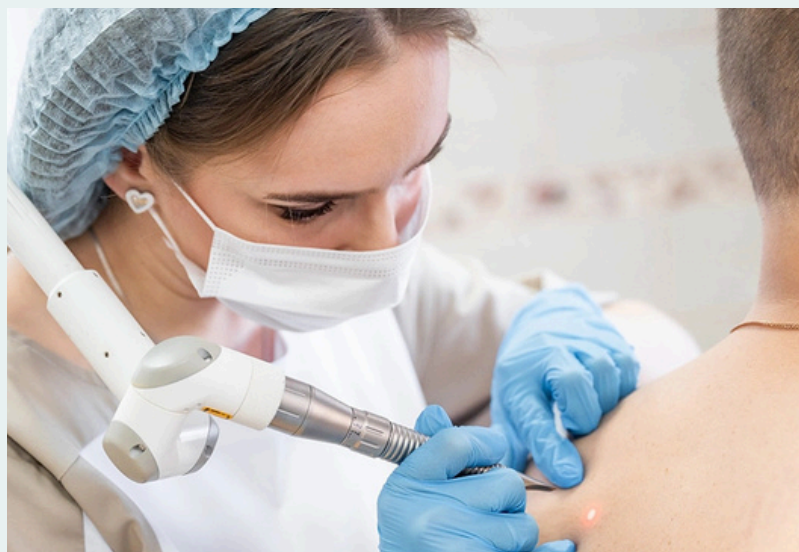
QCH Opens Thrombosis Clinic & Service

QCH is expanding specialized care with the launch of a new Thrombosis Rapid Access Clinic (TRAC) and dedicated inpatient thrombosis service. With newly recruited thrombosis-trained physicians, patients can now access timely, expert care closer to home, enhancing outcomes and reducing the need for external referrals.



New Pilot Dermatology Clinic

QCH launched a six-month pilot dermatology clinic in March, offering referral-based care through Ambulatory Care. Operating every second Wednesday by appointment only, the clinic aims to improve access to specialized services while streamlining internal referrals.



A New Level of Care: QCH@Home

QCH launched the QCH@Home program in partnership with Carefor, supporting safe, timely discharges with short-term home and community care. Designed to improve transitions and enhance the patient experience, the program offers rapid follow-up and coordinated, integrated care at home.



De-escalation in Action

QCH partnered with the University of Ottawa to deliver simulation-based training for psychiatry residents, focusing on managing agitation through evidence-based de-escalation techniques. The hands-on sessions boosted confidence and clinical skills, with strong feedback leading to plans for the program to become an annual part of the curriculum.





Addressing Mental Health Waitlists

The Mental Health SCOPE (Strengthening Outpatient Psychiatry Collaboration & Efficiency) trial showed improved access to outpatient psychiatry services by streamlining referrals and strengthening communication with primary care providers. The program expanded from nine to 13 physicians, helping reduce wait times. Standardized referral, callback, and follow-up processes have also improved communication and the overall patient experience.



Using Data to Reduce Food Waste

Our Food Services team has transformed how production decisions are made by incorporating data-driven planning. By introducing a new forecasting and food cost recovery tool, the team can now better track production, sales, and waste in real time. The result? Smarter planning, reduced food waste, and more efficient use of resources, all while supporting high-quality patient care.

OR Innovations

Expanded Operating Room Capacity Reduces Surgical Wait Times

QCH expanded surgical capacity through the 10th Operating Room project and participation in the Incremental Surgical Recovery Program, a temporary provincial initiative aimed at reducing surgical backlogs and improving timely access to care. Since launching in September 2025, the program has supported an average of 63 additional surgical cases per month and contributed to a 9 percent increase in surgical volume between September and November 2025.

Advanced Breast Reconstruction Enhances Patient Care

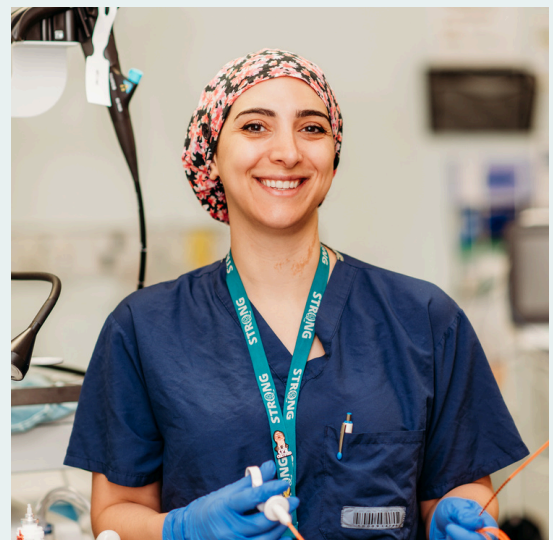
QCH expanded access to advanced surgical care through its Deep Inferior Epigastric Perforator flap breast reconstruction program, a specialized procedure that uses a patient's own abdominal tissue to reconstruct the breast following mastectomy. The program allows patients to receive complex reconstructive care closer to home, reducing the need for transfers to other hospitals and helping shorten treatment wait times.

Updated Medical Directives Support Smarter Preoperative Care

QCH's Preoperative Assessment Clinic (POAC) updated its medical directives to better align with Choosing Wisely Canada recommendations and support evidence-based, patient-centred care. The revised approach reduces unnecessary routine preoperative testing, such as ECGs and standard lab work for low-risk, asymptomatic patients, with investigations now guided by clinical risk factors rather than age alone. By focusing testing on what adds the greatest value for patients, the initiative helps reduce delays, minimize false positives, optimize resources, and ensure patient safety and quality of care remain top priorities.

New Endoscopy Equipment

QCH has upgraded to a brand-new fleet of high-tech endoscopy equipment. This includes next-level scopes, crystal-clear video towers, and even AI-assisted tech to help with everything from gastroscopies to bronchoscopies. This upgrade will provide clinicians with clearer, more advanced tools to support accurate diagnoses and efficient procedures, while improving reliability and reducing delays.



Innovations in Geriatrics

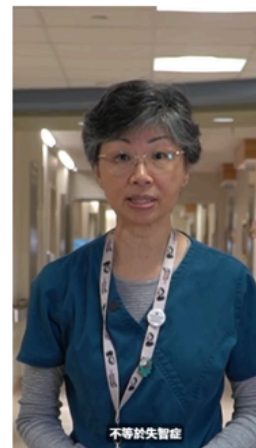
Meaningful Engagement Improves Dementia Care

QCH clinicians are transforming care for people living with dementia through the Meaningful Engagement Resource Guide (MERG), a provincial, evidence-based tool designed to support person-centred care. Developed and implemented with leadership from QCH staff, MERG promotes meaningful activities that reduce distress in hospital environments, where unfamiliar routines can be overwhelming.



Q-Tips Video Series Expands Access to Health Education

QCH launched Q-Tips, a new video series featuring practical health advice from the Geriatrics and Acute Care for the Elderly (ACE) teams. The first episode focused on delirium, highlighting key signs and encouraging families to speak up if they notice sudden changes in a loved one's thinking or awareness. To better serve the hospital's diverse community, the video is available in multiple languages and delivered by clinical experts who provide care in those languages.



Simulation Training Improves Staff Safety

Park Place's Unit Leadership Team (ULT) reduced staff safety events by 52 percent. Using structured problem-solving, the team identified key gaps in training, limited opportunities to practice de-escalation skills, and the need for clearer, person-specific behavioural information. In response, the team introduced personhood summaries, collaborative rounding, enhanced recreation programming, targeted training refreshers, and simulation exercises.



Innovations in Geriatrics

Dining Room Pilot Enhances Mealtime Experience

Park Place's Transitional Care Unit launched a dining room pilot to create a more supportive and engaging mealtime environment for patients. The redesigned space fosters a warm, communal atmosphere, encouraging patients to dine together while practicing safe feeding techniques and swallowing strategies. Early results show patients are eating more, demonstrating greater independence, and benefiting from increased social connection.



Geriatrics Skills Day Builds Knowledge and Collaboration

QCH's Geriatrics team hosted a Geriatrics Skills Day to strengthen knowledge and enhance care for older adults. The day featured 21 speakers leading interactive information tables, with more than 80 participants in attendance, including nurses, allied health professionals, PFAC members, managers, care facilitators, and nurse educators.



Delirium Screening Success

Park Place's interdisciplinary team is being recognized for outstanding performance in delirium identification, prevention, and management. Through a strong multidisciplinary approach, supported by the Geriatrics and Behavioural Supports Ontario (BSO) teams, staff have enhanced early detection and implemented tailored care strategies for complex patients. A recent chart audit highlights this success, with 100 percent accuracy in delirium screening, along with high rates of risk factor identification and prevention interventions.



Bright Spots

Breast Cancer Awareness Campaign

Ontario expanded the Ontario Breast Screening Program (OBSP) to allow women aged 40 and older to self-refer for mammograms without a doctor's referral, as well as women aged 30 and older who are considered high risk.

During Breast Cancer Awareness Month in October, QCH highlighted this great news by sharing a video featuring our VP & CIO, Lindsay Wyers, getting her first mammogram.

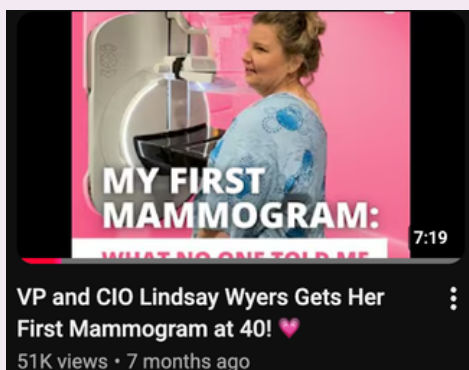
In the video, Lindsay walks us through the not-so-daunting mammogram screening process, with appointments taking as little as ten minutes. At QCH, we believe in empowering women to take proactive steps for their health.

The campaign had a significant impact, increasing breast screening appointments at QCH by 50%. The video also became QCH's most-viewed social media video of the year, generating more than 50,000 views and over 800,000 impressions across our social media channels.



MY FIRST MAMMOGRAM:

STAYING ONE STEP AHEAD



Watch Lindsay's
Video Here

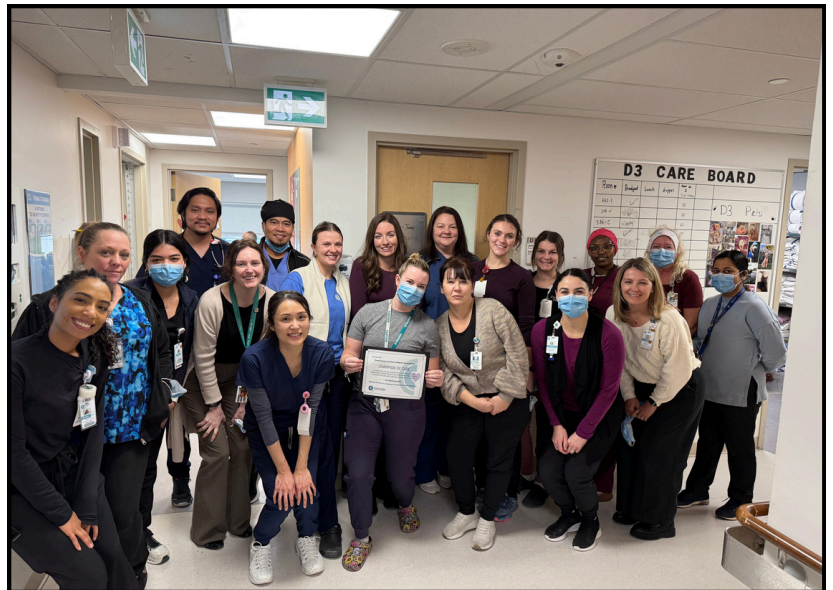


QCH Recognized as Top Employer



Photo of Milena Shiferaw, Team Lead of Human Resources at QCH.

At QCH, we are very proud of our friendly, close-knit culture. Canada's Top 100 Employers named us one of the National Capital Region's Top Employers for 2026, Forbes recognizes us as a top employer in Canada, and Newsweek has listed us as a top hospital in Canada, for eight years straight. We couldn't be much happier with the accomplishments we received here at QCH.



“ I’ve had very supportive mentors and colleagues who consistently encourage me to take on new challenges. QCH has always provided valuable education and training opportunities that have strengthened my skills and helped me to grow professionally and personally, ” said Milena.

Safety First Awards

Recognizing QCH staff for their commitment to the safety of our patients and teams.



Ekta Bhatti, D3 Med



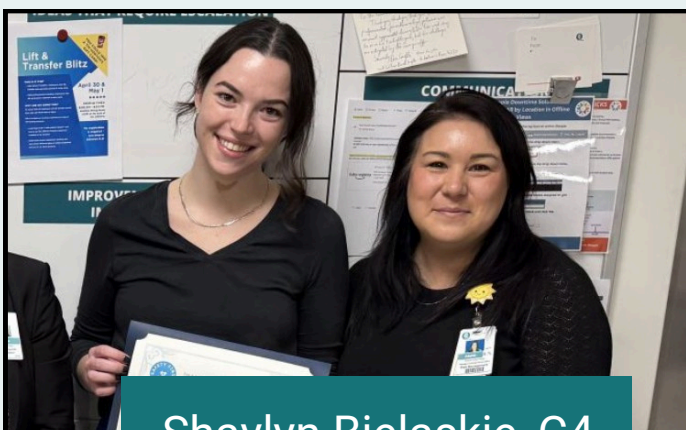
Danielle Grieves, Childbirth



Pamela Anthony, ICU



Kendrik D'Aoust, A3 Med



Shaylyn Bielaskie, C4

Gold Star To Stop Antimicrobial Resistance

Awarding clinicians for exemplary antimicrobial stewardship, in recognition for World Antimicrobial Awareness.



The Golden Q Award

Staff at QCH recognize peer departments with the Golden Q Award throughout the year. Here are some of the latest recipients:

Finance

“Their dedication to accuracy, efficiency, and strategic foresight has enabled QCH to manage resources wisely, invest in critical programs, and respond to the ever-evolving demands of the healthcare environment.”



Applications and Operations

“From creating detailed reports to managing interfacing between systems, supporting the patient portal, and providing invaluable system analysis, your contributions are integral to the smooth operation of our organization.”



The Golden Q Award

Stores Clerks

“This team maintains an impressive weeklong stock of food to nourish patients at both the main site and Park Place, all within a relatively small space. ”



Dietitians

“The dietitians at QCH exemplify excellence, compassion, and leadership in their field. Their ongoing contributions not only improve patient outcomes but also raise the standard of care throughout the organization.”



Pharmacy

“They work closely with clinical and operational teams to align pharmaceutical strategies with hospital priorities, fostering a culture of cooperation and mutual respect.”



Employee and Physician Recognition Awards

The QCH Employee & Physician Recognition Awards celebrate excellence and recognize the extraordinary efforts and commitment displayed by all our employees, physicians, volunteers, and teams. They are a testament to the remarkable work happening across every department and every role within our hospital.

Congratulations to the 2025 Award recipients:

- Lisa Buffam, John R. Sutherland Award
- Karen Carruthers, Tom Schonberg Leadership Award
- Mary Ann Ferguson, D. Aubrey Moodie Employee Excellence Award
- Dr. Magdalena Kisilewicz, D. Aubrey Moodie Physician Excellence Award
- The Health Records Team, D. Aubrey Moodie Team Excellence Award
- Kristen Stevens, QCH Collaboration Excellence Award
- Kim Manson, QCH Accountability Excellence Award
- Dr. Pascal Bastien, QCH Innovation Excellence Award
- Amandeep Chahal, QCH Respect Excellence Award
- Samantha Armstrong, Community Service Award
- Natasha Poirier, Hidden Hero Award
- Leslie Froome, John and Amy Russell Award



Humans of QCH



Humans of QCH



Report from the Board

Leadership Through Growth: Governing in a Time of Demand and Change

In 2025–2026, the Queensway Carleton Hospital Board of Directors continued to provide strong, strategic governance in a year defined by unprecedented demand, system transformation, and forward-looking opportunity. Guided by the hospital's mission and strategic plan, the Board remained focused on thoughtful oversight, accountability, and enabling innovation in support of high-quality patient care.

Supporting a System Under Pressure

This year was marked by extraordinary demand across the healthcare system. The Board maintained close oversight of operational performance and capacity pressures, recognizing the impact of sustained high occupancy, increasing patient complexity, and system-wide challenges. Through regular reporting and dialogue with leadership, the Board supported QCH efforts to maintain access to care, ensure patient safety, and sustain workforce wellbeing.

Advancing Strategic Growth and Redevelopment

A key priority for the Board this year was advancing plans for the hospital's redevelopment and expansion. Recognizing the critical need for increased capacity—including additional inpatient beds and expanded emergency services—the Board provided governance oversight as this work progressed. The Board actively supported advocacy efforts to secure government investment, ensuring alignment with regional and provincial priorities. This work reflects a shared commitment to building a stronger, more responsive hospital for the future.

Strengthening Digital Transformation

The transition to Epic continues to represent one of the hospital's most significant transformations. The Board maintained active oversight of implementation progress, risk management, and readiness planning. In parallel, the Board has continued to build its understanding of emerging digital tools, including artificial intelligence and data-driven decision-making, recognizing their growing importance in modern healthcare.

Commitment to Quality, Safety and Patient Experience

The Quality Committee of the Board continued to meet regularly to review key performance indicators and monitor progress against the hospital's Quality Improvement Plan. The Board remains encouraged by the organization's ongoing focus on continuous improvement, patient safety, and delivering an exceptional patient experience. Strengthening collaboration with regional partners also remained a priority, recognizing that many of today's challenges require coordinated solutions.

People, Culture, and Inclusion

The Board reaffirmed its commitment to fostering an inclusive and respectful environment—both at the governance table and across the organization. Discussions continued to advance Equity, Diversity, Inclusion and Belonging (EDIB), including awareness of Indigenous health and the role healthcare institutions play in advancing reconciliation.

Leadership recruitment

QCH has a special organizational culture founded on collegiality and respect. We take seriously our responsibility as a Board to select leadership that can both nurture this culture and advance the hospital's strategic priorities. We completed a rigorous recruitment process to select a new Chief of Staff to replace Dr. Kathi Kovacs, who has completed her term. There was valuable input from physicians, hospital leadership, and patient representatives. We were fortunate to have an exceptional group of applicants, and are confident that Dr. Joel Weaver will be an outstanding Chief of Staff. The Board was also pleased to provide input into the selection of key clinical leadership positions.

Enhancing Governance Excellence

Throughout the year, the Board remained focused on its core governance responsibilities, including financial stewardship, strategic oversight, and risk management. Efforts to strengthen governance practices included: ongoing refinement of Board processes and committee structures, continued attention to transparency and accountability, and Board recruitment and succession planning.

Future Focus

This year we dedicated time in each meeting for a “Vision Check-in” – encouraging all members of the Board to adopt a future-oriented mindset. We also worked with hospital leadership to initiate a refresh of the hospital strategic plan to guide the organization through both current pressures and future opportunities.



Equity, Diversity, Inclusion, & Belonging

Building Systems That Care Better

Healthcare is shaped by more than just clinical treatment alone. Language, culture, identity, accessibility, lived experience, and trust all influence whether patients, families, and staff feel safe, respected, and supported within the healthcare system.



Throughout 2025-2026, QCH continued advancing Equity, Diversity, Inclusion, and Belonging EDIB work across leadership, workforce development, patient experience, organizational systems, quality improvement, and technology.

The launch of the 2024-2026 EDIB Roadmap and Action Plan strengthened accountability and created a clearer organizational direction for long-term change. At the same time, QCH's Strategic Plan Refresh identified Equitable Care as a core organizational priority, reinforcing that accessible, culturally responsive and relationship-based care is essential to the future of healthcare.

2025–2026 Snapshot

- 436+ EDIB consultations and support requests across the organization.
- Advanced organizational readiness for Accreditation Canada's new Health Equity Required Organizational Practice (RSP)
- Advanced integration of trauma-informed, accessibility, and cultural safety principles within Quality & Patient Safety Work
- Established a new People & Talent EDIB Working Group focused on equitable recruitment, onboarding, and workforce practices
- Integrated equity, accessibility, and inclusive care considerations into QCH's EPIC transformation and patient experience planning.

Equity becomes real when it changes how systems work and how people experience care.

Leadership, Accountability, & Organizational Culture

Key Highlights

- Embedded EDIB principles into the 2024-2025 Board of Directors recruitment process
- Advanced development of QCH's first EDIB Foundational Policy Framework
- Updated leadership development programs to include inclusive leadership competencies
- Delivered Anti-Racism and Microaggression Training using healthcare-specific scenarios
- Integrated EDIB considerations into Quality & Patient Safety Planning and reviews
- Expanded leadership and organizational learning conversations focused on accessibility, equity, belonging, and inclusive care

Building Belonging Through Everyday Practice

Belonging is shaped through everyday interactions, communications, and workplace experiences. This year focused on embedding EDIB more deeply into workplace practices, learning environments, and patient care.

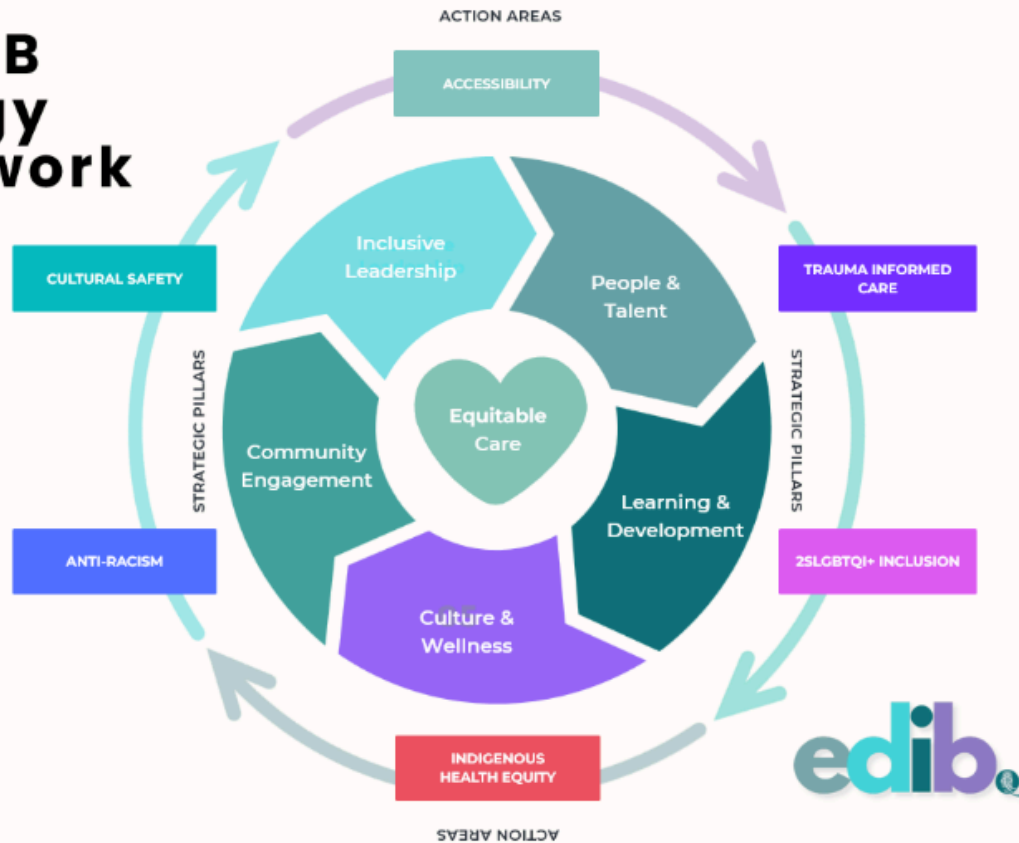
Learning, Workforce & Organizational Culture

- Formed a new People & Talent EDIB Working Group to support more equitable recruitment, onboarding, and retention practices
- Began redesigning recruitment and workplace practices through an equity and accessibility lens
- Launched a new Diversity & Recognition Calendar
- Delivered education and engagement initiatives connected to Black History & Futures Month, Women's History Month, PRIDE, Indigenous History Month, and the National Day for Truth and Reconciliation
- Expanded coaching, micro-learning tools, and inclusive communication resources for clinical and non-clinical teams

Responsive, Practical Support

- Strengthened approaches to accessibility, language access, and inclusive communication
- Supported more identity-affirming approaches to patient interactions and care experiences
- Continued collaboration with operational teams to strengthen equitable and trauma-informed approaches to care

Our EDIB Strategy Framework



2023-2028

Indigenous Relations, Healing, & Self-Determination

QCH continued advancing Indigenous Relations as a distinct organizational priority grounded in cultural safety, relationship-building, and Truth and Reconciliation.

This work continues to evolve through collaboration with Indigenous partners, communities, and Indigenous-led organizations, recognizing that meaningful relationships are built on consistency, accountability, humility, and trust.

QCH's approach remains grounded in a distinctions-based perspective that recognizes the unique identities, histories, priorities, and experiences of First Nations, Métis, Inuit, and Urban Indigenous communities.

Key Highlights

- Established Indigenous Relations, Healing, and Self-Determination as a distinct organizational priority alongside broader equity work
- Signed a partnership agreement with the Wabano Centre for Indigenous Health
- Advanced the Truth and Reconciliation Action Plan through a dedicated TRC Leadership Circle
- Began development of a Cultural Safety and Humility Framework to guide more respectful and culturally responsive care
- Strengthened relationships with Indigenous-led organizations and regional Indigenous partners, including Inuit-led organizations
- Continued participation in the regional Share Your Story Community of Practice

Ceremony, Culture & Practice

QCH continued to support culturally grounded approaches to care through updated ceremonial guidelines, expanded cultural safety learning, stronger engagement with Indigenous partners, and improved access to sacred medicines and ceremony for Indigenous patients and families.



Tobacco, sweetgrass, sage, and cedar are traditional medicines used in healing, ceremony, and connection by many Indigenous Peoples and communities.

Learning, Reflection, & Cultural Safety

QCH continued expanding Indigenous Cultural Safety learning across leadership and organizational systems.

Wabano-Win Indigenous Cultural Safety Training

- 100 per cent of the Board, Executive Team, and Directors completed training
- Participation continued to grow across the organization
- Planning began to expand learning opportunities to more frontline staff

Looking Ahead

QCH will continue to strengthen culturally safe care environments and advance relationship-based care alongside Indigenous partners and communities.

Your Support is at the *Heart* of Every Patient Story

This year was a powerful reminder of what can happen when a community comes together with a shared purpose. Thanks to the incredible generosity of our donors, volunteers, partners, and supporters, Queensway Carleton Hospital continued to advance exceptional care for patients and families across our region.

In fiscal year 2025–2026, on behalf of our donors, QCH Foundation invested an inspiring **\$7.245 million** in the Hospital's highest priorities: funding leading-edge equipment, enhancing patient care spaces, strengthening programs and services, and supporting the dedicated healthcare teams who care for our community every day.

Because of your support, QCH continues to evolve and innovate, helping bring advanced technology, improved care, and better experiences to patients close to home.



Every gift, act of generosity, volunteer hour and fundraiser has made a meaningful impact. Caring donors like you are helping create a modern hospital that reflects the exceptional care provided at QCH each and every day.

To everyone who supported QCH and QCH Foundation this year: thank you. Your generosity is making a difference for patients, families, and healthcare teams across our community.



Shannon Gorman
President and CEO
QCH Foundation



Alan Doak
Chair, Board of Directors
QCH Foundation

Our 2025–2026 Board of Directors

Thank you for your incredible leadership and dedication this past year. Your passion and support truly makes a difference in so many lives.



Alan Doak, Chair

Principal, Proveras Commercial Realty



Fred Seller, Past Chair

Partner, Brazeau Seller Law



Chad Schella, Vice Chair

Associate Vice President Government Relations,
CIBC



Mia Hempey, Treasurer

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of Commerce and CEO, Harmony HomeCare



Dr. Andrew Falconer, Director

President and CEO, Queensway Carleton Hospital



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Ottawa West & Valley



Susan Finlay, Director

Finlay Marketing and Partnerships Manager,
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StrategyCorp's Ottawa Office



Maher Markabi, Director

Vice President & National Market Leader, TD Auto
Finance



Drew McMillan, Director

President, Ages Group of Company



Dr. Ruchi Murthy, Director

Infectious Disease Physician, Queensway
Carleton Hospital



Ronald Richardson, P.Eng., ICD.D, Director

Corporate Director, Calian Group Ltd.



Wynand Stassen, CPA, CA, Director

CFO, HammerTech

Financials

Fiscal Year 2025–2026

With deep gratitude for the extraordinary generosity of our donors, Queensway Carleton Hospital Foundation invested **\$7.245 million** in fiscal year 2025–2026 to help advance the Hospital's most urgent and top priorities.

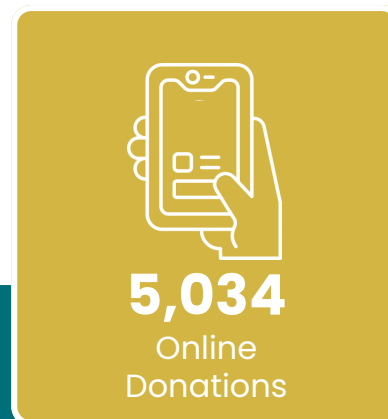
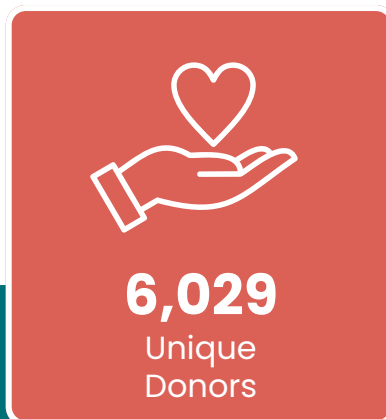
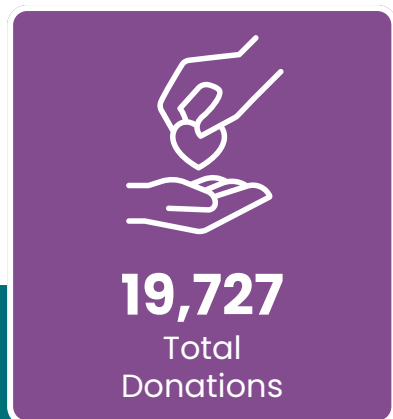
Total Grant Disbursements to QCH – **\$7,245,783**



Total Fundraising and Other Revenue – **\$12,359,407**



*Includes investment income, parking and gift shop revenues.



Donating with Confidence: QCH Foundation Accreditation

QCH Foundation is the **ONLY** healthcare institution in our region accredited through the Imagine Canada Standards Program – demonstrating excellence in five key areas of operations: Board Governance, Financial Accountability and Transparency, Fundraising, Staff Management and Volunteer Involvement.

Audited financial statements for FY2026 are available at:
qchfoundation.ca/DonorReport.



Heart Health

Donors are Helping to Advance Cardiac Care at QCH

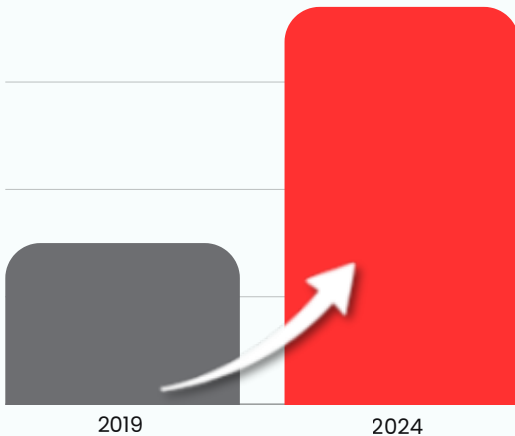
What is a Cardiac Ultrasound?



Cardiac ultrasound (echocardiography) uses sound waves to create real-time images of the heart. It helps the care team see how the heart is working, detect problems like valve disease or abnormal blood flow, and guide timely, informed treatment decisions.



Growing Need for Cardiac Care



The number of cardiac ultrasound procedures at QCH has increased from 1,500 in 2019 to 3,700 in 2024.

What Donor Support is Making Possible

Because of your support, QCH is upgrading two older cardiac ultrasound machines and adding a new system equipped with Philips' latest technology.

These upgrades will:

-  Ensure consistent, high-quality imaging
-  Improve image quality
-  Provide faster, more accurate assessments
-  Reduce wait times



"I've had patients come in for an echocardiogram and we discovered a dangerously enlarged aorta.

Catching it early allowed us to get them to surgery before it tore. This technology helps us detect life-threatening conditions early, when it matters most."

Dr. Nina Ghosh, QCH Cardiologist

Scan Here



Dr. Nina Ghosh's video on the new cardiac ultrasound machines

Together, We're Shaping the Future of Local Healthcare

The future of care at QCH starts with you. Every gift made to your local hospital is an investment in the health and well-being of our families, friends, and neighbours – ensuring they have access to leading-edge technology, advanced medical equipment, and the best possible care close to home.



Together, we can build a modern, innovative hospital that reflects the exceptional compassion and expertise of the QCH team. Whether you choose to make a donation, host a fundraising event, sponsor a program, include QCH in your estate plans, donate stocks or securities, volunteer your time, or recognize a doctor, nurse, or staff member through a Champion of Care gift, your support makes a lasting impact.

Because when a community comes together, extraordinary care becomes possible.



Connect with us!

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