



**2024/25 ANNUAL REPORT
TO THE COMMUNITY**



**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/

Caring for our Community

Residents of the fast-growing West Ottawa and Valley deserve quality, accessible health care – when and where they need it. The 3,000-person team at Queensway Carleton Hospital is committed to that – tackling every challenge we face with innovation and determination. That’s how we delivered care to a record number of patients last year while concurrently improving quality of care, advancing digital health and helping to revolutionize nursing education.

Last fiscal year, over 80,000 people came through our Emergency Department, and we saw more than 126,000 in-patient days – a new record. At our peak, our hospital operated at 133% occupancy in our medicine beds and 150% occupancy in our Mental Health beds.

West Ottawa and the surrounding area have grown considerably over the last decade – outpacing the average growth in Ottawa, Ontario, and Canada. Our patient population is changing too. Sixty-two per cent of people admitted to our hospital are over the age of 65. People over the age of 50 currently make up thirty-seven per cent of our city’s population, and that number is expected to grow.

We’re seeing more seniors waiting in hospitals for a spot in long-term care. Over 43,000 people are on the waitlist in Ontario, and that number is expected to pass 50,000 next year. With up to 150,000 people in Ottawa without a family doctor, many are turning to the hospital for help. Some smaller hospitals are even closing their emergency rooms when staffing is unavailable, which sends more patients our way.

Even with these system and capacity challenges, we are proud of how our team continues to step up. We’re doing our best every day to care for our patients, while also improving care and planning for the future.

Here are just a few examples:

- Revolutionizing nursing education with Carleton University.
- Reducing ambulance offload times.
- Reducing time for admitted patients to get a bed.
- Advancing geriatric care.
- Building momentum in diversity, equity and inclusion.
- Expanding our hospital’s capacity through a proposal and plans submitted to the provincial government.

Throughout the year, our True North Strategic Plan has guided us in finding innovative ways to provide patient-centred care. This report highlights a few examples of the ongoing dedication of our team to ensure that high-quality care remains at the heart of everything we do.

We are proud of our accomplishments, but we recognize that the work is far from done. As we look to the future, we are excited to continue to advance our strategic goals and improve access to care.

Together, we will continue shaping the future of healthcare, ensuring that every individual who walks through our doors receives the exceptional care they deserve.



Dr. Andrew Falconer
President & CEO



Chad Schella
Board Chair

Our Care by the Numbers



80,052
Emergency
Visits



20,892
Day Surgery
Cases



3,606
Surgical
Inpatients



4,658
ICU Patient
Days



71,494
Medical
Patient Days



13,609
Mental Health
Visits



2,414
Births



109,471
Clinic & Day
Program Visits



148,526
Diagnostic
Tests



16,299
Rehabilitation
Outpatient Visits



566
Rehabilitation
Inpatients



65,265
Cardiopulmonary
Procedures

OPERATING REVENUE

Ministry of Health Allocation:	257,401,000	80%
Patient Revenue:	29,423,000	9%
Other Revenue:	36,697,000	11%

OPERATING EXPENSES

Staffing	221,092,000	68%
Supplies & Other Expenses	79,042,000	25%
Depreciation	23,757,000	7%

Volunteers:

Hours contributed:	34,074
Number of volunteers:	297

Employees:

Total physicians:	389
Total midwives:	12
Total nurses:	1,066
Total allied health:	405
Total staff:	2,682

The Accident:

Taking life one step at a time

Life can change in an instant. One moment, you're living life as usual, and the next, you're faced with unimaginable challenges.

Brian Goddard knows this all too well. After a devastating motorcycle accident, his world was turned upside down. For six-weeks, Brian was in another hospital where he underwent a series of critical surgeries on his legs, hip and spine, and a stroke that caused paralysis in his left arm.

When Brian was transferred to the D3 unit at Queensway Carleton Hospital, he was unable to walk and had very limited mobility. The odds seemed stacked against him.

Given the importance of early rehab to optimize recovery after his stroke, the team tailored a high intensity therapy plan to provide Brian with the best opportunity possible to improve his function.

They called in the Get Moving Team, an innovative program at QCH designed to help patients regain functional mobility quickly and safely.



Watch Brian learn how to walk again.



“

With his high level of motivation, we were able to get him from his bed to a wheelchair with a sliding board,”

— says Cindy Appleby, a Physiotherapist at QCH. “He practiced propelling his wheelchair and very quickly could do it independently.”

A rehabilitation environment was created on the unit to accommodate Brian's needs. A pulley system was installed in a doorway to allow for upper body exercises, and tables in the unit's lounge were set up for GRASP training to improve function in his weaker arm.

"The team was always proactive in finding ways to improve his health and get him back on his feet," says Maggie, Brian's wife. "From the nurses and physiotherapists to the doctors and support staff, everyone worked together to help Brian get better."

Lower body exercises were slowly introduced, and after a grueling and remarkable three months, Brian was able to bear weight on his legs – a moment Brian, Maggie, and the entire team will never forget.

"He stood for the first time using the SARA Steady walker and we practiced weight shifting, mini squats and marching on the spot," says Cindy. "We then quickly transitioned to walking with a platform walker. We built-up Brian's walking tolerance and he then transitioned to the two-wheeled walker."

Maggie credits the team's enthusiasm, encouragement, and patient-centred approach for Brian's progress.

“ The team went above and beyond our expectations. The team that was in charge of Brian were very accessible, knowledgeable and communicated well. ”

Today, Brian's journey of recovery continues through an outpatient stroke rehabilitation program in the community. While he still faces challenges, he has come a long way from the uncertainty the accident left him with. His story serves as an inspiration to all who face adversity, proving that recovery is not just about physical healing but about the strength to keep moving forward, one step at a time.



Photo of Brian and Maggie with the D3 team before being discharged.

Innovation in the ED

Queensway Carleton Hospital's Emergency Department (ED) has launched the ED Xcellence Project to improve patient safety by reducing wait times. The goal is to make our ED more efficient by simplifying workflows and optimizing resources.

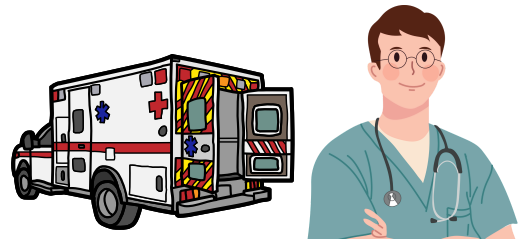
In September of 2024, the team began the project by tackling ambulance offload time (AOT). When an ambulance arrives in the ED, the paramedics wait with the patient until they are offloaded to the ED team. In Ottawa, offload times were among the longest in the province.

Here are just a few of the strategies that were implemented:

EMS Check-In: A new process for Emergency Medical Services (EMS) check-in allows paramedics to present at the EMS offload desk and call the triage nurse directly by phone. It ensures timely and accurate patient handovers.



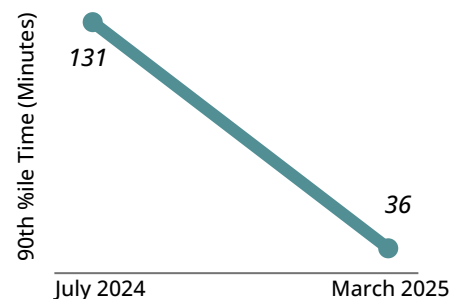
Offload RN: Once triaged through the EMS triage nurse, a dedicated Ambulance Offload Nurse provides care to patients until they are moved into the ED. This ensures faster ambulance turnaround times and is a more efficient use of resources while continuing to ensure patients receive care from our expert team.



Fit2Sit Program: This program allows patients with non-life-threatening illnesses, who are brought to the hospital by ambulance, to sit in a waiting room chair upon arrival. This enables paramedics to return to the community faster.



The ED Xcellence project has been an enormous success and has **decreased our offload time from 131 minutes, to 36 minutes** in just eight months! Our offload time continues to decrease as we optimize the processes in our ED.



Getting Patients into Beds Faster

This year, QCH made significant strides in addressing one of its key corporate priorities: reducing the time it takes for patients to access an inpatient bed. Key areas of focus included:

Admission to Bed Assignment: Enhancements to the process of assigning patient beds has helped track and reduce delays from the moment an admission order is written to when a bed is assigned.

Bed Assignment to Unit Arrival: A new bed assignment and tracking system was implemented in the ED improving visibility and coordination. Ongoing review of portering processes will reduce transfer delays within the hospital.

Discharge to Next Admission: The hospital implemented a consistent approach to documenting the predicted day of discharge, which facilitated earlier discharge planning and faster turnover of beds.

Inpatient Stay: A trial of a standardized format for daily multidisciplinary rounds on a medicine unit supported more proactive care planning.

Identification of Seniors at Risk (ISAR): Implementation of screening to identify older adults in the ED at risk of becoming Alternate Level of Care ALC, enabling earlier intervention.

The hospital set a target of reducing the time to inpatient bed to 25 hours—and successfully surpassed this goal, **achieving an average time of 22 hours, down from an average of 26.2 hours last fiscal year.** This achievement reflects a focused, system-wide effort to streamline each stage of the patient journey. We know there is more work to do and will continue to work towards decreasing the time to inpatient bed.



Photo of members of the Time to Inpatient Bed Corporate Steering Committee.

Transforming Nursing Education

Queensway Carleton Hospital (QCH) and Carleton University have launched a brand new, nursing program. It is the first new Bachelor of Science in Nursing program to come out of an established Ontario university in over 20 years. This innovative partnership will transform nursing education and accelerate the entrance of new nurses into the workforce.

“Prior to the pandemic, we predicted a nursing shortage,” says Yvonne Wilson, Vice President of Patient Care and Chief Nursing Executive at QCH. “During the pandemic, we saw more nurses leaving our profession, and a higher rate of new grads leaving the profession at the start of their career. Nurses are the backbone of our system. We need more nurses with the skills and education to support the patient needs of today and for future generations.”

That sentiment is what sparked the idea to build a new school of nursing.

“Our partnership was born from two organizations talking about navigating post-pandemic challenges,” says Wilson. “We wondered if there was any way we could do something together to improve things.”

Together with recent nursing graduates, the organizations formed a steering committee and worked on conceptualization, curriculum development and clinical practicums – ensuring the program keeps technology at the forefront, designing the program to support current and future healthcare providers' mental health and reflecting the current, on-the-job challenges of nursing in Ontario. The program is also seeking approval from the College of Nurses of Ontario to incorporate registered nurse prescribing into its undergrad degree.



Watch the video to hear about the origin story at Tech Tuesday with the Queensway Carleton Hospital Foundation.



"As a nurse educator familiar with the various current curricular models in place, the opportunity to reconsider how we educate our future nurses is an exciting and long-awaited change," says Danielle Manley, Carleton University's School of Nursing Director and former QCH Nursing Professional Practice Manager. "To have the chance to reshape nursing education in partnership with our community and with students at the center of our model is the chance of a lifetime. The anticipation to welcome the first cohort is palpable on campus and at QCH as we countdown to the first day."

This three-year program gets new nurses on the frontlines one year faster than other programs – and with modernized and real-world skills.

The curriculum is Indigenous-built, which through partnership and storytelling, seeks to decolonize healthcare delivery concepts, creating healthcare providers who strive for cultural competence and understanding.

The coursework will be delivered in a hybrid manner incorporating hands-on learning at Carleton University or a clinical placement site like Queensway Carleton Hospital. Education and training will involve using simulated environments or scenarios, artificial intelligence (AI) technology and opportunities for students to gain on-the-ground experience early on in their education through internships or practical training sessions.



"This type of hands-on training is essential to give nurses confidence when entering the workforce and provide the skills they need to have an immediate impact," says Wilson.

The program offers concentrations in:

- Data Science – enabling the more advanced use of Artificial Intelligence (AI) and other technology to improve the delivery of high-quality, personalized clinical care in response to Canada's healthcare crisis.
- Neuroscience and Mental Health – supporting the needs of communities and healthcare providers including resilience training from day one.

The first intake of students will begin in the fall of 2025.

Advancing Digital Health

Queensway Carleton Hospital has joined the Atlas Alliance's Epic Health Information System (HIS), hosted by The Ottawa Hospital, along with six other hospitals in Eastern Ontario. The transition will be completed in the fall of 2026.

"There are two big drivers for the selection of Epic: What it means for QCH and what it means for our region," said Dr. Andrew Falconer, President and CEO of QCH. "QCH has grown and changed significantly. As a larger, more complex organization we can fully benefit from the features and functionality that Epic offers."

QCH will be one of 16 healthcare providers using this data base to securely store, access and share up-to-date health information. That means there will be one chart per patient across most hospitals in our region. This will enable seamless care transitions, integrated referrals, improved clinical decision-making, reduced delays – and ultimately lead to better patient outcomes.

Patients visiting these hospitals will also be able to access their own health records through a shared MyChart portal – a one-stop-shop for all their appointments and health information.

"Transitioning to a new Health Information System is more than just a technology upgrade; it's a commitment to enhancing the quality of care we provide to our community," said Lindsay Wyers, Vice President of Digital Transformation & Chief Information Officer at QCH. "This transition will not only improve operational efficiency but also strengthen our ability to respond to the evolving needs of our patients, ensuring a healthier future for the entire community."

By connecting more hospitals and health-care partners through a single HIS, hosted through Epic, the Atlas Alliance continues working to improve patient care through strong partnerships and collaboration, contributing to a more efficient, patient-centered health system.

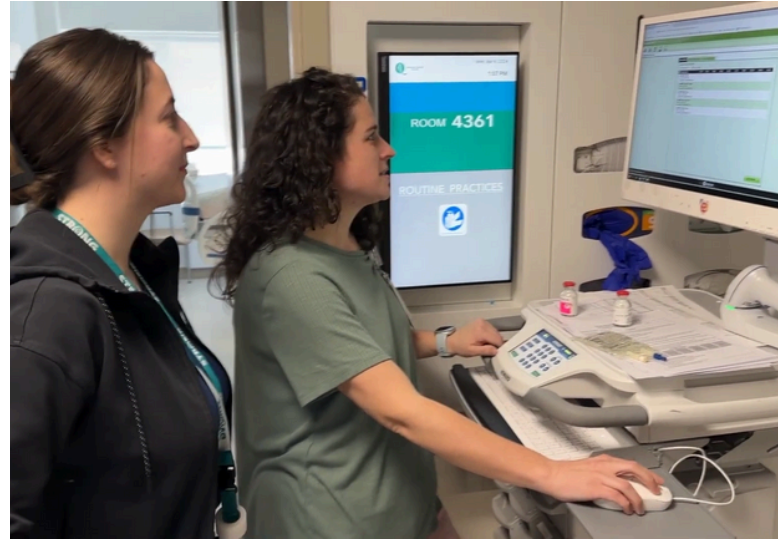
Once completed, the Atlas Alliance will include a network of 16 health-care organizations spanning our region and beyond (joining partners are in bold):

- **Arnprior Regional Health**
- Deep River & District Health
- **Glengarry Memorial Hospital**
- Group Health Centre (Sault St. Marie)
- Hawkesbury District General Hospital
- Kemptville District Hospital
- **Hôpital Montfort**
- **Pembroke Regional Hospital**
- **Queensway Carleton Hospital**
- Renfrew Victoria Hospital
- St. Francis Memorial Hospital
- The Ottawa Hospital
- The Ottawa Hospital Academic Family Health Team
- **The Royal**
- The University of Ottawa Heart Institute
- Winchester District Memorial Hospital

Continuous Improvement

Anywhere RN

Anywhere RN software is now live on Medicine, Surgery, Rehab/Geriatric, and Childbirth units to simplify nursing workflow. It allows nurses to remotely request medication, return unused doses, and safely dispose of narcotics at their mobile stations. This change, requested by nurses to improve workflow, enhances nurse satisfaction, saves time, and increases patient safety.



New Translation and Interpretation Service to Enhance Patient Care

QCH has launched Voyce, a video translation and interpretation service to enhance patient experience and ensure inclusive care. Using tablets, Voyce connects patients and healthcare providers with certified interpreters in over 240 languages, including ASL. The service is easy to use and supports group calls for better collaboration. Voyce improves accessibility, breaking down language barriers to ensure all patients receive exceptional care.



OR Technology Upgrades

QCH completed the final phase of a \$2.5 million multi-year project to upgrade ten operating rooms with advanced technology, including new surgical lights, flooring, and smart software with 4K connectivity. This renovation supports over 25,000 surgeries annually and improves patient outcomes and safety. Funded in part by \$1.8 million raised by QCH Foundation donors, the upgrades help keep QCH competitive and attract top surgical talent, demonstrating a commitment to cutting-edge care.



Geriatric Medicine Consult Team

In February 2025, an interdisciplinary Geriatric Medicine Consult Team was formed, uniting Geriatricians, Nurse Specialists, and RNs to support patients 65 and older. The team addresses complex issues like cognitive decline, frailty, and polypharmacy, while also educating QCH staff through case reviews, daily triage, and comprehensive assessments. Their detailed recommendations aim to improve care quality for older adults.



Fall Prevention Champions

QCH's Fall Prevention Champions (FPC) initiative enhances patient safety by involving nursing students in high-risk units. Within 48 hours of admission, students engage patients and families in personalized fall prevention education. Key elements include fall precautions, rounding, and data analysis. This interdisciplinary approach strengthens safety culture and supports QCH's commitment to preventing falls and ensuring exceptional care. Since beginning, the initiative has seen a 12.9% reduction in fall events at QCH.



Specialized Dementia Care in ED

Older adults with dementia are hospitalized more often, with one in three admitted yearly (CIHI, 2016). To improve care in the ED—where behavioural crises are common—the Geriatric Emergency Management (GEM) and Behavioural Supports Ontario teams created a 1.5-hour dementia care training for all new ED nurses starting September 2024. This fills a gap in traditional training by focusing on person-centered, cognitive, and behavioural care.



Get Moving Program Replicated Across Region

Queensway Carleton Hospital's Get Moving Program supported over 2,400 patients and delivered 85,000+ visits in the 2024/25 fiscal year. Since launching, QCH has helped five other hospitals in implementing similar initiatives. The program has shown significant improvements in mobility, reduced hospital stays, and increased ALC days saved. With 92% of patients rating their experience as exceptional, the program has proven highly effective.



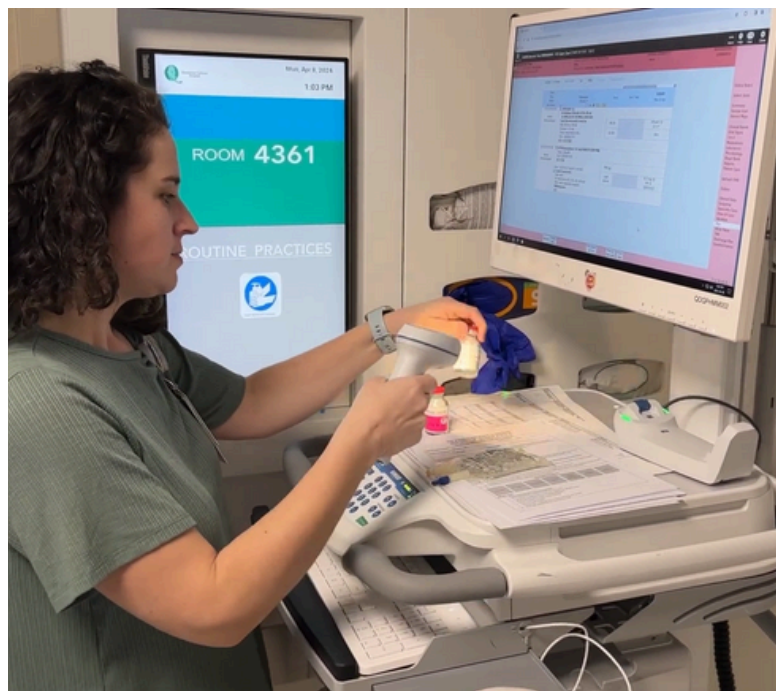
Geriatric Skills Day

QCH's Geriatric Interdisciplinary Skills Day highlighted the power of teamwork in geriatric care, with over 250 staff attending. The event featured 22 clinical and non-clinical professionals sharing expertise to improve care from the Emergency Department to discharge. External partners, including Ontario Health at Home, the Dementia Society of Ottawa and Renfrew County, and Geriatric Day Hospital services, contributed valuable insights.



Bedside Medication Verification Scanning Updates

Scanning sequence for medication administration has been updated, allowing nurses to scan medications first and patients second. This improvement, based on nursing staff feedback, simplifies workflows, saves time, and increases patient safety.



Pilot Program Supports Patients Living with Dementia

The Patient Observation Resource Team (PORT) are a group of Patient Care Aides who have received enhanced training to support patients with dementia and responsive behaviours. This pilot program was introduced to reduce reliance on agency staff and ensure patients receive the individualized care they need. Through these efforts, the hospital is committed to improving patient observation practices and providing more tailored, compassionate care for those who require constant monitoring.



Improving Care in the Diabetes Clinic

In 2024, the Chronic Care Program at QCH received a HIROC safety grant to improve patient safety in the outpatient Gestational Diabetes Mellitus (GDM) Clinic. This initiative involved reviewing clinic workflows and creating a GDM patient passport to support self-management, strengthen patient-care team partnerships, and enhance coordination for safer, patient-centered care.



Modernizing Monitoring Stations

We now have 18 fully networked Philips PIC iX Central Stations across the organization. This project ensures all critical care areas—ICU, ED, OR, PACU, and Special Care Nursery—are equipped with vendor-supported, reliable systems. The central station network is now fully modernized and ready for future integration with EPIC, enabling real-time vitals and waveform data at the bedside.



Enhancing Mental Health Care Coordination

QCH is a partner of the Ottawa West Four Rivers Ontario Health Team (OHT). Over the course of four years, the OHT has brought together health and social service providers and community members, to simplify and coordinate health and community support services in our community. One of the latest projects was in response to primary care and community need for improved mental health supports. QCH undertook a 10-week analysis of its mental health outpatient referral patterns to use data-driven insights to identify ways to streamline processes and improve communication between primary care and specialists. This 10-week study lays the groundwork for using technology to improve communication and coordination for referrals, and highlights QCH's leadership in enhancing regional mental health care.

Surge Plan Update

The surge plan has been updated to ensure QCH is equipped to handle increased patient volumes. This includes a Full Capacity Protocol, surge space and coverage review, Nursing Resource Team assignment, and more. These steps ensure that we remain prepared and continue to provide safe, timely care to all patients.

Enhancing Dignity and Care in Our New Morgue

QCH has completed a new, modern morgue, replacing the 1976 facility. The new space, designed with dignity and respect, accommodates up to 16 patients and includes a viewing area and optimized space for organ donation. Advanced monitoring systems ensure safety and efficiency, reflecting QCH's commitment to compassionate care.

IT Network Refresh

As part of our commitment to enhancing infrastructure, we have made significant strides to upgrade, rebuild, and redesign our IT network. By adopting the latest technologies, we are improving network performance, and paving the way for future applications and services.

Bright spots

Operating in Guatemala

In October of 2024, staff from Queensway Carleton Hospital traveled to Antigua, Guatemala to provide hip and knee arthroplasty surgeries to patients who have no access to care.

This annual mission is hosted by Operation Walk Canada, an organization based out of London, Ontario. QCH has participated since it's inception in 2006.

The team brought enough nurses, surgeons, anaesthesiologist, physicians, and physiotherapists to run five Operating Rooms.

"I feel very fortunate to be a part of this great organization," said Jessica Lanouette, an OR nurse at QCH. "Our patients come from all parts of Guatemala, some travelling 12+ hours to get their surgery. A joint replacement in Guatemala can cost a years salary for some."

This year's mission was record-breaking, with 89 joints replaced in the span of a week.



Celebrating 25 Years of Childbirth

QCH's Childbirth Program has grown to be one of Ontario's largest hospital-based obstetrical services. With close to 200 dedicated professionals—including nurses, midwives, obstetricians, pediatricians, lactation consultants, support staff and more—working together to provide exceptional care. From the Birth Unit to the Mother and Baby Unit, the Special Care Nursery, and our Outpatient Clinics, we have supported thousands of families with compassion and care.

Our journey started with the transition of The Grace Hospital's Newborn Program in 1999, when we opened a new, state-of-the-art birthing centre at QCH.

That October, we welcomed our very first baby, Melissa Lafferty. Fast forward to 2023, Melissa returned to give birth to her first child. Now, she's expecting her second baby in June 2025! Melissa, her mom Cynthia, and her daughter Maciee joined us to celebrate 25 years.



Baby girls: 29,886



Baby boys: 30,753



Sets of twins: 651



Childbirth unit at Queensway
Carleton Hospital celebrates
25th anniversary

Safety First Awards

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



Jill Wilson, Endoscopy



Lindsay MacNaughton, Nursing Professional Practice



Serena Amarakoon, Mental Health



Vanessa Chan, Pharmacy



Sue Shanahan and Allison Cutler, Diagnostic Imaging



Kelly Jones, Shannon Anderson, Agnese Leduc, and Shane McGarry, Food Services

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:

Social Work

“They are involved with our most vulnerable and challenging patients and families. Without their guidance and support, these patients and families would not be able to navigate the complex system of healthcare. Their knowledge and expertise are invaluable.”



Geriatric Day Hospital

“They empower clients with choices and recommendations to encourage healthy cognitive, emotional, social, and physical health. Patients and families are provided with the tools, support, and space to focus on wellness and options for the future.”



Communications

“They share positive messages and stories that keep us motivated and excited. They truly are at the heart of what we see and experience here at QCH, and it is so obvious that the Communications Department cares beyond measure!”



Decision Support

“They are a small but mighty team, ensuring QCH remains a data-driven hospital that makes informed, strategic decisions. Their work directly contributes to better decision-making, ultimately improving patient outcomes and optimizing healthcare resources.”



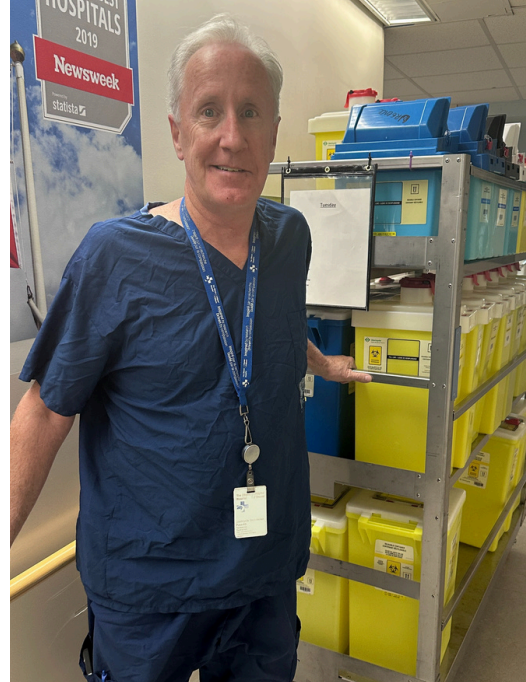
Employee and Physician Recognition Awards

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 2024 Award recipients:

- Marg O'Brien, John R. Sutherland Award
- Melanie Parnell, Tom Schonberg Leadership Award
- Amanda Sgarbossa, D. Aubrey Moodie Employee Excellence Award
- Dr. Mylène Côté, D. Aubrey Moodie Physician Excellence Award
- The Park Place Security Team, D. Aubrey Moodie Team Excellence Award
- Krista Blakely, QCH Collaboration Excellence Award
- Luz Masibag, QCH Accountability Excellence Award
- Melissa Laroche, QCH Innovation Excellence Award
- Hubert Cueto, QCH Respect Excellence Award
- Tracey Zoobkoff, Community Service Award
- Stephanie Neville, Hidden Hero Award
- Juliana Ha and Kelly MacGregor, John and Amy Russell Award







Equity, Diversity, Inclusion, & Belonging

Last year, we laid a strong foundation: a five-year Equity, Diversity, Inclusion, and Belonging Strategy, a dedicated EDIB Advisory Council, and important conversations that began to shift how we think about equity in healthcare. This year, we built on that momentum—developing a bold 2024–2026 EDIB Roadmap and Action Plan, approved by the Advisory Council, Senior Leadership, and the Board. This isn't a side project. It's our blueprint for systems change. And now, it's in motion.

This year, we moved from structure to practice. With feedback from staff, leaders, physicians, and patients, we've turned vision into actions that are starting to shape how we work, lead, and care—together.

As part of our ongoing commitment to equity and belonging, we asked staff and physicians about their experiences through the 2024 EDIB Engagement Survey. Their insights continue to shape how we approach change—rooted in what's real, and responsive to what's needed.

- Belonging at QCH: 77% of staff feel a sense of belonging in the workplace.
- Inclusive Culture: 73% believe QCH values and encourages diversity.
- Comfort to Be Oneself: 75% feel comfortable being their true self at work.
- Leadership Commitment: 70% feel QCH leaders demonstrate inclusive behaviours.
- EDIB Reflected in Culture: 68% agree EDIB is reflected in QCH's workplace culture.

Here's how we're taking what we heard and building on it:

Leadership That Sets the Standard: We're embedding EDIB into how we lead, govern, and make decisions—through clearer expectations, stronger accountability, and inclusive leadership practices that reflect the kind of culture we're working to build.

Learning that Meets the Moment: Anti-Racism and Cultural Safety Training is being rolled out organization-wide—equipping teams with tools to challenge bias, strengthen relationships, and foster a culture of accountability and care.

People Practices with Purpose: Our People & Talent strategies are evolving—embedding equity into how we recruit, hire, onboard, and grow. This means clearer expectations, inclusive language, and recognition that reflects the diverse strengths of our workforce.

Culture That Reflects Our Commitments: This work is no longer siloed. EDIB is becoming part of how we lead, how we plan, and how we make decisions across the hospital. It's not an initiative. It's a standard for how we work—with and for one another.

Highlights from a Year of Impact

We know that equity and inclusion can feel like big, abstract ideas. So we've focused this year on turning those values into clear, concrete practices that make a real difference—on the floor, in leadership, and at every level of care.

1. Walking Together: Advancing Indigenous Health Equity & Reconciliation

Truth-telling, relationship-building, and meaningful change.

- Developed an Indigenous Engagement Framework, grounded in a distinctions-based approach that addresses the unique rights and needs of First Nations, Métis, Inuit, and Urban Indigenous communities.
- Signed a partnership agreement with Wabano Centre for Indigenous Health, establishing a long-term relationship built on trust and shared responsibility.
- Completed Wabano-Win Indigenous Cultural Safety Training for Leaders (100% of Executive and Board, 100% of Directors, 80% of Leadership).
- Developed a Truth and Reconciliation Action Plan, now led by our TRC Leadership Working Group.
- Partnered with Carleton University to begin implementing Indigenous Learning Bundles in staff education and orientations.
- Implemented cultural and ceremonial protocols, including a hospital-wide Land Acknowledgment and refreshed Smudging Guidelines.
- Contributed to the regional Share Your Story Community of Practice.

Reconciliation isn't one path, but it's grounded in shared principles: respect, responsibility, and relationship. A distinctions-based approach ensures we honour the unique voices of First Nations, Métis, Inuit, and Urban Indigenous communities. These tools help turn intention into action—together.



Photo Dr. Katalin Kovacs (Chief of Staff at QCH), Allison Fisher (Executive Director at Wabano) and Dr. Andrew Falconer (President & CEO at QCH), standing in front of paintings by Duncan Pheasant, which were gifted to QCH by Wabano Centre for Indigenous Health.

2. Leadership & Accountability

Leadership that reflects our values—and drives our culture.

- Embedded EDIB principles into the 2024–25 Board of Directors Recruitment, including equity-informed criteria and an EDIB advisory role in nominations.
- Launched QCH's first-ever EDIB Foundational Policy Framework.
- Delivered Anti-Racism and Microaggression Training for QCH leaders, led by Mante Molepo Consulting and grounded in real-world healthcare scenarios.
- Updated our Leading at Level and Leadership Development Program to reflect inclusive practices and EDIB competencies.
- Integrated EDIB into Quality & Patient Safety reviews, broadening how we understand risk, care, and patient experience.
- Built ongoing space for reflection and growth through Leadership Forums, with case-based discussions on equity, belonging, and inclusive care.

When inclusion becomes part of how we lead, it shows up in how we care. Equity isn't just a value—it's a leadership practice.



Photo of new EDIB Advisory Council members.

3. Learning & People Practices That Build Belonging

Shaping a workplace culture through education, equity, and everyday practice.

- Formed a People & Talent EDIB Working Group to guide inclusive hiring, onboarding, and recognition.
- Rolled out inclusive job descriptions and launched revamped recognition programs that reflect EDIB values.
- Began redesigning recruitment, onboarding, and retention processes to embed equity from the start.
- Launched an organizational Diversity & Recognition Calendar and delivered education and events for key observances, including Black History & Futures Month, Women's History Month, PRIDE, Indigenous History Month, and the National Day for Truth and Reconciliation.
- Provided EDIB coaching, micro-learning tools, and inclusive communication resources to support identity-affirming, respectful interactions across clinical and non-clinical teams.

Belonging doesn't happen by accident. It's built through how we hire, how we learn, how we lead—and how we treat each other every day. When equity is woven into both our practices and our culture, we create a workplace where people don't just stay—they thrive.

4. Responsive, Practical Support

Meeting teams where they are—when it matters most.

- Responded to over 388 EDIB consultation requests, supporting staff, leaders, and teams across the hospital.
- Provided unit-specific education, coaching, and resources tailored to real-time challenges.
- Offered guidance on inclusive signage, language access, and respectful patient interactions.
- Integrated trauma-informed and cultural safety principles into Quality & Patient Safety work.
- Refreshed our Accessibility Plan and reactivated the Accessibility Committee to better align with evolving standards and patient needs.
- Supported teams in applying EDIB principles to care planning, documentation, and patient experience improvements.

EDIB isn't "one-size-fits-all." Each team has its own needs—and our role is to meet people where they are. By embedding cultural safety, trauma-informed care, and accessibility into everyday practice, we're helping teams create safer, more equitable environments—one conversation, one unit, one policy at a time.

Report from the Board

In 2024–2025, the Queensway Carleton Hospital Board of Directors continued to provide thoughtful, future-focused governance, building on a foundation of accountability, equity, and innovation. With a commitment to good governance and strategic oversight, the Board focused on several key priorities in support of the hospital’s mission and values.

Renewed Commitment to Equity, Diversity, and Inclusion

In a year marked by deepening societal divides, particularly in the international context, QCH recommitted itself to advancing Equity, Diversity, Inclusion and Belonging (EDIB) within its governance structures and across the organization. With an awareness of the unique role Canadian institutions play in fostering belonging, this year’s efforts included Board discussions on indigenous health issues, as well as a reaffirmation of the EDIB Commitment Statement introduced last year. These efforts are intended to build not only more inclusive governance, but also a hospital culture where every voice feels seen, heard, and valued.

Enhancing Cyber Resilience Through Simulation

In response to the growing threat of cyberattacks on healthcare systems, the Board participated in a hospital cybersecurity tabletop exercise. This simulated incident allowed Board members to actively engage in crisis response governance, helping to clarify roles, test protocols, and identify areas for system improvement. The exercise reinforced the importance of proactive planning, organizational awareness, and strong leadership during potential cyber events.

Governance and Oversight of the Epic Decision

One of the most significant decisions of the year was the hospital’s commitment to transitioning to Epic, a world-class Health Information System. The Board played an essential governance role in this decision, reviewing analysis, assessing risks and opportunities, and ensuring alignment with QCH’s strategic goals. This transition represents a major leap forward in how we deliver care and communicate across the healthcare system. The Board will continue to provide active oversight through the two-year implementation period.

Building Knowledge on AI in Healthcare

This year, the Board also took significant steps to build its collective understanding of artificial intelligence and its growing presence in healthcare. Through a targeted education session and expert presentations, Board members explored how AI may reshape clinical workflows, decision-making, and patient outcomes—and what ethical considerations come with its use. As QCH continues to evolve as a digitally enabled hospital, the Board is committed to staying informed and engaged in conversations about the role of emerging technologies in care delivery.

Commitment to Patient Safety and Quality Care

The Quality Committee of the Board met monthly to review the hospital's progress against defined key performance indicators and are pleased with the hospital's on-going commitment to continue performance improvement. The Board worked with the hospital on the development of its annual Quality Improvement Plan, ensuring alignment with key government priorities. The Board also worked to increase regional dialogue and collaboration with the boards of other partner hospitals, recognizing the importance of shared insights and joint efforts in addressing common challenges.

On-going Commitment to Effective Governance

Throughout the year, the Board remained focused on its core governance responsibilities, including financial stewardship, strategic oversight, and risk management. Using the True North Strategic Plan as a guide, the Board monitored progress across four strategic directions: Seamless System of Care, Exceptional Patient Experience, Positive Work Life, and Stewardship and Sustainability. The Board also engaged in a consultant's review of Board policies and Terms of Reference to ensure we continue to evolve and adapt best practices in governance.

Looking Ahead

As healthcare continues to evolve, the Board is committed to its role as stewards of Queensway Carleton Hospital's mission and values. We are proud to support an organization that not only delivers exceptional care today but also looks boldly toward tomorrow.



QCH Foundation Report to Donors

Innovation Moved Us Forward, and Our Donors Made It Possible!

What an incredible year!

This past year proved something pretty amazing: when our community comes together, there's really nothing we can't do.

Innovation wasn't just a buzzword—it was alive and kicking every single day at Queensway Carleton Hospital, and that's all thanks to you. From life-saving equipment to helping launch a brand-new nursing school, your generosity made big dreams a reality.

And we mean big!

Together, we raised an incredible **\$7.8 Million for QCH**, supporting everything from cutting-edge medical tools and upgraded hospital spaces, to ongoing training for our incredible healthcare teams. That's a whole lot of good!

Thanks to you, we were able to add some impressive gear to the hospital—think new MRI and mammography machines, patient monitors, pain pumps, even new labour and delivery beds to help welcome the tiniest members of our community in comfort and care.

Behind the scenes, your support also meant that surgical teams got new video equipment, staff can now use upgraded bladder scanners and vital signs monitors, and patients who need a little extra help breathing now have access to top-notch ventilators. In short? **You helped us take patient care to the next level.**

When someone walks through the doors at QCH, they're met with expert care, compassion—and the kind of support that only comes from a generous community like ours. So to every donor, volunteer, event planner, and corporate partner who showed up in a big way this year: **THANK YOU.** Your kindness is helping provide world-class care to our friends, families, coworkers, and neighbours—right here at home.

We are forever grateful.



Shannon Gorman
President and CEO
QCH Foundation



Alan Doak
Chair, Board of Directors
QCH Foundation



Dr. Andrew Falconer
President and CEO
Queensway Carleton Hospital

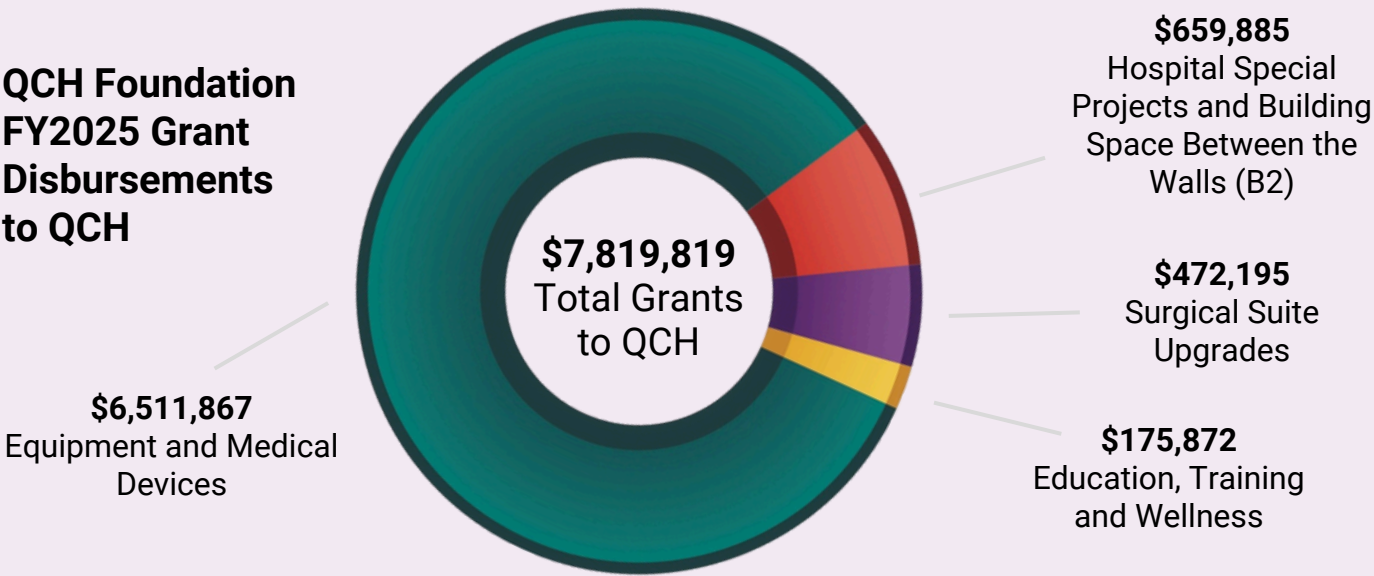


A Remarkable Year: Donors Help Raise \$7.8M for Hospital Priorities

Queensway Carleton Hospital has seen an outpouring of generosity from the community. It has been a landmark financial year for QCH Foundation, with over \$7.8 Million allocated directly to the Hospital’s top priorities—advancing exceptional care, expanding essential programs, and investing in leading medical devices and equipment.

This remarkable achievement is a direct result of the unwavering generosity of our donors. Your incredible support continues to transform local healthcare and provide life-changing care for families who rely on the Hospital every day. **Thank you.**

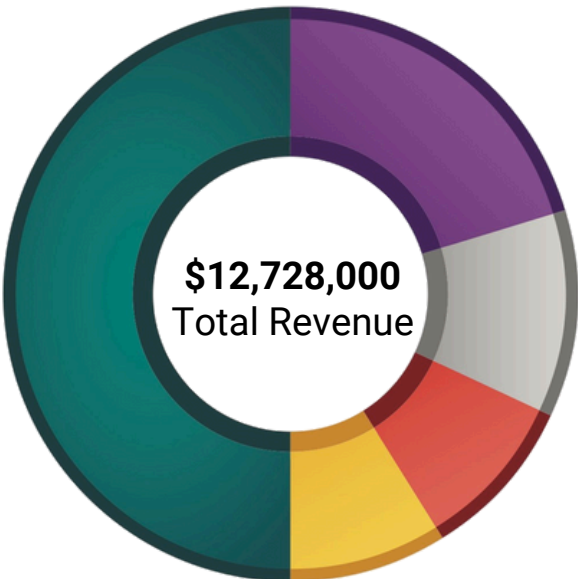
QCH Foundation FY2025 Grant Disbursements to QCH



QCH Foundation FY2025 Fundraising and Other Revenue

Major Gifts	\$2,593,000
Legacy Giving	\$1,489,000
Annual Giving	\$1,170,000
Community and Corporate Giving	\$1,110,000
Other Revenue	\$6,366,000*

*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 FY2025 are available at qchfoundation.ca/DonorReport.





A Clearer Picture of Care

Queensway Carleton Hospital's MRI Upgrade Brings the Future into Focus

What if the future of medical imaging didn't require starting from scratch—but instead, building smartly on what we already have? That's exactly the approach Queensway Carleton Hospital has taken with its recent upgrade to its MRI unit—and the results will benefit patients, clinicians, and the environment alike.

Instead of replacing the entire system, QCH made the innovative and eco-conscious decision to retain the existing MRI magnet—a durable component with an impressive 50-year lifespan—and modernize everything else. The outcome is a high-tech, high-efficiency MRI unit that delivers the same capabilities as a brand-new machine, but with just a fraction of the cost and downtime.

"This isn't just an upgrade in technology—it's an upgrade in how we care for people," says Dan Locke, Director of Diagnostic Service at QCH, reflecting on the project's impact. **"We've taken a smart, sustainable approach that allows us to serve our patients better and faster."**

Thanks to the generosity of donors to QCH Foundation, this project came to life. And here's something many people might not know: every piece of medical equipment at QCH is purchased through community support. None of it is funded by government dollars. That means each MRI scan, every life-changing diagnosis, and every moment of reassurance shared between doctor and patient is made possible by those who choose to give.

Now, patients at QCH can experience faster scan times, lighter and more comfortable coils, and AI-powered imaging technology that delivers incredibly sharp, precise images. This isn't just about convenience—it's about catching issues earlier, diagnosing more accurately, and ultimately, improving outcomes.

This solution provides the benefits of a brand-new MRI at a lower cost and with less downtime, compared to a full replacement. That means less disruption to patient care and more people getting the imaging they need, when they need it.

It's progress with purpose. QCH's MRI upgrade is a reminder of what's possible when innovation meets community spirit. It's not just about machines—it's about people helping people, investing in health, and making smarter choices for a better future.



Let's change local healthcare, **together.**

The future of care at QCH begins with you. By investing in your local hospital, our loved ones will have access to the latest treatment options using leading medical devices and equipment.

By working together, we will create an innovative and modern facility that aligns with the exceptional care provided by the team at QCH. There are many ways to support QCH, including making a donation, hosting a fundraising event, sponsoring a program, confirming QCH as a beneficiary in your estate plan, providing a gift of stock or securities, volunteering or making a Champion of Care donation in honour of a doctor, nurse or staff member.



Connect with us!

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