



SHAPING TOMORROW'S CARE TODAY

Huron Perth Healthcare Alliance
Annual Report
2024-2025





Land Acknowledgement

We acknowledge and give thanks for the land on which we gather as being the traditional territory of the Haudenosaunee/People of the Long House and the Anishinaabe.

We recognize the First Peoples' continued stewardship of the land and water, and that this territory is subject to the Dish with One Spoon Wampum under which multiple nations agreed to care for the land and resources by the Great Lakes in peace.

We also acknowledge and recognize the treaties signed in regard to this land including Treaty #29 and Treaty #45 1/2. Our roles and shared responsibilities as treaty people mean we are committed to moving forward in reconciliation with gratitude and respect with all First Nations, Metis, Inuit and Indigenous Peoples. We commit to the following action: sharing resources that explore the rich and diverse cultures, voices, experiences and histories of First Nations, Inuit and Metis people.



A Message from the Chief of Staff, Board Chair, and President & CEO

We are proud to present this year's annual report - Shaping Tomorrow's Care Today - a review of the incredible work and strong commitment shown by our teams, our partners, and the communities we serve across the Huron Perth Healthcare Alliance (HPHA).

This year saw the formal amalgamation of our four hospital corporations, an achievement, after 21 years as an Alliance, which reinforces and strengthens our shared vision and our capacity to deliver integrated, patient-centred care. From earning Exemplary Standing in Ontario's first Collaborative Accreditation, to opening new facilities and advancing health equity, the progress outlined in this report is a direct result of our shared passion,

expertise, and collaboration.

Our team, benefiting from the advice of our Patient and Caregiver Partners, continues to go above and beyond to improve the patient experience. At the same time, our Foundations, Auxiliaries and Volunteers inspire us with their generosity and impact, helping bring our important goals to life.

As we look to the future, our focus remains clear: to provide the highest quality care today while shaping healthier communities and a stronger, more inclusive healthcare system tomorrow.

Thank you for joining us on this journey. Together, we are shaping tomorrow's care - today.

Kevin Lefebvre
CHIEF OF STAFF

John Wilkinson
BOARD CHAIR

Andrew Williams
PRESIDENT & CEO



Strategy at a Glance



Values

Compassion,
Accountability, Integrity



Mission

Collaborating for
Exceptional Care



Vision

Innovating for
Exceptional Health

Guiding Principles

These guiding principles ensure that our organization stays focused on what matters most: engaging with compassion and purpose, building strong and inclusive relationships, and continuously improving the quality and efficiency of care. They reflect our deep commitment to the individuals and communities we serve, and to creating a healthcare system that is equitable, innovative, and sustainable for the future.



People

Engaging with Passion



Partnerships

Collaborating with Purpose



Performance

Exceeding Expectations



HPHA by the Numbers



Patient Days
(Acute, CCC, Rehab &MH)
61,567



Diagnostic Imaging Tests
115,956



People
2,242



Babies Born
1,325



Emergency Visits
69,383



Laboratory Tests
1,032,059



Day Surgeries
11,747



Inpatient Surgeries
2,031



Financial Overview

Revenue %:



Ontario Health Funding
 Out-Patient Services
 Other Revenue
 Amortized Capital – Equipment
 In-Patient Services
 Chronic Co-Payment
 Preferred Accommodation
 Unrestricted Donations

Revenue Total: \$197,269,320

Investments %:



People
 Supplies and Other Expenses
 Drugs
 Medical and Surgical Supplies
 Equipment Amortization
 Interest

Investments Total: \$201,887,761

The Year in Review



01 Amalgamation

- After 21 years operating as a voluntary alliance with a single board, staff and professional staff, the HPHA formally merged its four hospital corporations – Clinton Public Hospital, St. Marys Memorial Hospital, Seaforth Community Hospital, and Stratford General Hospital.



02 Accreditation Excellence

- Received Exemplary Standing in Ontario's first Collaborative Accreditation with Accreditation Canada, that included 10 separately governed organizations representing hospitals, primary care, home and community care, long term care and the Huron Perth & Area Ontario Health Team.



03 Infrastructure & Redevelopment

- Opened the new Cancer & Medical Care Clinic at Stratford General Hospital.
- Completed redevelopment of East Wing in St. Marys Memorial Hospital's Inpatient Unit.
- Seaforth Community Hospital kitchen upgrade completed.



04 System Integration & Partnerships

Continued partnerships to improve patient care and flow, including:

- Alzheimer Society consultant in Stratford General Hospital Emergency Department to support dementia care.
- Let's Go Home (LEGHO) Project with ONECARE supported 92 patients, reducing alternate level of care (ALC) days.
- Nurse Practitioner led Primary Care Access Program for unattached patients.
- Mobile Crisis Team with local police/OPP for mental health support.



05 Equity & Inclusion Leadership

- Launched two Equity Change Plans to promote inclusion and anti-discrimination.
- Expanded Indigenous health supports: Land Acknowledgement, smudging policy, Ontario Health Indigenous Health Framework.
- Introduced gender-neutral signage, inclusive ID badges, cultural education, and inclusive language guide.



06 Enhancing Patient Experience

- Focus on improving communication at transition across inpatient units.
- Launching multi-language patient registration kiosks to improve access and experience.
- 20 active Patient & Caregiver Partners involved across Board of Directors, committees, and design teams (e.g., redevelopment projects).



07 Provider Support & Workforce Development

- Recruitment and retention programs: Nurse Residency, Clinical Scholars, New Grad Guarantee.
- Staff recognition, wellness initiatives, and leadership development.
- Housing and childcare supports for healthcare workers.



08 Safety & Quality Improvement

- Launched unit-level Patient Safety Dashboards.
- Established Critical Incident and Clinical Audit teams.
- Focus on wound care and pressure injury prevention.
- Ongoing “Never Events” reporting to enhance safety.



09 Advancing Palliative Care

- Delivered virtual palliative education to 26 staff members.
- Introduced standardized End-of-Life Kits and educational resources across departments.
- Continued support for Medical Assistance in Dying (MAiD) with organ donation facilitation.



10 Emergency Department Innovations

New Emergency Department initiatives:

- Fit2Sit Program expansion.
- Elastomeric Pump Program for home antibiotic therapy.
- Community Paramedicine Referral Program for post-transition follow-up.
- Trialing Emergency Department Urgent Follow-Up Clinic to prevent unnecessary readmissions.

The HPHA is supported by four dedicated hospital foundations. Your donations help ensure high-quality care for patients across our communities. Donations made to a specific foundation directly support the hospital it represents.

Our Foundations



Clinton Public Hospital Foundation

In 2024-2025, the Clinton Public Hospital Foundation transferred a total of \$432,261 to Clinton Public Hospital for capital equipment purchases. They found great success in initiatives like their Biennial Gala, Clinton Raceway's Legends Day, CKNX Healthcare Heroes Radiothon and their Christmas Letter Campaign.



St. Marys Healthcare Foundation

In 2024-2025, the St. Marys Healthcare Foundation raised \$719,320 through successful initiatives including the annual Golf Tournament, 'Be An Angel' campaign, Tim Hortons Smile Cookie campaign, and 50/50 lottery. Their largest contribution supported the redevelopment of the St. Marys Memorial Hospital Inpatient Unit.



Seaforth Community Hospital Foundation

The Seaforth Community Hospital Foundation is pleased to announce they donated \$270,025 to Seaforth Community Hospital in 2024-2025. Through a combination of Foundation and Hospital Infrastructure Renewal Funding, the hospital kitchen underwent a renovation complete with state-of-the-art equipment.



Stratford General Hospital Foundation

In 2024-2025, the Stratford General Hospital Foundation disbursed over \$6.6 million to support the new Cancer & Medical Care Clinic, enhance patient care areas, fund vital programs, and upgrade equipment, marking one of its largest investments. This was made possible by the community's remarkable generosity and commitment to local healthcare.

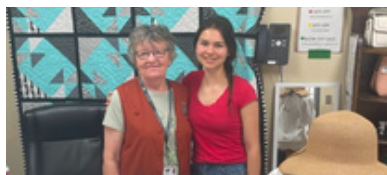
In addition to the support of our foundations, the HPHA is fortunate to be supported by four dedicated volunteer and auxiliary groups. With 385 members across our sites, these individuals are an essential part of our hospital community, enhancing the patient experience, assisting with services, and leading impactful fundraising efforts.

Our Auxiliaries and Volunteer Groups



Clinton Public Hospital Auxiliary

The Clinton Public Hospital Auxiliary continues to make a strong impact through volunteer support and fundraising, including the Gift of Lights and the annual Penny Sale. This year, \$17,800 was donated to the Foundation for essential equipment including a vending machine, negative pressure wound vac, and Roho cushion.



St. Marys Memorial Hospital Auxiliary

The St. Marys Memorial Hospital Auxiliary strengthens community ties through bake sales, staff gifts, and patient initiatives like fidget aprons and therapy visits. This year, they also funded a \$5,200 negative pressure wound vac to support patient care.



Seaforth Community Hospital Volunteer Council

This year, the Seaforth Volunteer Council expanded support for inpatients, registration, and therapies, while also welcoming emergency and rehab patients. With the Tree of Lights raising \$2,700 and the Gift Shop reopening soon, volunteers continue to enhance care in meaningful ways.



Volunteers of Stratford General Hospital

Our growing volunteer team continues to enhance patient care through clinical support, peer mentoring, art therapy, and more. This year, they surpassed their \$85,000 fundraising goal for the new Cancer & Medical Care Clinic, thanks to efforts like the 'Christmas in July' Raffle and volunteer-run Coffee Shop and Gift Shop.



HPHA.CA



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