



Espanola Regional Hospital and Health Centre 2024-2025 Annual General Meeting

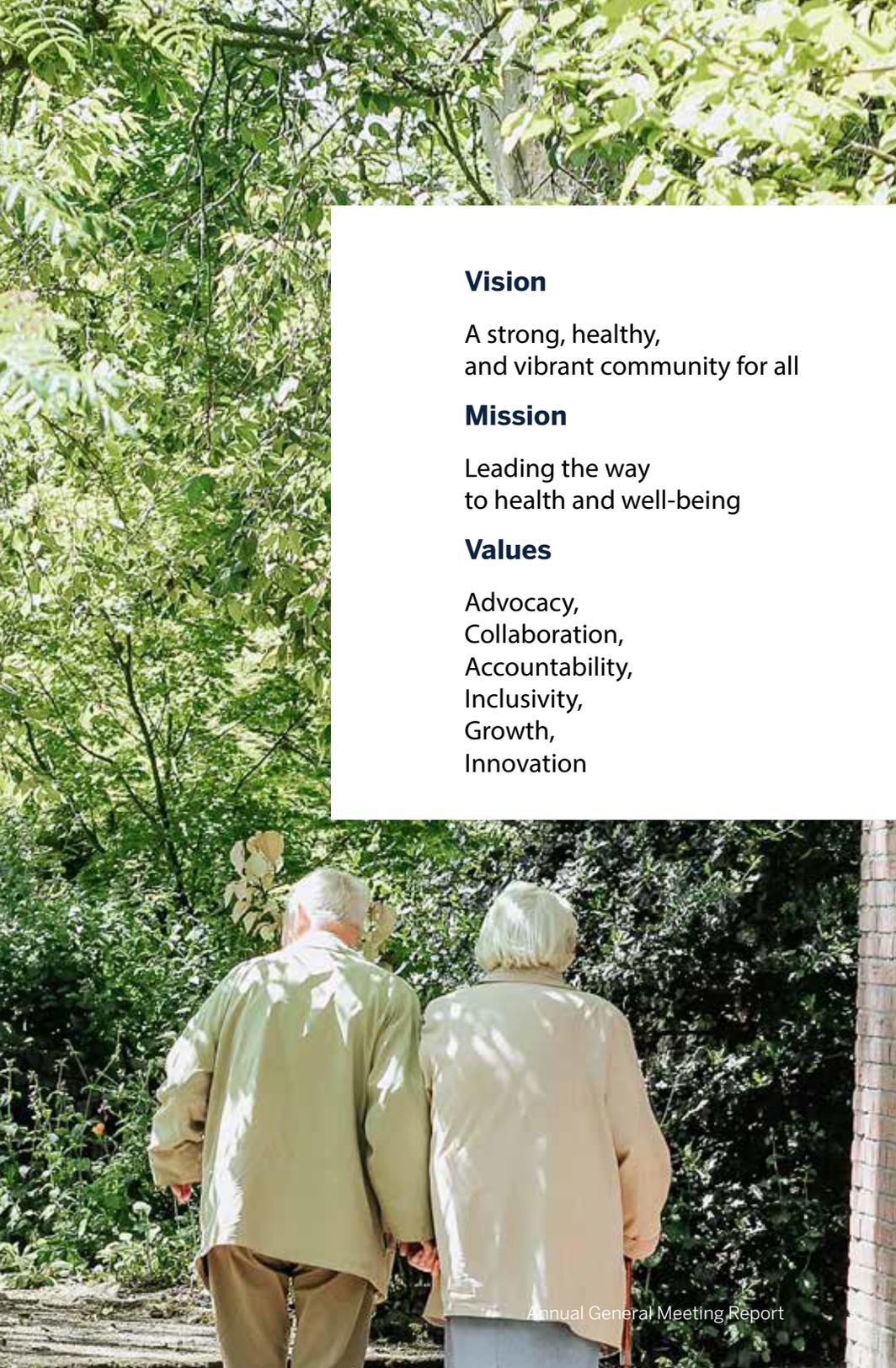


espanola
regional hospital
and health centre

hôpital régional
et centre de santé
d'espánola

Land Acknowledgment

Today the
Espanola Regional Hospital and Health
Centre
operates on land that has
been the traditional territory of the
Anishnaabe for over thousands of years,
and within the
Robinson Huron Treaty of 1850.
We acknowledge that this land is home to
diverse Indigenous,
Inuit and Metis peoples.
We are grateful and humbled
to have the opportunity to live,
work and come together on this land.



Vision

A strong, healthy,
and vibrant community for all

Mission

Leading the way
to health and well-being

Values

Advocacy,
Collaboration,
Accountability,
Inclusivity,
Growth,
Innovation

A Message from the Board Chair



The year 2024/2025 continued to present challenges to the staff, management and the Board of Directors. Despite proactive efforts by the OHA and individually by various hospitals, we continue to be under funded by the provincial government.

We have however seen some special funding to ease the PSW and nursing shortages which the Senior Leadership team has taken full advantage of to add to hospital employees. Our SLT and all of our staff continue to excel in managing various stresses and can still boast that our Emergency Department has never closed. The addition of a Mental Health Crisis Worker in the Emergency department has eased the return rate by forwarding 96 patients to appropriate agencies and out of hospital care.

Notwithstanding many challenges the work is moving forward to change the hospital services to include a CT scanner. All the proper steps are in place for a smooth transition of Martin Lees to the new CEO starting in January 2026. Our IT team has successfully launched the Meditech Expanse project which is in full operation at this time. Our staff has adapted to the changing dynamics in our organization as usual.

Education continues to be a priority at ERHHC, ranging from job specific training to emergency codes, as well as indigenous healing practices. All this training helps our

staff, Senior Leadership and Board members grow as individuals, and assists our organization to help provide the best and safest patient experience.

I feel very privileged to be the Board Chair at the ERHHC and to help continue the culture of caring that has been nurtured for many years. I would also like to thank our Senior Leadership Team for their assistance and guidance during my first year as Chair. I look forward to working with present and future board members to bring forward the strategic plan.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Guy Despatie', with a long horizontal flourish extending to the right.

Guy Despatie
Board Chair

Chief Executive Officer Report

Jane Battistelli



As I present my final Annual General Meeting report, I do so with a deep sense of pride, humility and gratitude. Serving as your CEO, CNO and Manager of ED and Acute Care for a total of 16 years has been the greatest honour of my professional life. As I prepare to retire at the end of 2025, I reflect on our journey together, the team we have become, and all who have been mentors, cherished colleagues, supporters, and friends, to all of you I express my heartfelt thanks.

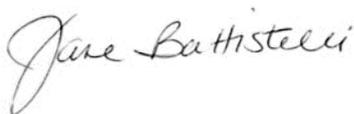
Over the years, we have navigated many challenges to include a 3-year pandemic which destabilized and set unprecedented pressure on both the health care system and health human resources, we navigated the changes needed to recover as an organization and community, and we continue to deal with lasting impacts on a fragile and aging community. Despite the pressures and stretched resources it has been the greatest time of collaboration and unified focus across the sectors to enhance patient care transitions and access to services. As a health campus we have achieved significant milestones to integrate patient care services and strengthen key partnerships. From enhancing patient care, to expanding patient services and our health campus footprint to include a new ED department, maintenance facility, LTC upgrades and new support service wing, we have accomplished much through a steadfast mission to care for the health of our community. With the launch of our new 2025-30 Strategic Plan, we are well positioned to meet the future needs of our community and there is much strength in our advocacy to

ensure equity and access of care in our rural community. With great focus on deepening community partnerships, we step closer each day to creating a seamless and integrated health care system and accomplishing that shared vision through collective effort.

I want to thank the exceptional staff, whose dedication and compassion define our mission every day. They are the heart of this organization; they work tirelessly, and they truly are “patients first” in all they do. To the leadership team and my colleagues, your support and relationships have been invaluable. They have allowed me the grace to grow as both a leader and human being over the past 16 years and have the privilege to serve as the CEO in my last four.

To the Board of Directors, your trust, guidance and steadfast commitment to excellence have shaped the strong, resilient organization we are today. It is my belief that this organization and its future has never been stronger. We will continue to be rural health care leaders, integrators, and innovators. I am confident that under the leadership of incoming CEO, Martin Lees, we will continue to uphold our vision of becoming a Rural Centre of Excellence and continue to build on the solid foundation we've laid together. With the strength of the Senior Leadership Team and Martin's commitment to rural health care excellence, a supportive accountable workplace culture, and the importance of team commitment, the future of ERRHHC is extremely bright and exciting.

Thank you for allowing me the privilege to serve you all and the patients of this community. It has been the utmost privilege to work in and lead this organization and I am extremely grateful to you all.

A handwritten signature in cursive script that reads "Jane Battistelli". The signature is written in black ink and is positioned in the lower-left quadrant of the page.

Message from the Chief of Staff

Dr. Aidan Wharton

It has been an honour to take on the roles of Chief of Staff and Emergency Department Medical Director as of January 2025. I'd like to thank Dr. Rob Lepage for his dedication and leadership through a challenging transitional year.



We continue to see rising demands on our healthcare system — with increasing patient volumes, greater acuity, and ongoing staffing challenges. At times, these pressures have threatened our ability to remain open. And yet, through it all, I've been inspired and humbled by the unwavering dedication of our staff, who go above and beyond to ensure ERHHC remains open, and our community receives safe, high-quality care around the clock.

Despite these challenges, we are moving forward with a growth mindset. This past year saw the successful transition to a new digital medical record system — a complex undertaking made possible by our IT team, informatics leads, and every frontline user committed to learning and improving how we work.

Our Hospitalist program has faced record-high inpatient occupancy and at times has operated beyond capacity. Still, our nurses and physicians have consistently delivered high-quality, community-based care with professionalism and compassion.

In the Emergency Department, staff continue to work tirelessly to provide 24/7 care — while also engaging in advanced simulation training and certification programs that raise the bar for safety and quality.

We are also proud to be expanding our role as a teaching site for medical learners, strengthening our partnership with NOSM University. By training physicians right here in Espanola, we are investing in the future of our own rural healthcare.

Our Family Health Team continues its vital work in keeping patients healthy at home, playing a crucial role in preventative care and chronic disease management.

Our Medical Imaging department continues to offer one of the most comprehensive services for a hospital of our size, thanks to the skill and ongoing development of our staff. We remain active in our advocacy for a CT scanner, which would enhance access to critical diagnostics across our region.

I also want to recognize our Medical Laboratory team for successfully completing their accreditation cycle — a significant achievement that speaks to their dedication and excellence.

To our Senior Leadership Team — thank you for your vision, collaboration, and development of a strong strategic plan that positions ERHHC for sustainable growth as we move toward our goal of becoming a Centre of Excellence in Rural Health.

Most importantly, thank you to every staff member across the hospital — whether you are delivering direct care, ensuring a clean and safe environment, or supporting patients with kindness and humour — your contribution is essential to the compassionate, dignified care we provide every day.

I look forward to the year ahead, and all that we will accomplish together.

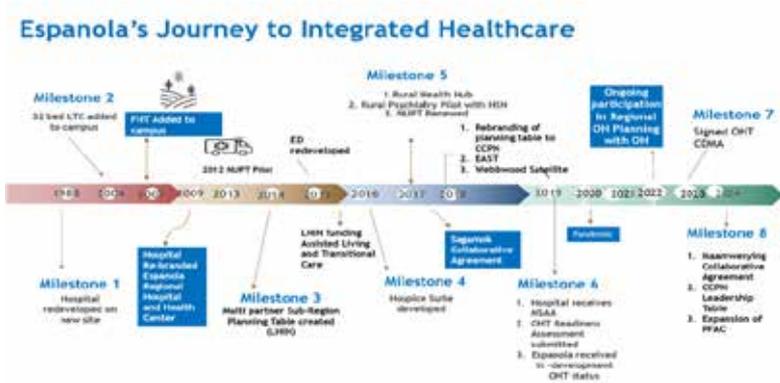


Dr. Aidan Wharton
Chief of Staff

Our Journey to Health Care Excellence

Espanola Regional Hospital and Health Centre has a rich history of caring for the health of our community and over the last 36 years has seen much growth and development across ERHHC's health campus and within our team. As a forward-thinking and innovative board of directors, clinicians, administrative leaders, and frontline staff, we have been early adopters in patient focused initiatives and excelled in system planning and expansion of services across multiple sectors of care. As trusted partners in the delivery of care and services to our patients, families, and community stakeholders, we have made significant strides to ensure equity and access to services to the rural communities we serve.

This Annual General Report builds upon the vision of past leaders and Boards of Directors in shaping and building a strong foundation for comprehensive health care and positioned our health campus for growth and integration.



Highlights of Integration for 2024-25

The coordination of health care and service sector leadership across our Espanola and Area Community of Care Planning Network (CCPN) has ensured our patients receive continuous, efficient and high quality care. The benefits of integration to both patients and providers are; improved patient outcomes, increased efficiency and reduced duplication, enhanced patient experience, better population health management and stronger workforce collaboration.

Work over the past year to address the needs of our community and support the overall well-being of individuals and the broader public health landscape was supported through the following partnerships and activities:

- CCPN Leadership Committee governance restructure
- Sudbury, Espanola, Manitoulin, Elliot Lake (SEMEL) Ontario Health Team (OHT) engagement
- CT Scan advocacy, with endorsement from Ontario Health
- Rural Centre of Excellence in Strategic Plan as an outcome
- Indigenous Cultural Training
- Mental Health and Addictions leadership working group and partnership with Manitoulin Health Centre, Health Sciences North and Canadian Association of Mental Health for Trauma Informed De-Escalation Education for Safety and Self-Protection Program (TIDES)

Our New 2025-2030 Strategic Plan - Mapping our Future

This strategic plan is grounded by four strong pillars and a steadfast commitment to: enhancing and integrating patient and family centred care, empowering our workforce, expanding our resources and community engagement, and becoming a Rural Centre of Excellence.

Key initiatives will ensure patients and families are central to health care design and decision making, and that partnerships remain strong, collaborative and effective to support system expansion and transformation. Our advocacy efforts to pursue growth and innovation to further develop and enhance the capacity of our health campus, will remain constant throughout this plan. Our focus on strengthening and empowering our workforce will encompass enhancing education, training, and skills development to inspire and engage the ERHHC team, and to celebrate the successes of the heart of our organization, our people.

Mission:

Leading the way to health and well-being

Vision:

A strong, healthy and vibrant community for all

Values:

**Advocacy, Collaboration, Accountability,
Inclusivity, Growth, Innovation**

Our Strategic Outcomes

Our organizational journey is rich in collaboration and partnerships within our community and across all sectors of care. These critical relationships have allowed us to achieve the best outcomes for those we serve and continue to build an even better local health care ecosystem. Across our departments, health campus, and community we will lean on building and restoring relationships to achieve the best health care outcomes and embrace the contribution of all.

As health care leaders in our community, we know we cannot do this alone. We have accomplished much with the support and guidance of our patients, families, staff, and community partners. These inclusive voices are integral to our impact in supporting our vision of a strong, healthy and vibrant community.

We are dedicated to living the values that guide our strategic plan and embracing those in our day-to-day work to support the best experience, outcomes and environment for patient-family centred health care delivery.

Our Strategic Pillars

Enhance

Enhance and Integrate Patient and Family Centred Care

We will enhance patient and family-centred care and integrate our care pathways to improve our services and create excellent patient experience.

Empower

Empowering our Workforce for Success

We will empower our workforce to make their best contributions and create and create an environment that fosters exceptional employee experience.

Expand

Expand our Resources and Community Engagement

We will develop and diversify our resource base as well as strengthen our community engagement to deepen partnerships that improve health and well-being.

Excel

Become a Rural Healthcare Centre of Excellence

We will become a recognized Rural Healthcare Centre of Excellence to help northern centres gain specialized healthcare expertise and expand their capacity to serve their communities.

Our Values and Commitment

Advocacy: We strive to transform health systems with a focus on patients, families and partners.

Collaboration: We believe in harnessing the collective impact of teamwork.

Accountability: We honor what is entrusted to us through integrity and the wise use of resources.

Inclusivity: We commit to an environment where equity, diversity and inclusion is celebrated.

Growth: We foster a culture of learning and growth to empower the full potential of our teams.

Innovation: We inspire innovation through new technologies and creative solutions to enhance patient care.

Our Meditech ExpansE “ONE” Journey

On June 4th, 2024, our small but mighty team implemented a major software upgrade and transitioned to a fully electronic medical record (EMR) in our hospital. The implementation of this project completely transformed how we do work from both a clinical and back-office perspective and supports the delivery of patient-centred care locally and across our region.

The three main components of the system include:

Improved Patient Safety: Medication & drug interaction alert, built in clinical tools & evidence-based guidelines, care continuing & patient protection maintained during patient transfers between facilities.

Stakeholder Benefits: more efficient workflows for clinicians, enhanced care experience for patients through coordinated treatment, improved communication for families with clear information and consistent care plans, streamlined and automated processes for staff.

Unified Regional Care: ONE Person, ONE Record, ONE System
ExpansE truly unites our region and is transforming healthcare delivery across our entire Northeast region.

OUR ONE TEAM!



ExpansE Project Lead Sheryl Flynn was supported by an amazing Clinical Informatics & IT Team, Departmental Leaders and Super-Users, Frontline Staff, Physicians and Senior Team Cheerleaders. The manhours, critical thinking, proactive planning and effort that went into this implementation was totally impressive and a testament to the dedication and commitment of ERHHC's extraordinary staff!

Diversity, Equity and Inclusion (DEI) - Indigenous Focus

The Espanola Regional Hospital and Health Centre (ERHHC) acknowledges and is humbled to be situated within the Robinson Huron Treaty Territory.

ENHANCE

- Enhance and integrate patient and family centered care, key initiatives,
 - ✓ Develop and implement DEI and anti-racism program.

The ERHHC was successful obtaining funding for Indigenous Cultural Safety training. Cultural Safety examines privilege while considering historical, social, and political contexts of racism, discrimination and prejudice. This funding will give the hospital the opportunity to ensure the leadership and staff receive education and training for cultural safety, which will assist to create a culturally safe environment for staff, patients and family. ERHHC will create and develop an engagement plan that will incorporate the Truth and Reconciliation Calls to Action, as well as engage with leadership from the Indigenous communities we serve to co-design care for the Indigenous community members.

As part of the learning process, the health campus leadership participated in a few sessions with indigenous partners.

- The leadership staff have had the opportunity to participate at the Cultural orientation session which was located at Aundeck Omni Kaning and facilitated by Craig Abbottsaway, the Executive Director at Mnaamodzawin Health Services Inc. This session spoke to the history of Aundeck Omni Kaning, the history of Manitoulin Island, the impact of the Residential Schools and colonization.
- A session was hosted by the Robinson Huron Waawiindamaagewin Summit on January 21, 2025. This session was to meet with stakeholders to review the Community Safe Network, as well as review the gaps for Community Safety and Prevention Strategies. The Espanola Regional Hospital and Health Centre was able to participate in a breakout session for "Prevention in Practice" at the Collaborative Action Planning session. A third Community Safety Forum will be held in the future and ERHHC is committed to working with our Indigenous communities to improve access to culturally safe care and creating collaborative care pathways.
- The ERHHC leadership participates with collaborative team meetings which involves indigenous members from surrounding areas. We are hopeful with continued funding to embed an Indigenous Patient Navigator in our Emergency Department.

The ERHHC will strive to create a more inclusive environment that will support all indigenous people in the surrounding area.



Espanola Nursing Home - Long Term Care



As the Director of Care at our LTC Home I would like to recognize and sincerely thank the incredible team of professionals who make up our LTC Home staff. Every day, I witness their compassion, resilience and dedication in action. Whether it is providing direct care, supporting residents behind the scenes, or offering a kind word to family members, the contributions of this team make a meaningful difference in the lives of those we serve. Long-term care is not just about clinical excellence, it is about creating a home filled with dignity, respect and love. Our

home environment and team embody those values in all that they do, and I am truly proud to work alongside such an exceptional team.

Much work this year has focused on creating a comprehensive Palliative and End of Life Program to support the residents of our home. Below are the program highlights and dedicated team who have worked to improve the quality of care in our LTC.

LTC Palliative Care Program Development: LTC is currently working on enhancing their approach to palliative care in partnership with the FHT Palliative NP. Our LTC Palliative Working Group has the following priorities:

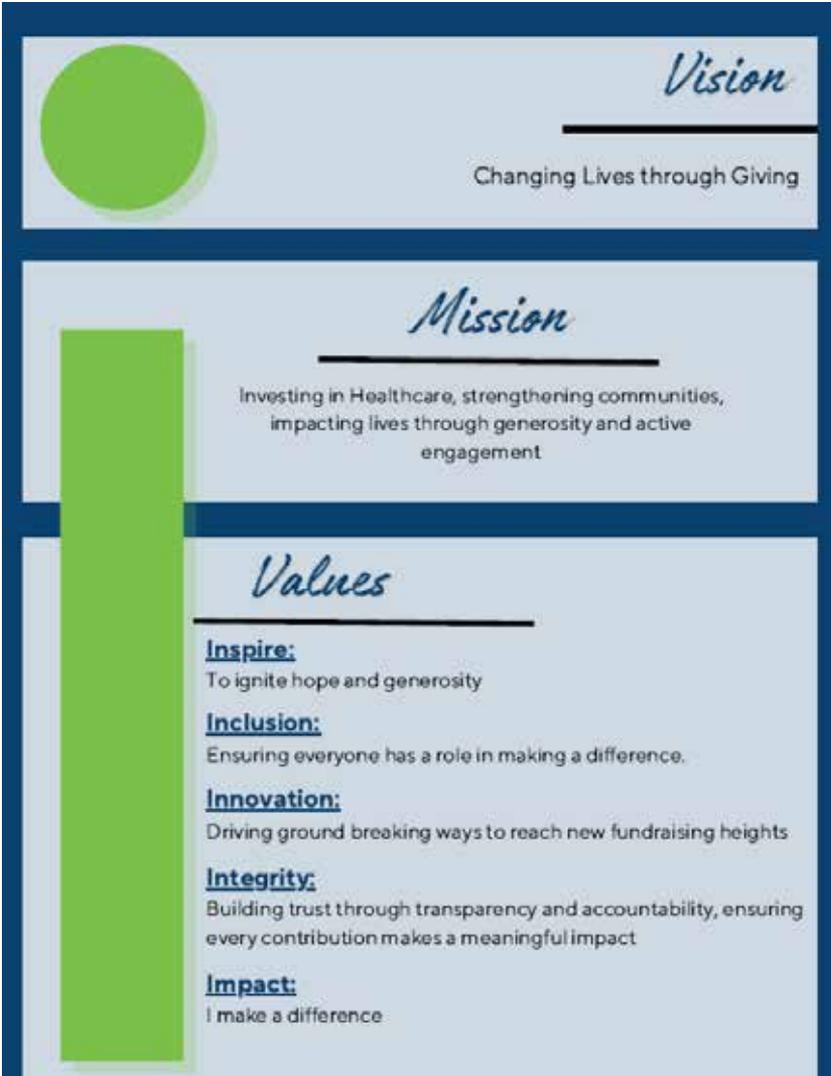
- Embed a Palliative Identification Assessment Tool into the admission process
- The Medical Director will support a family meeting within the first 6 weeks of admission to determine the residents' goals of care and their families understanding of palliative care vs end of life care.
- A resource package will be developed and distributed to resident families on admission to our home.
- Create a program/policy document and utilize resources available through Hospice / Palliative Care / Bruyere.
- Leverage the input of Resident and Family Council and PFAC.
- Facilitate a way for staff and residents to honour and pay respect to the resident that has been lost.
- Provide an opportunity to families to share feedback on their loved ones care and identify any enhancements that are needed.



LTC Palliative Care Committee: Jane Battistelli LTC Administrator, Brittany McGovern ADQC, Erin Neufeld FHT Palliative NP, Phyllis Paradis LTC Resident Navigator/Social Worker, and Dr. Alison McMillian LTC Medical Director. Missing from photo, Tamara Beam Director of Care.

Thank you to the ERHHC Foundation!

Your commitment to advancing health care through fundraising, advocacy, and partnership has had a profound and lasting impact. Through your efforts, we can enhance patient care, invest in life saving technology, support our dedicated staff and create a healthier future for all. Your passion and dedication are deeply appreciated and serve as a powerful reminder of what can be achieved when we work together as a community for the greater good. We are extremely proud to be partners and salute your efforts on your new strategic plan, mission, vision and values. You are the difference!



Vision

Changing Lives through Giving

Mission

Investing in Healthcare, strengthening communities,
impacting lives through generosity and active
engagement

Values

Inspire:
To ignite hope and generosity

Inclusion:
Ensuring everyone has a role in making a difference.

Innovation:
Driving ground breaking ways to reach new fundraising heights

Integrity:
Building trust through transparency and accountability, ensuring
every contribution makes a meaningful impact

Impact:
I make a difference.

I am the Difference!

Our Board of Directors

The Senior Leadership Team would like to extend our deepest appreciation to the members of the Hospital Board of Directors for their steadfast commitment, strategic guidance and unwavering support. Your dedication to our mission, vision, and values has ensured we have a comprehensive strategic plan to guide us forward and continue to meet the health care needs of our community. You play such a pivotal role in ensuring our continued success and excellence of our hospital in serving our community.

Through your leadership and tireless efforts, you have helped shape a strong foundation for quality patient care, accountability, innovation, and community engagement. Your insight and governance guide our operational direction and inspire confidence among our staff, patients, providers and partners.

On behalf of the entire organization, we express our sincere gratitude and thank you for your service and your enduring commitment to advancing health care in our community.



2024-2025 Board of Directors

Left to Right Front: Jennifer Stanton Smith CFO, Karen Lalonde Past Chair, Nancy Hembruff Board Director, Lousie Gamelin 1st Vice, Jane Battistelli CEO Left to Right Back: Anna Love CNO, Cynthia Townsend Treasurer Marlo Desjardins CHRO, Dr. Adian Wharton Chief of Staff, Guy Despatie Board Chair, and Joanne Boucher 2nd Vice. Missing from photo are Board Directors Shannon Ketchabaw, Kim Armstrong, Joseph Burke, & Greg Gibson

Our Leadership Team

We are proud and privileged to serve the residents who access care across our health campus. Our commitment to quality is at the heart of everything we do. As the Senior Leadership Team, we are united in our responsibility to ensure that every patient, resident, and family member receives safe, compassionate, and evidence-based care.

We believe that quality is not a destination, but a continuous journey, and one that requires collaboration, accountability, and innovation. Our staff, physicians, and partners work together everyday to uphold the highest standards of clinical excellence, safety, and service.

We are proud of the progress our team has made in advancing quality improvement initiatives, promoting a culture of learning and growth, and using data to drive better outcomes. Most importantly, we remain focused on listening to those we serve and embedding the patient and family voice in our responses to ensure patient-centred and respectful care.

We are deeply appreciative of our entire ERHHC Team, whose efforts make our commitment to quality a reality. Together, we will continue to raise the bar and deliver care that our community can trust.



Left to Right: Jennifer Stanton Smith, Anna Love, Aidan Wharton, Marlo Desjardins, Jane Battistelli

Dr. Aidan Wharton, Chief of Staff

Jane Battistelli, President and Chief Executive Officer

Anna Love, VP Clinical Services / Chief Nursing Officer

Jennifer Stanton Smith, VP Corporate Affairs / Chief Financial Officer

Marlo Desjardins, VP Corporate Affairs / Chief Human Resources Officer



No putting around!

Let's make it count at the 3rd Annual Foundation Classic
Saturday, September 13, 2025.

Join us for a round of golf and support our hospital.

- 4 person best ball scramble
- Shotgun start @ 10am
- \$800 per team includes green fees, lunch & dinner
- Hole-in-One prize
- Skills Competition
- Silent Auction
- Sabotage Card Auction

Please visit our website espanolaregionalhospital.ca to register your team!

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