



HÔPITAL  
**Glengarry  
Memorial**  
HOSPITAL



ACCREDITED WITH  
EXEMPLARY STANDING



ACCREDITATION  
AGRÉMENT  
CANADA

# ANNUAL REPORT 2025-2026

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## A MESSAGE FROM THE CEO AND THE BOARD CHAIR

This past year at Hôpital Glengarry Memorial Hospital (HGMH) has been one of progress, collaboration, and pride. Across the organization, we have continued to improve the quality and safety of care while staying focused on what matters most, providing exceptional patient and family centred care close to home. These achievements would not be possible without the dedication of our staff, physicians, volunteers, leaders, and partners, whose compassion and commitment continue to shape HGMH every day.

One of the highlights of the year was receiving Accreditation Canada's highest distinction, Accredited with Exemplary Standing. This recognition reflects the strong culture of teamwork, accountability, and continuous improvement that exists throughout HGMH. We also continued advancing important projects that will strengthen healthcare in our region, including preparations for the Epic electronic medical record system, planning for future CT services, expanding rehabilitation supports, welcoming new healthcare professionals and learners, and continuing partnership work with the community of Akwesasne to help improve access to care.

These accomplishments come during a time of ongoing challenges across the healthcare system, making the work of our teams even more meaningful. Every department and service area has played a role in building a stronger and more connected hospital that continues to adapt to the needs of our growing communities, while always keeping patients, families, staff, and community at the centre of everything we do.

We would also like to thank our Board of Directors for their leadership and ongoing commitment to the future of HGMH. We are equally grateful to our Foundation, Auxiliary, volunteers, physicians, municipal leaders, community partners, and organizations such as Journée de la Femme/Women's Day for their continued support.

As we look ahead, we remain optimistic about the future of HGMH and committed to continuing to provide high-quality care for the patients, families, and communities we are privileged to serve.



**Robert Alldred-Hughes**  
PRESIDENT & CEO



**Stuart Robertson**  
BOARD CHAIR

## 2025-2026 BOARD OF DIRECTORS



### Back Row (left to right):

- Heidi Salib
- Doug Elie
- Gerard McDonald
- Dr. Stuart Robertson - Chair
- Carole Larocque
- Francois Desjardins
- Dr. Genevieve Raby
- Robert Alldred-Hughes - Chief Executive Officer
- Dr. Lisa MacKinnon - Chief of Staff

### Front Row (left to right):

- Linda Ramsay - Chief Financial Officer (Executive Support)
- Kayla MacGillivray - Chief Human Resources Officer (Executive Support)
- Charlotte Nagy - Treasurer
- Rachel Romany - Chief Nursing Executive
- Gordon Peters
- Dr. Raynald Cardinal
- Louise Boyling - Vice-President

## A MESSAGE FROM THE CHIEF OF STAFF

Over the past year, a key priority for the Medical Staff at Hôpital Glengarry Memorial Hospital (HGMH) has been the continued development and implementation of our medical learner program.

HGMH successfully completed placements for first-year medical students, third-year clerks, and residents, providing learners with valuable hands-on experience in a rural healthcare setting.

This reflects the dedication of our physicians, staff, and leadership teams who have contributed their time, expertise, and mentorship to ensure its success.

In addition to enriching the learner experience, this program also supports HGMH's long-term physician recruitment efforts. By introducing learners to the unique opportunities and strong sense of community found in rural healthcare, we are helping to build relationships that may encourage future healthcare professionals to practice in our region.

We look forward to building on this strong foundation and continuing to support the next generation of healthcare professionals while enhancing care within our community.



**Dr. Lisa MacKinnon**  
 CHIEF OF STAFF

## A MESSAGE FROM THE AUXILIARY PRESIDENT

This past year marked a very special milestone for the HGMH Auxiliary as we proudly celebrated 60 years of service to our hospital and community.

For six decades, the Auxiliary has remained committed to supporting HGMH through fundraising, volunteerism, and advocacy. What began as a dedicated group of community members working together to support local healthcare has grown into a longstanding tradition of generosity and service that continues to make a meaningful impact today.

As we celebrated this important anniversary, we reflected on the countless volunteers, past and present, whose dedication and compassion have helped shape the Auxiliary's legacy. Their contributions have supported patient care, enhanced hospital services, and strengthened the connection between the hospital and the community it serves.

We look forward to continuing our mission of supporting HGMH for many years to come.



**Mario Riggio**  
 AUXILIARY PRESIDENT



## A MESSAGE FROM THE FOUNDATION

This past year has been one of meaningful progress, strong community support, and renewed determination for the Hôpital Glengarry Memorial Hospital Foundation.

I am proud to share that we have surpassed the halfway mark in our \$3.5 million campaign to bring a CT scanner to our hospital. With almost \$2 million now raised, we have made significant strides, but this is not the time to ease our efforts. We still need to raise about \$1.5 million, and the need for this life-saving equipment has never been clearer. It is well documented that hospitals in and around our region are unable to meet the growing demand for timely diagnostic imaging. Simply put, our community needs this technology, and we need your continued support to make it a reality.

This year also brought some changes within our leadership team. Our Executive Director, Frédérique, began her maternity leave in January, and I am very pleased to report that she welcomed a healthy baby girl. We look forward to her return in early 2027. In the meantime, Kim Jarencio has stepped into the role and has done an outstanding job ensuring the Foundation continues to move forward without interruption. Under her leadership, the organization has not missed a beat.

In addition to advancing our CT scanner campaign, the Foundation was proud to support the purchase of an additional automatic drug dispensing unit at a cost of \$125,000: another important investment in patient care and hospital efficiency.

What continues to stand out to me most is the way our community has come together. From large-scale organizational efforts to individual acts of generosity, the support has been inspiring. The Glengarry Highland Lodge 418 and the Masonic Foundation of Ontario hosted a fundraising dinner in Maxville, enhancing every dollar raised with a 33% contribution. The Tim Hortons Smile Cookie campaign sold over 9,700 cookies, generating almost \$20,000 for the Foundation. Our Business Steps Up campaign, which was launched last year, received early support from Alexandria Moulding, Lakeside Green Environmental Consulting, KMAC Electric, Deloitte and MNP. Individual donations throughout the year ranged from \$5 to an extraordinary \$500,000, each one a powerful expression of commitment to local healthcare.

When I first joined the Foundation Board, I was surprised to learn that government funding does not cover the cost of essential hospital equipment. Everything you see at Glengarry Memorial Hospital has been made possible through fundraising. That reality underscores the importance of our work and the generosity of this community.

I am incredibly proud to serve alongside a dedicated Board focused on ensuring our hospital has the tools it needs to provide the best possible care.

Together, we are building something essential. Together, we are strengthening healthcare in Glengarry. Thank you for your continued support.



**Mark Adam**  
 FOUNDATION CHAIR





## Exemplary Accreditation Status: Recognizing HGMH's commitment to excellence in safe, high-quality, and patient-centred care.

Hôpital Glengarry Memorial Hospital (HGMH) proudly achieved Exemplary Accreditation Status from Accreditation Canada, the highest level of performance awarded through the national accreditation program. Following a comprehensive onsite survey in February 2026, HGMH demonstrated excellence across more than 1,700 national standards and achieved 100% compliance with all Required Organizational Practices (ROPs), reflecting the hospital's strong commitment to patient safety, quality care, and continuous improvement.

This accomplishment represents the dedication and collaboration of staff, physicians, volunteers, Board members, patients, families, and community partners. Preparation for the survey fostered a culture of engagement and teamwork across the organization, reinforcing HGMH's commitment to delivering compassionate, safe, and patient-centred care to the communities we serve.

### Required Organizational Practices

→ 100% ACHIEVED

### National Standards

→ 99.63% ACHIEVED

# Strategic Plan

2023 - 2028



## Our Mission

Delivering outstanding care for our communities.

## Our Vision

Providing your care, your way, with seamless integration, innovation, and equitable access for our communities.

## Our Values

Our 'PACT' is our promise to have Passion, Accountability, Compassion & Teamwork at the heart of all we do, everyday.

### Passion

for what we do

### Accountability

for our role

### Compassion

for those we serve

### Teamwork

for each other

## Our Strategic Priorities



Quality  
& Safety



People  
& Culture



Integration &  
Standardization



Future  
Planning

## THE YEAR IN REVIEW: PATIENT SERVICES



683 (↑ 4.0%)  
 Admissions



18,741 (↓ 2.0%)  
 Emergency Visits



2,056 (↓ 6.4%)  
 Outpatient Clinic Visits



10,668 (↑ 10.8%)  
 Patient Days



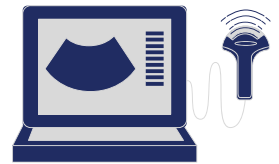
22,540 (↑ 5.2%)  
 Blood Collections



13,306 (↑ 54.5%)  
 X-Ray Tests



533 (↑ 18.4%)  
 Bone Mineral  
 Densitometry  
 Examinations



2,522 (↑ 20.1%)  
 Ultrasounds

## THE YEAR IN REVIEW: OUR TEAM



48  
 Physicians with Privileges



216  
 Staff Members



125  
 Bilingual Staff and  
 Physicians (English/French)



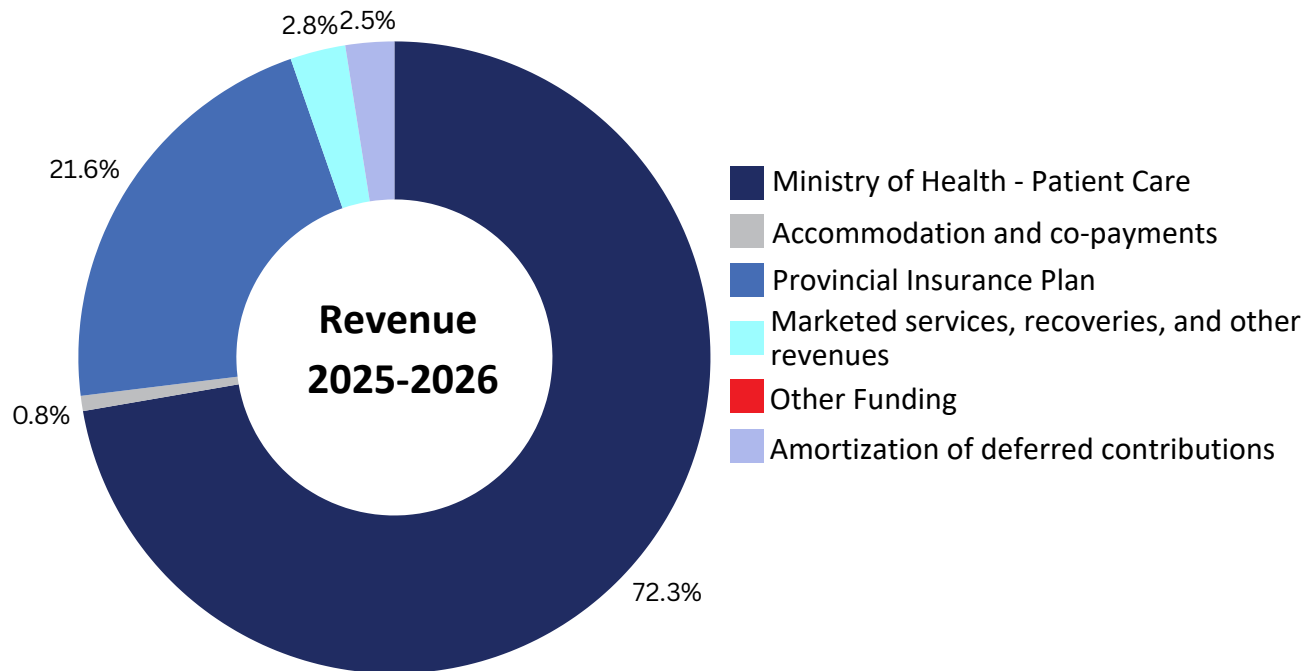
50  
 Auxiliary Volunteers



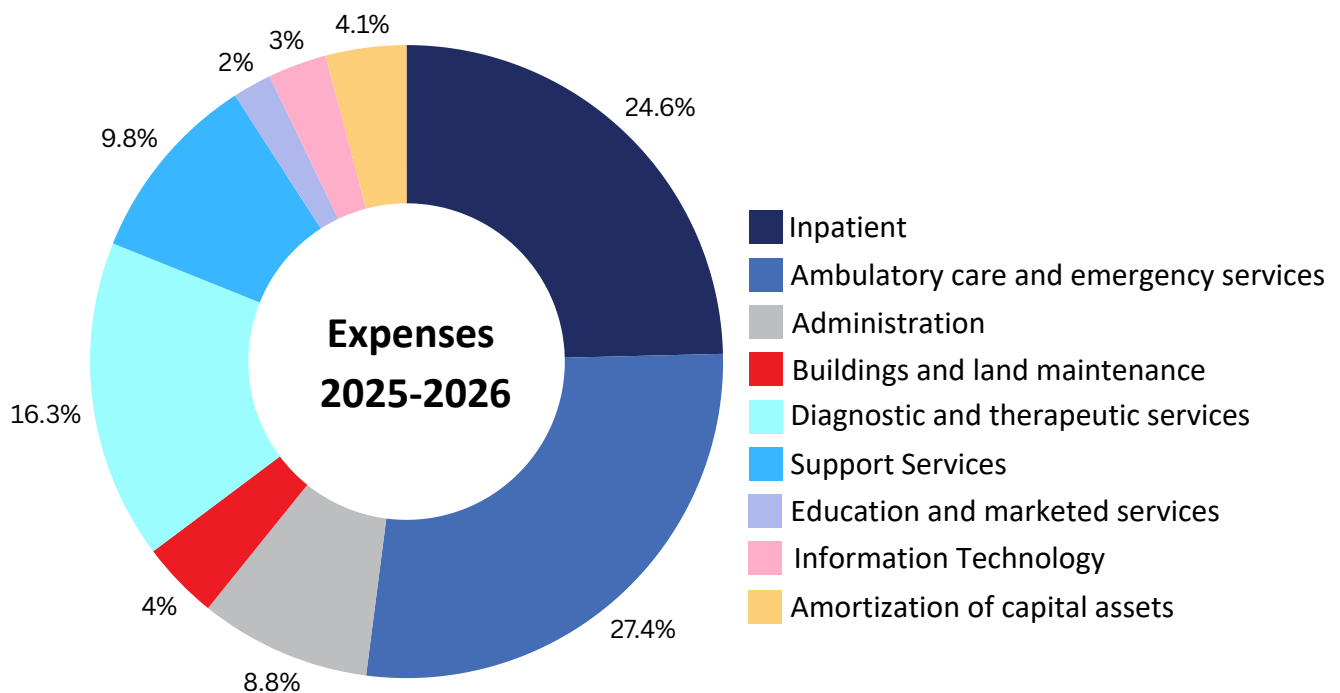
4  
 Patient and Family  
 Advisors

# THE YEAR IN REVIEW: FINANCIALS

REVENUE: \$27,122,717



EXPENSES: \$27,235,804



## THE YEAR IN REVIEW: QUALITY & SAFETY



The Patient and Family Advisory Committee (PFAC) and the Inclusion, Diversity, Equity, and Anti-Racism (IDEA) Committee collaborated to bring the hospital's Spiritual and Cultural Room to life, creating a welcoming space dedicated to reflection, prayer, ceremony, and cultural connection. The room reflects HGMH's commitment to fostering an inclusive and respectful environment for patients, families, staff, and visitors of all backgrounds and beliefs. This meaningful initiative highlights the value of collaboration and the hospital's ongoing efforts to support holistic care and cultural safety within our community.



A third Emergency Department treatment room was implemented to boost capacity, and an upgrade was completed to the Surgical Services decontamination room to improve infection prevention and control. In addition, the entire Emergency Department and surrounding hallways received new flooring, and the department was refreshed with a new coat of paint, creating a more welcoming and modern environment for patients, families, and staff.



Leader and PFAC patient rounding was implemented to strengthen patient involvement in care decisions prior to discharge. Patient feedback continues to indicate that individuals feel cared for and safe, while PFAC members partner monthly with Senior Leadership during patient rounds to support ongoing improvements in communication and the patient experience.

## THE YEAR IN REVIEW: PEOPLE & CULTURE



We continued to advance plans for a Medical Student and Resident Program by strengthening partnerships with the Rural Ontario Medical Program (ROMP), Eastern Regional Medical Education Program (ERMEP), and academic institutions across Ontario. Over the past year, the hospital welcomed medical students and residents for hands-on learning experiences and clinical placements, supporting the development of future healthcare professionals and strengthening rural healthcare education. We also signed an agreement with Queen's University and are now an official teaching site, welcoming medical students for 14-week placements within our community.



The performance evaluation process aimed at creating a more meaningful, transparent, and development-focused experience for employees was redesigned and launched. The updated approach supports ongoing growth, encourages open communication, and aligns individual goals with the hospital's commitment to excellence and continuous improvement.



As part of our ongoing commitment to health and safety, leadership training was enhanced to include a dedicated focus on psychological safety alongside core management responsibilities. The psychological safety program was fully developed and approved, with training successfully completed for the leadership team. This initiative supports the hospital's efforts to foster a safe, respectful, and supportive workplace culture for all staff.

## THE YEAR IN REVIEW: INTEGRATION & STANDARDIZATION





We continue preparations for the transition to the EPIC Electronic Medical Record (EMR) system through partnership with the Atlas Alliance, with implementation officially launching in April 2025 and a targeted go-live date of October 2026. This new EMR will link patient medical documentation across 18 other hospital in our region, creating more seamless and safe patient care.



Information technology infrastructure was strengthened through critical investments aimed at improving system reliability and security. During the year, an uninterruptible power supply (UPS) was implemented to support the server environment, and backup servers were successfully installed to enhance system resiliency and support continuity of operations.



## THE YEAR IN REVIEW: FUTURE PLANNING



We advanced plans for the future redevelopment and revitalization of the hospital through the completion and submission of Stage 1.1 of the Ministry of Health's Capital Redevelopment Planning Process. The proposed plan includes a new patient care tower, renovations to the existing site, and a community health hub. We will continue advocating for Ministry approval to proceed to Stage 1.2 of the planning process.



We continue to actively support the HGMH Foundation's efforts to bring CT services to the hospital through ongoing collaboration, donor engagement, and participation in fundraising initiatives. The Foundation officially launched its capital campaign and has raised \$1.8 million toward the purchase of a CT Scanner. Based on this strong community support, initial planning for CT implementation is now underway.

## THE YEAR IN REVIEW: AWARDS AND RECOGNITION

At Hôpital Glengarry Memorial Hospital (HGMH), recognizing the dedication, compassion, and excellence of our staff, physicians, and volunteers remains an important part of our culture.

Throughout the year, several awards were presented to celebrate individuals and teams who consistently demonstrate outstanding commitment to patient care, teamwork, leadership, safety, and service excellence.

Presented annually in June at the Annual Meeting, the Board Award of Excellence recognizes individuals who demonstrates exceptional dedication, leadership, innovation, and commitment to excellence at HGMH through significant contributions to patient and family centred care, patient safety, operational excellence, and initiatives that positively impact the hospital and the communities it serves.

Presented annually in December, the Dr. Govan Award recognizes an individual who is collaborative, caring, and committed, and who exemplifies a dedication to providing high-quality care and service to the patients and communities served by HGMH.

The Team Award of Excellence, also presented annually in December, celebrates the achievements of a department or team that has demonstrated exceptional collaboration, innovation, and commitment to improving the patient and staff experience.

Presented annually in May during Nursing Week, the Mrs. Oma Nursing Commitment Award honors the legacy of the late Mrs. Carol Oma, a beloved nurse and positive role model who dedicated 23 years of service to HGMH. Remembered for her warm smile, reassuring voice, genuine kindness, and commitment to patient-centred care, this award recognizes a nurse who reflects Mrs. Oma's devotion to the nursing profession and the patients we serve.

Introduced in October and awarded on a quarterly basis, the Safety Star Award recognizes staff members who go above and beyond to help keep patients safe. These individuals play an important role in preventing risks, strengthening a culture of learning and transparency, and demonstrating HGMH's Just Culture values of accountability and teamwork.

HGMH also continued its Care Champion program, which allows patients, families, and members of the Leadership team to recognize staff, physicians, and volunteers who embody compassion, dedication, and a genuine commitment to making a positive difference. Care Champion nominations can be submitted through the hospital's website and are shared directly with the recognized team member, while also highlighting their contributions on HGMH's social media channels.

These awards provide an opportunity to celebrate the remarkable people and teams who make a difference every day and whose contributions continue to strengthen HGMH and the care provided to our communities. More information on these awards and award recipients can be found on HGMH's social media channels.

# THE YEAR IN REVIEW: AWARDS AND RECOGNITION

## Annual Awards



Board Award of Excellence  
Recipients: Dale E. and  
Suzanne L.



Dr. Govan Award of  
Distinction Recipient:  
Helene R., Cook



Team Award of Excellence Recipient:  
Business Office



Mrs. Oma Nursing  
Commitment  
Recipient: Ninon J., RN

## Safety Star Awards



Morgan L., PTA/OTA



Kaitlin M., RN



Tracey B., Medical Radiation Tech. and  
Jessica D., Senior Medical Radiation Tech



Dr. M. Vakili  
Chief of Diagnostic  
Imaging

## Care Champions



Luc L., RN



Ninon J., RN



Charlotte E., RN



Eva P.,  
Ultrasound Tech



Melissa F., RN and  
Joslyn M., RN



Lynx C.,  
Dietary Aide



Kevin M.,  
Maintenance



As we reflect on the past year, we extend our sincere gratitude to our patients, families, staff, physicians, volunteers, donors, community partners, and supporters for their continued trust, dedication, and generosity. Your support plays a vital role in helping Hôpital Glengarry Memorial Hospital continue to provide compassionate, high-quality care close to home. Together, we are building a stronger future for healthcare in our community, and we are proud to serve you.

Hôpital Glengarry Memorial Hospital (HGMH) has been established in Alexandria, Ontario, since 1965. HGMH provides acute care, 24-hour emergency services, outpatient services and rehabilitation to over 41,000 residents every year. Our team includes over 180 staff members, 50 Medical Staff members and 100 volunteers who all take pride in bringing quality health care to our local Eastern Ontario community.

# Contact Us



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