



Middlesex Hospital Alliance

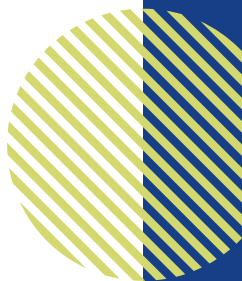
# ANNUAL REPORT

2024/2025



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# Message from **LEADERSHIP**



As the President & CEO, Chief of Staff, and Board Chair of the Middlesex Hospital Alliance, we are proud to present our 2024/25 Annual Report. This report highlights the remarkable accomplishments of our teams over the past year, and we're excited to share their dedication and impact with you.

This past year marked our first full year implementing MHA's new Strategic Plan, which will continue to guide our work into the future. The plan reinforces our organizational commitment to providing patients, families, and the community with the same high-quality care we would want for our own loved ones. It also reflects our deep respect and appreciation for our exceptional team of employees, physicians, and volunteers—who go above and beyond every day to support those we serve.

Over the past year, patient volumes have increased considerably at both of our MHA hospitals, reflecting the growing needs of the communities we serve. Despite these heightened demands, our dedicated staff, physicians, and volunteers have continued to go above and beyond—delivering compassionate, high-quality care with unwavering commitment. We are deeply grateful for their resilience, professionalism, and for consistently providing the kind of care we would want for our own families.

We're thrilled to share that the MRI at Strathroy Middlesex General Hospital has now been operational for almost six months! Our dedicated MRI team has been hard at work, helping to reduce both local and regional backlogs of patients needing vital scans. Thanks to the incredible generosity of our community, we've already raised an impressive \$5.4 million toward our \$8 million goal for the MRI initiative. To all our supporters—thank you for being part of this journey. Let's keep the momentum going! Your contributions are truly making a difference in bringing care closer to home. ❤️ Click here to donate ➡ [www.smghfoundation.com/donate](http://www.smghfoundation.com/donate).

We hope you enjoy reading through our Annual Report and [please follow us on social media to keep up with all the exciting MHA news!](#)

Julie McBrien  
**President & CEO**

Melanie Stanley  
**Board Chair**

Dr. Elisheva Chernick  
**Chief of Staff/VP Medical Affairs**

# ABOUT US

The Middlesex Hospital Alliance (MHA) is made up of two incredible community hospitals: Strathroy Middlesex General Hospital (SMGH)—a medium-sized, 54-bed facility—and Four Counties Health Services (FCHS)—a small, rural 12-bed hospital located in Newbury, Ontario. Both sites are fully accredited and proudly serve patients and families across Lambton, Middlesex, Elgin, and Chatham-Kent Counties. Together, we provide a comprehensive range of healthcare services, including 24/7 emergency care, inpatient acute care, advanced surgical and diagnostic services, as well as ambulatory and outpatient rehabilitation programs.

## *Our Mission*

To provide the healthcare we would expect for our own families.

## *Our Vision*

Exceptional People providing Exceptional Care

## *Our Goals*

**COMPASSION:** We will listen, seek to understand and through our words and actions, show our genuine concern for others. We will foster an environment that is patient-centered, caring, and helping to others.

**ACCOUNTABILITY:** We will embrace responsibility in all that we do, each of us owning our actions and behaviours. We are committed to acting with honesty and integrity.

**RESPECT:** We will support an inclusive space in which we seek to understand and honour each other's diversity and individuality. We will foster an environment that is fair, and supports a sense of belonging and engagement.

**EXCELLENCE:** We will continually strive for exceptional patient, family, caregiver, and provider experiences. If we do not meet expectations, we will learn and take action to improve.

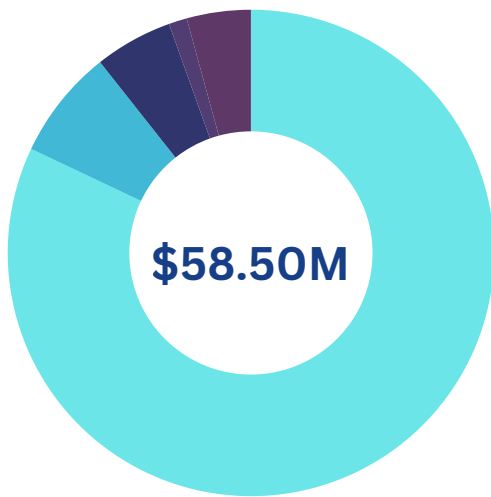
Over the coming pages, we're proud to share our accomplishments from the past year, presented through the lens of the three strategic priorities outlined in our Strategic Plan. These priorities—Collaborate for Exceptional Care & Experiences, Engage, Support and Inspire Our People, and Advance How We Deliver Care—have guided our work across the organization. By aligning our efforts with these key focus areas, we've made meaningful progress in enhancing patient care, empowering our teams, and improving how we deliver services within our hospitals and the broader healthcare system.

# FINANCIALS

We are committed to transparency and accountability in serving our communities. As part of this commitment, we are sharing a summary of our financial position as of March 31, 2025. For more details, our audited financial statements are available on our website at: <https://mhalliance.on.ca/performance-and-public-reporting/financial-reports/>

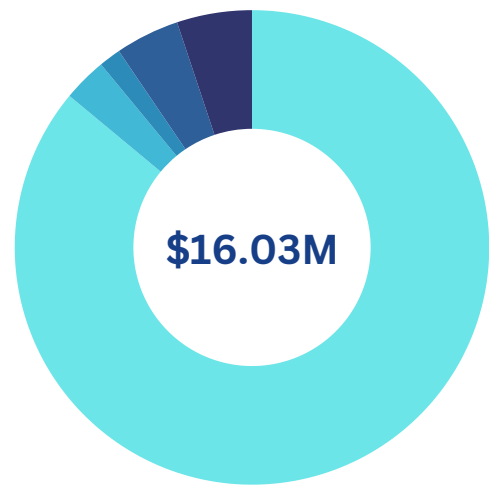
## Strathroy Middlesex General Hospital Revenue (Millions): \$58.50

- Ministry of Health & Ontario Health - \$47,988,766
- OHIP & Patient Services - \$4,288,606
- Differential & Co-payments - \$3,030,056
- Recoveries & Miscellaneous Revenue - \$708,817
- Amortization of Donations & Grants - \$2,486,957



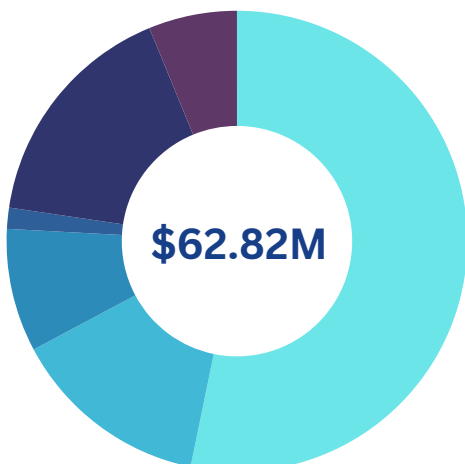
## Four Counties Health Services Revenue (Millions): \$16.03

- Ministry of Health & Ontario Health - \$13,786,952
- OHIP & Patient Services - \$485,824
- Differential & Co-payments - \$236,863
- Recoveries & Miscellaneous Revenue - \$699,760
- Amortization of Donations & Grants - \$823,730



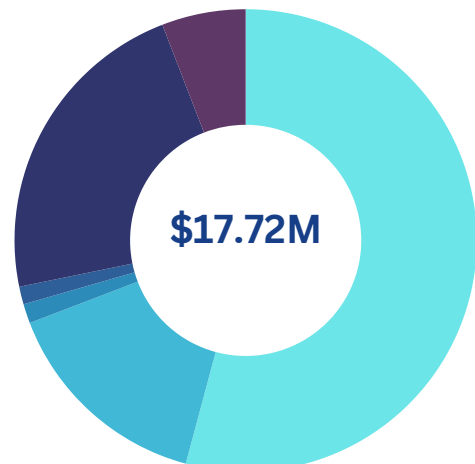
## Strathroy Middlesex General Hospital Expenses (Millions): \$62.82

- Salaries, Wages & Benefits - \$33,438,028
- Medical Staff Remuneration - \$8,778,882
- Medical & Surgical Supplies - \$5,427,840
- Drugs & Medical Gases - \$930,484
- Other Supplies & Expenses - \$10,344,818
- Amortization - \$3,898,441



## Four Counties Health Services Expenses (Millions): \$17.72

- Salaries, Wages & Benefits - \$9,604,715.60
- Medical Staff Remuneration - \$2,662,617
- Medical Surgical Supplies - \$238,583
- Drugs & Medical Gases - \$219,082
- Other Supplies & Expenses - \$3,960,258.40
- Amortization - \$1,035,146



# BY THE NUMBERS

## People (MHA Combined)



**671 employees**  
+ **81 Volunteers**

**229 Physicians**  
(and specialists  
with privileges)

**Board of Directors**  
15 Elected, 5 Ex-Officio

MHA hospitals continue to be very busy places as can be seen by our 2024/25 clinical statistics below:

Department Activity 2024/25	SMGH	FCHS
Emergency Visits	<b>29,685</b>	<b>13,723</b>
Ambulatory Clinic Visits	15,183	<b>1,428</b>
Physio Outpatient Visits	9,235	7,633
Diagnostics Imaging Exams	<b>72,211</b>	<b>12,152</b>
Surgical Procedures	<b>3,313</b>	n/a
Endoscopy Procedures	<b>3,154</b>	<b>168</b>
Births	5	n/a
Patient Days	<b>19,511</b>	<b>4,960</b>
Community Support - Diabetes Education Clinic Visits	3,595	824
Beds Funded	54	12
Lab Tests Performed	<b>299,285</b>	<b>54,847</b>

*\*Values marked in **red** have increased since the 2023/24 Fiscal Year.*

# COLLABORATE

*for Exceptional Care & Experiences*

## PRIDE 2024

The MHA proudly sponsored and participated in Pride in the Park, reflecting our ongoing commitment to supporting the 2SLGBTQIA+ community. This event provided an important opportunity to celebrate diversity, foster inclusion, and demonstrate our dedication to creating safe and welcoming spaces for all. To mark Pride Month, we issued a formal statement on our website, flew Pride flags at both hospitals throughout the month, and unveiled a rainbow sidewalk at Strathroy Middlesex General Hospital to commemorate this important celebration.

The MHA stands as a proud 2SLGBTQIA+ ally and is committed to delivering equitable and inclusive care for all, ensuring that our hospitals remain safe and supportive environments for our patients, team members, and community.



## Take Our Kids to Work Day

As part of the 2024/25 “Take Our Kids to Work Day,” we were excited to welcome 22 local Grade 9 students to Strathroy Middlesex General Hospital. Throughout the day, students toured the operating room, Diabetes Education, the Lab, Food Services, and Diagnostic Imaging, and also attended presentations from Allied Health and Nursing staff. We are grateful to the students who chose to spend their day with us and extend our thanks to all MHA staff who helped make the event such a tremendous success.

## Memorial Services

In 2024/25, Annual Memorial Services were held at both hospitals to honour patients who passed away in 2023. The services included a candle lighting and messages from President & CEO Julie McBrien, Rev. Brad Morrison, and Rev. Deb Dolbear-Van Bilsen, with special thanks to our hospital Foundations for their support. These gatherings offered meaningful opportunities for reflection and remembrance, while providing comfort to families, staff, and physicians.

## Remembrance Day

In 2024/25, the MHA honoured Remembrance Day with a series of meaningful initiatives. A ceremony was held at Four Counties Health Services in partnership with Legion Branch #583 in Newbury and Rev. Deb Dolbear-Van Bilsen of the Glencoe & Wardsville Presbyterian Churches. We laid a wreath at the Strathroy Cenotaph, joined the community ceremony, and displayed large commemorative poppy banners at both hospitals. At 11 a.m., a moment of silence was observed across MHA sites, and poppies were available for staff and physicians. A crocheted poppy campaign also brought staff, patients, and community members together in a heartfelt tribute to Canada's veterans.



## United Way Campaign

The MHA executed another successful United Way Campaign again in 2024. Staff and physicians participated in several activities including bingo, a 12 Gifts of the Holidays raffle, and payroll deductions in order to raise money for this important campaign. A special thanks to our organizing team, and to senior leaders for each donating a day of vacation to the raffle. This year, the MHA raised an amazing \$8,473.50 for the United Way.

*The MHA has been fundraising for the United Way for 16 years and our 2024 contribution brought our 16-year fundraising total to... \$172,633!!!*

## Be a Donor Month

In 2024/25, the MHA recognized BeADonor Day and Green Shirt Day at both Four Counties Health Services and Strathroy Middlesex General Hospital, underscoring the importance of organ and tissue donation. Since becoming a designated hospital partner with Ontario Health (Trillium Gift of Life Network) in 2015, MHA has supported over 900 notifications, resulting in 54 ocular donors, 11 tissue donors for research and teaching, 9 multi-tissue donors (skin, bones, and heart valves), and 3 organ donors. These gifts of life have saved 8 people through 6 kidney transplants and 2 double-lung transplants. Learn more or register at [beadonor.ca/campaign/mha](https://beadonor.ca/campaign/mha).

## Foundation and Auxiliary Partnerships

In 2024/25, the MHA proudly joined events and campaigns with our hospital Foundations and Auxiliaries, who work tirelessly to raise funds for patient care equipment. These initiatives connected us with our communities and highlighted the vital role of philanthropy in strengthening our hospitals. Together with our Foundations, we continue building partnerships that enhance care, support innovation, and ensure patients and families benefit from our communities' generosity.

## Discovery Week

The Middlesex Hospital Alliance welcomed 10 first-year medical students from the Schulich School of Medicine & Dentistry for a one-week immersive placement in rural and community medicine. Students gained hands-on experience, met patients, learned from our staff and physicians, and trained in emergency airway management, including cricothyrotomy and advanced airway tools. Special thanks to Anita Fernandes for coordinating this initiative, and to our physicians and community partners for their support.



## Strathroy-Middlesex Police and Hospital Transition Protocol

On January 9, 2025, a Memorandum of Agreement (MOA) was signed between the MHA (SMGH and FCHS), Strathroy-Caradoc Police Service, and Ontario Provincial Police. The Protocol enhances collaboration to improve outcomes for individuals apprehended under the Mental Health Act and brought to the Emergency Department for assessment, examination, or treatment.

The protocol's goals are to: improve outcomes while respecting individual rights and privacy; clarify and strengthen care transition processes between Police and Hospital staff; and provide joint training for frontline staff on the transfer of custody.



# ENGAGE, *Support & Inspire our People*

## Grand Rounds

In 2024/25, the MHA's Grand Rounds provided staff, physicians, Patient and Family Advisors and volunteers with opportunities for learning and discussion on a range of healthcare topics, including creating inclusive and safe spaces, Alzheimer's and dementia, insomnia medications, urology on-call services, new insulin therapies, and Bridging Indigenous Healing and Western Care. . These sessions support our commitment to continuous learning, evidence-based care, and fostering a culture of excellence across our hospitals.

## Wellbeing Program

The MHA's Wellbeing Program continues to grow and evolve, providing meaningful support to our people through a variety of important initiatives. From monthly travel carts where senior leaders connect with staff at both hospitals in person, to fun staff fitness, photography, and reading challenges to physician, employee, and volunteer appreciation events and annual service awards, this program has been designed to foster a healthy, resilient, and engaged workforce. By prioritizing the wellbeing of our staff, physicians, and volunteers, we are helping to create a positive workplace culture where individuals feel supported both personally and professionally.

*The MHA was honoured to receive a Certificate of Appreciation from the Municipality of Southwest Middlesex Council and local residents in recognition of our Food Services team's contributions to the Meals on Wheels program at FCHS.*



## MHA Physician Recruitment

In 2024/25, the MHA was pleased to welcome Dr. Mohammed, General Surgeon and Endoscopy Specialist, and Dr. Feng, Ophthalmologist, to our teams—bringing expanded surgical and specialist services to the communities we serve.



### *Special Tribute to Dr. Sanders*



On September 8<sup>th</sup>, 2024, we experienced a profound loss. The entire MHA family grieved alongside the community at the passing of Dr. David Sanders.

As an Internal Medicine Specialist at SMGH for 40 years, Dr. Sanders was adored and respected by both patients and staff. He was a deeply empathetic physician who cared for his patients, valued the incredible resilience of the human body, and used his remarkable skill to solve complex medical challenges. He is greatly missed to this day.

# ADVANCE *How We Deliver Care*

## Magnetic Resonance Imaging (MRI) Update

In 2024/25, significant time and effort went into preparing Strathroy Middlesex General Hospital for its very first MRI scanner – an exciting milestone for our community! On January 6th, 2025, the MRI arrived safely (watch the SMGH Foundation’s video of its arrival here [➔ https://youtu.be/YzLsLvNsH7M](https://youtu.be/YzLsLvNsH7M)).



To ensure patient, staff, and physician safety, all team members completed mandatory training through our Learning Management System titled *MRI Safety Awareness*.

The launch of MHA’s new MRI service in early 2025/26 represents a major achievement, made possible through the recruitment of exceptional MRI staff and the on-time, on-budget completion of the new suite in March 2025.

We extend sincere thanks to the Ministry of Health and Ontario Health for providing operational funding to offer MRI service five days a week, eight hours a day. We are also grateful to the SMGH Foundation for their tremendous fundraising support, with particular thanks to donors Bill and Lynne Gray, Marilyn Buttery, and Rick and Betty McCracken for their generous contributions.

We still have some work to do to reach our fundraising goal for the MRI. If you would like to donate to the MRI t at SMGH, you can:

- Donate quickly and securely online at [www.smghfoundation.com](http://www.smghfoundation.com), or
- Call 519-246-5906 to give a donation over the phone.

## Seamless MD Care Award

In 2024/25, the MHA was honoured to be named a finalist for the SeamlessMD Care Award in recognition of our exceptionally high patient satisfaction ratings. SeamlessMD is a digital patient engagement and remote monitoring platform that supports hospitals and health systems by guiding patients through their care journey—from preparing for surgery to post-discharge recovery. This recognition highlights the MHA’s commitment to leveraging innovative tools and technology to enhance the patient experience, improve outcomes, and ensure compassionate, connected care every step of the way.

Since 2023, SMGH has been utilizing Seamless MD to support surgical care for hip and knee replacements and foot surgery. This initiative is possible thanks to funding from our Middlesex London Ontario Health Team (MLOHT).

## Ethics at the MHA

In 2024/25, the MHA updated its Ethical Framework and rejuvenated the MHA Ethics Committee under the leadership of Dr. Butcher. These efforts strengthened the foundation for ethical decision-making across the organization, ensuring that our policies, practices, and patient care continue to reflect the highest standards of integrity, respect, and accountability. The refreshed committee provides guidance, support, and education to staff, physicians, volunteers and the MHA Board of Directors, fostering a culture of ethical awareness and thoughtful deliberation in all aspects of hospital-related ethical topics. We are also pleased to welcome the important perspective of two (2) Patient & Family Advisors to the membership of our Ethics Committee!

To learn more about Ethics at the MHA, click here: <https://mhalliance.on.ca/ethics/>

## Commitment to Truth and Reconciliation

In 2024/25, the MHA continued to advance its commitment to Truth and Reconciliation, a key goal of [our Strategic Plan](#), through a range of Indigenous Engagement initiatives. We established an MHA Indigenous Working Group to guide our strategy and developed an action plan, while implementing mandatory Indigenous training for the Board of Directors, Senior Leadership, Management, and other key stakeholders. We observed National Truth and Reconciliation Day (Orange Shirt Day) and Red Dress Day, and recruited an Indigenous consultant/advisor, with funding from OH West, to complete an Indigenous “Needs Assessment.”

Consultant Eric Hendrick provided valuable support through presentations to the Board of Directors on the Truth and Reconciliation journey, education on Indigenous language, terminology, and smudging for leaders, policy review from an Indigenous perspective, patient navigation, and participation in events such as the MRI Grand Opening and Grand Rounds during Discovery Week on “Two Ways of Knowing: Bridging Indigenous Healing and Western Care.”



Additional initiatives included coordinating Indigenous nutrition education for MHA staff, hosting a local First Nations meeting with Chippewa of the Thames, Oneida, Munsee, STEGH, and MHA, incorporating Indigenous artwork in the MRI Waiting Room, and engaging with the Indigenous Cultural Safety Specialist at the Southwest Ontario Aboriginal Health Access Centre (SOAHAC) on future education opportunities. These efforts reflect our ongoing dedication to fostering respectful, culturally safe care for Indigenous patients and communities.

*As part of our commitment to building relationships with local Indigenous communities and re-imagining our Women’s Health program, the MHA also offers Indigenous Breast and Cervical screening events several times a year.*

## Patient & Family Advisory Council

In 2024/25, the MHA's Patient and Family Advisory Council (PFAC) continued to strengthen its role in shaping patient- and family-centred care. We increased the diversity of membership to include a younger perspective and a Portuguese lens, ensuring a broader range of experiences and insights. One of our Patient Family Advisors led a Grand Rounds presentation on "Creating Safer Spaces", and we saw PFAC members expand participation on key MHA committees including a job interview panel, Quality Utilization Management Committee, and Ethics Committee. The PFAC provided input on numerous initiatives, policy and training reviews, wayfinding, and website improvements. [A new dedicated PFAC webpage](#) on the MHA's external site enhanced visibility and engagement, while members were invited to participate in a variety of MHA activities such as Grand Rounds, Ethics Case reviews, and Memorial Services, further integrating the patient and family voice into all we do at our hospitals.

## Hospital Infrastructure Renewal

Ensuring our aging hospitals are in the best possible physical condition is important to supporting safe and quality patient care. In 2024/25, in addition to the MRI construction, we has several important construction projects ongoing:

- Installation of a 2<sup>nd</sup> generator at FCHS
- Sanitary stack replacement at SMGH
- Partial roof replacement at SMGH

Thank you to the Ministry of Health for this investment in our hospital infrastructure.

## Expanding SMGH into the Community

In 2024/25, SMGH faced significant space challenges, particularly with construction of the new 3,300 sq. ft. MRI Suite. To ensure hospital space was prioritized for essential patient care, some programs were relocated to accessible, modern facilities in the community. The Diabetes Education Program moved to the Strathroy Medical Clinic on April 9, 2024, and the Outpatient Rehabilitation Program, including Sole Science and the Rapid Access Clinic, relocated to the Shops on Sydenham on April 1, 2024. These moves not only freed up critical space for the MRI Suite and other hospital needs but also provided patients with more convenient, updated, and dedicated facilities. By situating these services in the community, the MHA reinforced its commitment to accessible, patient-centered care while ensuring the most fiscally responsible use of resources.

# CONCLUSION

The 2024/25 year at the Middlesex Hospital Alliance has been one of growth, collaboration, and innovation. Through the dedication of our staff, physicians, volunteers, and community partners, we have strengthened patient care, advanced equity and inclusion, embraced new technologies, and deepened our connections with the communities we serve. As we reflect on our accomplishments, we remain committed to delivering exceptional, compassionate, and safe healthcare, guided by our values and our vision for the future. Together, we look forward to continuing to make a meaningful difference in the health and wellbeing of those who depend on us.



## **Strathroy Middlesex General Hospital**

395 Carrie Street,  
Strathroy, ON N7G 3J4  
519-245-1550



## **Four Counties Health Services**

RR3 1824 Concession Drive  
Newbury, ON N0L 1Z0  
519-693-4441

