



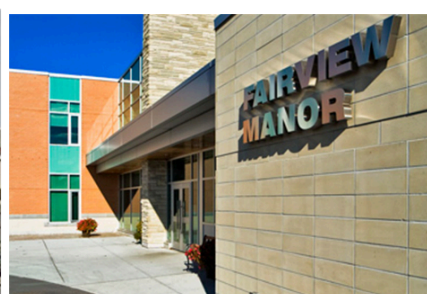
# MRHA



## Mississippi River Health Alliance

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Almonte General Hospital  
Carleton Place & District Memorial Hospital  
Fairview Manor  
Lanark County Paramedic Service



# 2025 Annual Report to Our Community



## **The Mississippi River Health Alliance (MRHA)**

**Two Hospitals, a Long-Term Care Home and a Paramedic Service.**

**One Goal. The very best care close to home.**

In April 2016, the Almonte General Hospital Corporation (AGH) and the Carleton Place & District Memorial Hospital Corporation (CPDMH) created the Mississippi River Health Alliance (MRHA), building on a history of collaboration. The two hospitals, along with Fairview Manor and the Lanark County Paramedic Service have formed stronger ties with a single goal: better care.

Over the past 8 years a lot of excellent progress has been made to ensure that the very best quality of care is being offered. The creation of the MRHA has enabled integration, efficiencies, alignment of policies and processes, creation of a single Senior Team, shared management model, joint medical staff credentialing and better integrated healthcare for the communities we serve. These are just some examples of how the MRHA is working together.

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### **BY THE NUMBERS (APRIL 1, 2024 – MARCH 31, 2025)**

<b>Service Area</b>	<b>AGH</b>	<b>CPDMH</b>	<b>MRHA Total</b>
<b>Emergency Visits</b>	<b>15,935</b>	<b>18,976</b>	<b>34,911</b>
<b>Inpatient Days</b>	<b>13,697</b>	<b>6,677</b>	<b>20,374</b>
<b>Surgical Procedures</b>	<b>992</b>	<b>1,330</b>	<b>2,322</b>
<b>Births</b>	<b>378</b>	<b>–</b>	<b>378</b>
<b>Outpatient Clinics</b>	<b>13,641</b>	<b>18,431</b>	<b>32,072</b>

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**Fairview Manor Resident Days** **40,000+**

**LCPS Paramedic Calls** **28,000+**

**Community Paramedicine Client Contacts** **4,600+**



# 2024-25 HIGHLIGHTS ACROSS MRHA

## New Emergency Department Opens at CPDMH

The Thomas Cavanagh Emergency Department opened in January 2025. This newly redeveloped space improves patient privacy, workflow, and infection control, resulting in a more efficient and dignified care experience for our community. Thanks in large part to \$5 million in community support and the dedication of our incredible team.



## CT Scanner Operational at AGH

After years of planning and fundraising, AGH's first CT scanner became fully operational in spring 2025. This \$3 million investment funded entirely by donors, now provides local access to advanced diagnostic imaging, significantly reducing wait times and improving early diagnosis for hundreds of patients annually.



## CHEO Pediatric Simulation Training

CHEO's Simulation Team delivered pediatric emergency training at both AGH and CPDMH in April 2025, helping our physicians and nurses strengthen their confidence and skills when caring for our youngest, most vulnerable patients.



## Emergency Department Closure Prevention

Since implementing a new nursing model, launching an on-call program, and intensifying recruitment, MRHA has avoided all emergency department closures since November 2024, a significant achievement in rural healthcare resiliency, ensuring continuous, reliable access to emergency care for our community.

# LEADERSHIP, RECOGNITION & RECRUITMENT

**Dr. Joseph Pollard** appointed Chief of Emergency Medicine at CPDMH, bringing expertise to further enhance our critical care services.



**Dr. Kayode Fadare** joined AGH's OB/GYN team, strengthening our ability to provide comprehensive women's health and birthing services close to home.



**James Hildebrand** joined MRHA as VP of Capital Development & Support Services, a critical role as we advance our facilities and infrastructure.



**Dr. Kyle Walker** appointed CPDMH Ambulatory Care Lead Physician, a Rheumatologist who provides clinical care at both AGH and CPDMH and has been an integral team member aligning processes between the two hospitals.



**Ongoing physician recruitment** efforts, continuously exploring various opportunities to build on our dedicated medical staff team.

**Board recruitment** efforts brought in new voices and perspectives, enhancing governance and strategic oversight.





# LANARK COUNTY PARAMEDIC SERVICE

## 25 YEARS STRONG



**In 2025, LCPS celebrated 25 years of service to our communities, delivering emergency care, expanding community outreach, and supporting over 28,000 calls annually.**

### **Recognition & Awards: National and Provincial Honours for LCPS Team Members**

- **Chief Travis Mellema** was honoured with both the Richard J. Armstrong Leadership Award and the King Charles III Coronation Medal - national and provincial honours recognizing distinguished public service and leadership in Canadian healthcare.
- **Michael White** received the Ontario Medal for Paramedic Bravery for his exceptional courage and quick action in a life-threatening situation.
- **Four LCPS paramedics** were awarded Governor General's Exemplary Service Medals, a prestigious national recognition presented to those who have provided exemplary care and commitment over 20+ years.
- **21 LCPS paramedics** were recognized with long service awards for their outstanding dedication to patient care and community safety.



**Community Impact:** expanding programs that bring healthcare directly into homes, improving access and outcomes for vulnerable populations.

- Expanded Community Paramedicine Program
- Mental health supports: Employee and Family Assistance Programs (EFAP), psychologist access, peer support teams
- New LCPS crest unveiled, strengthening brand and service identity
- Participation in provincial study regarding External Violence Against Paramedics (EVAP) to change legislation.



# DIVERSITY, EQUITY, INCLUSION AND BELONGING

Our commitment to diversity, equity, inclusion and belonging ensures a welcoming and supportive environment for everyone, reflecting our core value of compassionate care for all members of our diverse community.



**Truth and Reconciliation** honoured through Orange Epaulettes and Moose Hide Campaign participation

**Employee and Family Assistance Programs (EFAP)** and **psychological health sessions** promoted as part of the MRHA's wellness strategy



**New Land Acknowledgement Policy** implemented, along with inclusive signage upgrades

**Pride Month** recognized across all sites through education and visibility





# CELEBRATING OUR PEOPLE

At MRHA, we believe in celebrating the people behind the care.  
In 2025, we proudly recognized:

- **Over 90 staff members across AGH, CPDMH, FVM, and LCPS who were honoured at the MRHA Long Service Awards Ceremony** for reaching 5 to 40 years of service - our inaugural single MRHA recognition event to be held annually.
- **21 dedicated volunteers at AGH and FVM**, several with 20 to over 40 years of continuous service, who were honoured for their compassion and long-standing contributions to patients, residents, and staff.
- **Staff appreciation events** including ice cream socials, taco truck lunches, BBQs, and Halloween celebrations, Staff BBQ's hosted by the Allied Boards of Directors; opportunities to reconnect, recharge, and recognize the dedication of our teams.



## ENGAGEMENT, PLANNING & STRATEGIC VOICE

- **Community and internal staff surveys** conducted by MacPhie Consultants provided valuable insight to inform future direction.
- **Patient and Family Advisory Committee (PFAC)** recruitment relaunched.
- **Staff/CEO Forums** held quarterly to share updates and foster transparent dialogue, leading to more informed staff and responsive organizational decisions.
- **Strategic Advocacy** ongoing with provincial leaders for funding and staffing reforms, ensuring MRHA's priorities are reflected in provincial decision-making.

# LOOKING AHEAD: 2025–26 PRIORITIES

**Building on the momentum of the past year and guided by our strategic vision, MRHA is committed to focusing on the following key priorities in 2025–26 to continue enhancing care for our communities:**

- **Continuing to prevent service interruptions** through effective staffing and proactive planning
- **Expanding physician and nursing recruitment** continuously exploring opportunities
- **Launching a new email-based patient satisfaction survey** to help us listen and improve
- **Supporting the mental health and wellness** of our staff through education and resources
- **Improving access to diagnostic services** and infrastructure planning to meet future needs
- **Enhancing patient communication** and digital services across all MRHA sites

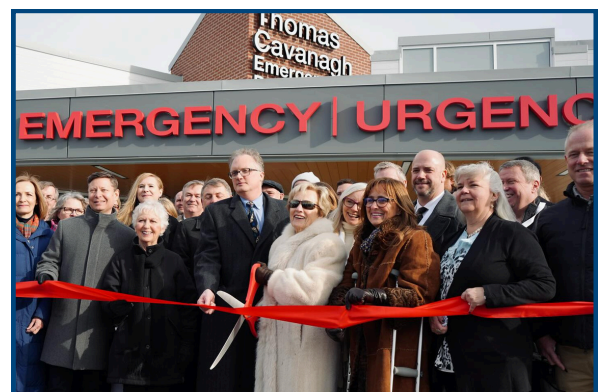


## FOUNDATION IMPACT AT A GLANCE



The AGH/FVM Foundation brought advanced diagnostic care to the region with the installation of a new donor-funded CT scanner at Almonte General Hospital. Community support also powered the AGH Run for Women's & Newborn Health and the AGH Golf Classic, raising vital funds for patient care. The Foundation is participating in the WIN2025 matching campaign, helping donor gifts go even further.

The CPDMH Foundation celebrated the opening of the Thomas Cavanagh Emergency Department, a milestone made possible by the success of the Healthy Futures. *Together!* Campaign, which raised over \$5 million. This redevelopment transforms emergency care for the community. The Foundation is also part of the WIN2025 matching initiative, doubling the impact of every contribution.





## A Message from Leadership

**Brad Harrington, President & CEO · Lyman Gardiner, Chair, Allied Boards of Directors**

This past year has been one of transformation, momentum, and connection. It marked my first full year as President and CEO of the Mississippi River Health Alliance, and I couldn't be more proud of what we've achieved together.

We opened the new Thomas Cavanagh Emergency Department in Carleton Place and scanned our first patients using the newly installed CT scanner at Almonte General Hospital. We launched an integrated website, and implemented operational changes that helped minimize emergency department closures across our sites.

But more than anything, what stands out is our people. From emergency and long-term care to diagnostic imaging and community paramedicine, I've seen extraordinary commitment, professionalism, and compassion at every level. Staff, physicians, volunteers, and partners have all contributed to ensuring safe, high-quality care close to home.

I also want to extend my thanks to everyone who shared their insights through our Strategic Plan Survey and Focus Groups. Your feedback is helping shape our future direction, and we look forward to introducing MRHA's new Strategic Plan in the months ahead.



*Brad Harrington*  
**PRESIDENT & CEO**

Each year, we are reminded that it's not just infrastructure or innovation that sustains our healthcare system, it's the people who make it all possible. Across our hospitals, long-term care home, and paramedic service, I continue to be inspired by the dedication, creativity, and collaboration of our teams.



This year, we say thank you to two Board Directors completing their terms: Robert Probert and Greg Smith. Their insight, commitment, and steady governance has been deeply valued, and we thank them for their service.

Whether our staff, medical staff, and volunteers are delivering direct care or leading behind-the-scenes improvements, their work is shaping the future of rural healthcare in real and lasting ways. On behalf of the Allied Boards of Directors, thank you to the entire MRHA Team for everything you do to support our patients, residents, and one another.

*Lyman Gardiner*  
**BOARD CHAIR**

# MRHA

The logo graphic consists of three stylized, flowing waves in shades of blue and green, positioned beneath the 'MRHA' text.

## Mississippi River Health Alliance

### **Almonte General Hospital**

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[www.mrha.ca](http://www.mrha.ca)

### **Carleton Place & District Memorial Hospital**

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613-257-2200  
[www.mrha.ca](http://www.mrha.ca)

### **Fairview Manor**

75 Spring Street  
Almonte, ON K0A 1A0  
613-256-3113  
[www.mrha.ca](http://www.mrha.ca)

### **Lanark County Paramedic Service**

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613-205-1021  
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