

ANNUAL REPORT 2025-2026

MESSAGE FROM THE BOARD CHAIR AND PRESIDENT & CHIEF EXECUTIVE OFFICER

This has been a very unique year for our organization as we transitioned through the official integration of Alexandra Hospital, Ingersoll (AHI) and Tillsonburg District Memorial Hospital (TDMH) into Rural Roads Health Services (RRHS).



Carrie Lewis,
Board Chair



Nadia Facca,
President & CEO

Stronger Together through Integration - At the last Annual Meeting in June 2025, the Joint Board of Directors became a Common Board of Directors, no longer serving either AHI or TDMH, instead acting on behalf of both sites. In August 2025, we introduced the branding for Rural Roads Health Services (RRHS), sharing swag with the new name and logo (maintaining the names of each site as AHI and TDMH). In October, we began the transition to our new online presence, including a new website and social media.

Over the next several months work continued in the background to ensure our successful pass through April 1, 2026 as an integrated organization. We are grateful for the hard work and dedication of our entire team to reach this significant milestone. You will see later in the report that there is now one Chief of Staff, as well as a Deputy Chief of Staff, and the Medical Advisory Committee and Professional Staff are both integrated.

TDMH Transitional Care Unit (TCU) - In April 2025, TDMH opened up a 12 bed TCU unit for Alternate Level of Care-Long Term Care (ALC-LTC) patients waiting for placement, where discharge home was not thought to be a safe option. This unit has been seen as a great success in terms of patient experience, and was featured in the September edition of the Ontario Hospital Association (OHA) Health System News.

New Hospital to Home (H2H) Program - AHI and TDMH were approved to deliver the Hospital to Home ('H2H') program in the Fall 2025. This program exists in only eight hospitals across Ontario where hospitals obtain approval to be Home Care Providers and then deliver home care services through Service Provider Organizations. Funding for this program allows AHI to support an annual target of 34 patients and TDMH can support up to 102 patients.

Dedicated Offload Nurse - In partnership with the Oxford County Paramedic Services (OCPS), AHI, TDMH and Woodstock Hospital submitted an application for a Dedicated Offload Nurse (DON) role for each hospital in Oxford County. The OCPS successfully received \$109,000 in one-time funding. Based on the assessment of need, TDMH was selected to implement a DON to improve Ambulance off-load times in the Emergency Department. Times improved dramatically, from 50 minutes in November 2025 to 17 minutes in March 2026, with this resource.

Trillium Gift of Life Network (TGLN) - For the second year in a row, AHI has received the Ontario Health TGLN Hospital Achievement Award - Provincial Routine Notification Rate for achieving a 100% routine notification rate in 2024-2025. Routine notification rate is the percentage at which hospitals notify the TGLN when a patient has died and there may be potential for organ and/or tissue donation. Congratulations AHI! On a related note, TDMH's routine notification rate was 97% in 2024-2025 (two quarters were a 100% achievement!).

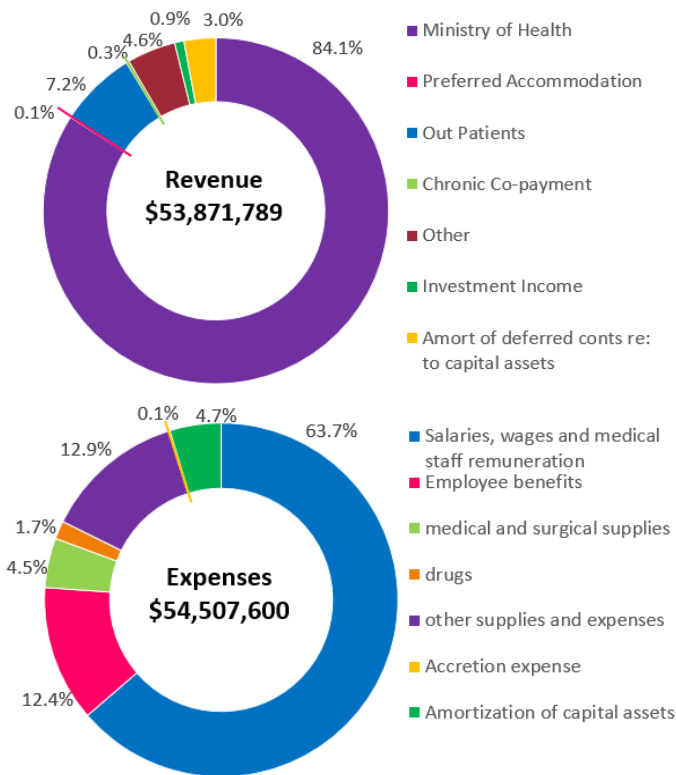
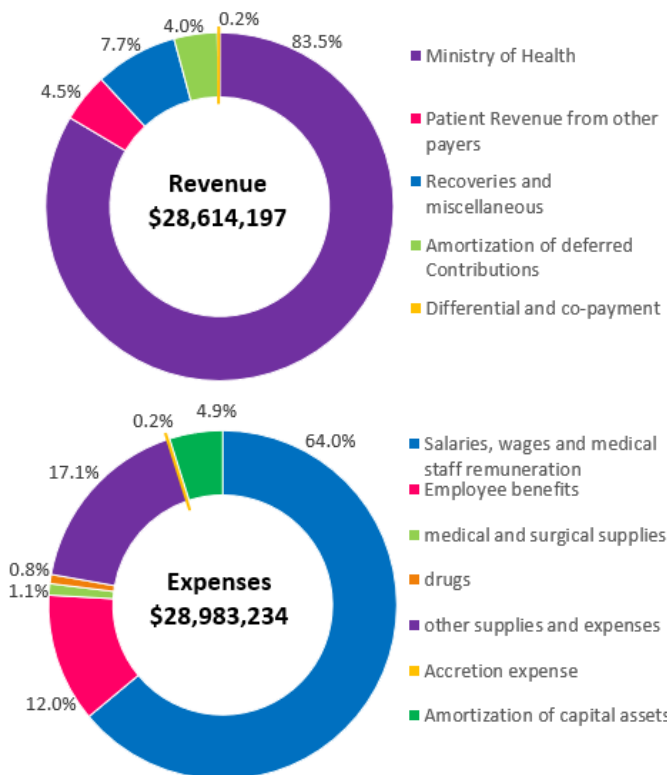
Registered Nurses Association of Ontario (RNAO) Best Practice Spotlight Organization (BPSO) - RRHS is proud to have been chosen as a BPSO-designated organization. The goal of the RNAO BPSO program is to foster evidence-based practice cultures within organizations and across health systems through the systematic implementation and evaluation of multiple RNAO clinical BPGs. This partnership represents a formal commitment to collaborate with RNAO to implement, evaluate, and sustain multiple BPGs, while disseminating knowledge gained through this work.

Our People, Our Greatest Asset - We have continued with several strategies to attract people to join our teams, resulting in the continued lower team member vacancy rates over the past several years. There has also been an expanded focus on the importance of wellness with various team member activities. Our Equity, Diversity, and Inclusion (EDI) committee continues to build on our commitment to an inclusive workplace including month-long Pride celebrations and honouring Truth & Reconciliation Day; and the newly created EnviroCare committee is working to improve the environment within our walls, and in our communities. Thank you RRHS team members for another amazing year!

To our communities, thank you for your endless support, engagement and positive wishes.

Alexandra Hospital, Ingersoll
Statement of Operations ending March 31, 2026

Tillsonburg District Memorial Hospital
Statement of Operations ending March 31, 2026



A message from Dr. Clay Inculet, Chief of Staff, & Dr. Joel Wohlgenut, Deputy Chief of Staff:

This past year marked an important milestone as Alexandra Hospital, Ingersoll (AHI) and Tillsonburg District Memorial Hospital (TDMH) formally came together under Rural Roads Health Services (RRHS). While integration has brought many organizational changes, our purpose remains unchanged: providing high-quality healthcare close to home for the residents of Oxford County.

As Chief of Staff and Deputy Chief of Staff, we are grateful for the dedication of our physicians, nurses, allied health professionals, team members, volunteers, and leaders who have supported this transition while continuing to deliver exceptional patient care. The successful integration of our professional staff and governance structures reflects a shared commitment to strengthening healthcare services across our communities.

With the legal and operational aspects of integration largely complete, our focus has shifted to improving quality, safety, and patient outcomes across both sites. The integrated Medical Advisory Committee now provides a unified forum to review clinical performance, identify opportunities for improvement, and work collaboratively with hospital leadership to enhance care delivery throughout RRHS.

Emergency care remains a key priority. At AHI, the Physician Assistant program continues to improve patient flow and support Emergency Department (ED) physicians; whereas at TDMH, the Nurse Practitioner role has added tremendous value to patient access and flow within the ED. Across both sites, ongoing recruitment efforts and operational improvements have strengthened access to care and improved service stability. We have also focused on improving performance related to ambulance offload delays, an important provincial metric that impacts both patients and paramedic services.

As patient complexity continues to grow, RRHS remains committed to providing as much care as possible within Oxford County while maintaining strong partnerships with regional centres when specialized services are required. Continued investments in surgical services, inpatient care, emergency medicine, and diagnostic services have expanded our ability to provide comprehensive care close to home.

Quality improvement remains a major focus. Through enhanced clinical documentation, improved data capture, and ongoing review of patient outcomes, Continued Professional Staff Morbidity and Mortality Rounds, quality reviews, and optimization of OneChart further support our commitment to patient safety, accountability, and continuous improvement. The opportunities created through integration are substantial. By working together as a unified professional staff, we are better positioned to recruit clinicians, strengthen quality oversight, expand local services, and build a more resilient healthcare system for the future.

On behalf of the Professional Staff, we would like to thank everyone who contributes to the care of our patients and communities. Your commitment, professionalism, and compassion remain the foundation of Rural Roads Health Services' success. We are proud of what has been accomplished over the past year and look forward to continuing to advance healthcare excellence across Oxford County.

Dr. Clay Inculet
 Chief of Staff

Dr. Joel Wohlgenut
 Deputy Chief of Staff

Rural Roads Health Services