



ANNUAL REPORT 2025

Services de santé de Chapleau Health Services

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TO OUR STAKEHOLDERS

A word from the Co-Chief Executive Officers

Dear Community Members, Partners, and Team,

As Co-Chief Executive Officers of Services de santé de Chapleau Health Services, we are proud to share this year's Annual Report—a testament to the strength, resilience, and recovery that defined 2025.

This was a year of rebuilding: of systems, of trust, and of lives. In the face of continuing public health pressures, workforce challenges, and economic uncertainty, our hospital remained a place of healing, hope, and innovation. What we accomplished together is nothing short of extraordinary.

Resilience was seen in our frontline teams who showed up every day with compassion and skill. They adapted quickly, learned



continuously, and cared deeply for our patients and for each other. **Recovery** came in the form of restored services, strengthened partnerships, and the return of in-person community care at a time when it was most needed.

Highlights from the Year Include:

- Implemented a new Health Information System (HIS), named ONE, which facilitates a single, comprehensive electronic health record for each patient, accessible across 23 participating hospitals in the North East region via Meditech Expanse.
- Transitioned from a paper-based Medication Administration Record (MAR) to an electronic MAR (eMAR), enhancing patient safety and reducing the risk of medication errors.
- The safe resumption and expansion of procedures, outpatient services, and specialty care.
- A renewed investment in our people, including wellness initiatives, training programs, and recruitment of new clinicians and nurses.
- Completion of major infrastructure upgrades, including Ultrasound Unit, Ventilator, and Vital Machines to better serve patients and staff.
- Continued focus on health equity, with expanded outreach to underserved neighborhoods and multilingual care navigation programs.
- Operational stability and sustainability, achieved through disciplined stewardship and strategic partnerships.

We are emerging from a challenging period not just intact—but transformed. Stronger, wiser, and more unified in our mission to provide safe, high-quality care to all.

As we reflect on this year, we extend our heartfelt thanks to every member of our hospital family—our staff, our partners, our donors, and our community. Your trust and support have fueled our recovery and inspire our continued growth.

Together, we look ahead with hope and determination.

With sincere gratitude,

Natasha Comte

Co-CEO, CFO & Director of Corporate Services

Jamie Fiaschetti

Co-CEO, CNE & Director of Clinical Services

A word from the Board Chair

As I conclude my third year as Board Chair, I am pleased to present the 2024-2025 Annual Report for Services de Santé Chapeau Health Services.

First and foremost, I would like to extend my sincere appreciation to the elected members of the Board—Victoria Rioux, Michael Levesque, and Natalie Tessier—for their dedication and service. I also wish to acknowledge the invaluable contributions of our non-voting members: Chief Executive Officer Dawn Morissette, and our newly appointed co-Chief Executive Officers, Natasha Comte and Jamie Fiaschetti,



who continue in their respective roles as Chief Financial Officer and Chief Nurse Executive. Additionally, I thank Chief of Staff Dr. Kendra Saari for her continued commitment. Your collective efforts have been instrumental in helping us meet the evolving healthcare needs of Chapeau and its surrounding communities.

Our vision remains steadfast: to become a sustainable, rural healthcare hub that delivers safe, high quality, effective, and patient-centered care.

While we continue to face significant challenges—particularly in the areas of budgeting and staffing—we

remain resilient. Like many hospitals across Ontario, we are currently operating at a deficit and have had to draw from reserve funds to maintain essential services. This is a widespread issue, especially for rural

and remote hospitals, and is largely the result of chronic underfunding. We are actively working with the Ontario Hospital Association and the Ministry of Health to advocate for sustainable solutions.

This year also marked a leadership transition. CEO Dawn Morissette has moved on to a new opportunity, and in alignment with our commitment to internal leadership development, Natasha Comte and Jamie Fiaschetti have stepped into the roles of co-Chief Executive Officers.

Despite the challenges, we have much to celebrate:

- Meditech Expanse has been successfully launched.
- Recruitment efforts are yielding positive results, with new Personal Support Workers and nursing staff joining our team.
- We continue to participate in recruitment fairs to fill various positions.
- Return of Service agreements are in place, supporting nurses pursuing or completing Nurse Practitioner qualifications—an important step toward our integrated care model.
- Our Emergency Room has remained fully operational, ensuring uninterrupted access to urgent care.
- We have acquired a new ultrasound unit, enhancing our diagnostic imaging capabilities.
- We welcomed Gretchen Theakston as a new board member and continue to seek candidates to fill two remaining vacancies.
- Our team had a strong presence at the OHA Summit in May, which offered valuable networking and learning opportunities.
- We are in the process of developing a new strategic plan, informed by staff, stakeholders, and community input. We anticipate its completion within the next one to two years.



In closing, I extend my heartfelt thanks to our leadership team, managers, and all staff members. Your unwavering dedication to our mission, vision, and values—especially in the face of adversity—is deeply appreciated. The communities of Chapleau and its surrounding areas are fortunate to have such a committed team working to meet their healthcare needs.

Luc Tessier

Board Chair

A word from the Chief of Staff

Another year has come and gone and our staff continue to provide amazing care in all departments of our hospital as well as the Family Health Team.

Our Emergency department continues to be very busy with no signs of slowing down. Our local physicians and Locum physicians work hard to provide medical care to patients. We faced a few potential emergency department closures this past year, but local physicians worked together to ensure the emergency department remained open. Thank you to management for their hard work in resolving this issue.

We have received funding for three full time Nurse Practitioners. We are thrilled to announce that we currently have one graduated NP working full-time at our Family Health Team. We also have two of our local RNs presently enrolled in the Nurse Practitioner program, and they are planning to graduate at the end of this year. These NP students are working with physicians in the community both in the hospital/emergency department setting, Long Term Care as well as primary care as part of their training program. Having three NPs will be a great help providing medical care to our growing community.

Meditech Expanse was implemented in June. There was a large learning curve for all, especially with our transition from a paper-based system to an electronic system in our Emergency Department.

Recruitment of physicians remains a priority. Our Human Resources manager continues to attend job fairs doing everything she can to recruit new physicians and locums. Her hard work does not go unnoticed.

We have amazing staff who work hard to ensure they provide the best care they can even when times are challenging. I am thankful to work with each and every one of them.



I would like to welcome Jamie Fiaschetti and Natasha Comte as co-CEOs. I look forward to working with them in their new roles. Here is to 2025 and the new challenges it brings.

Sincerely,

Dr. Kendra Saari
Chief of Staff