

FOR HEALTHY COMMUNITIES

At Montfort, the entire team is committed to accomplishing our vision. In a context of increased pressure across the health system, our achievements over the last year testify to the mobilization of our teams and the robustness of our partnerships, loyal to our mission of **offering exemplary person- and community-centred care**. For the third consecutive year, the hospital ended its fiscal year with a balanced operational budget. In addition to the five key goals in our 2024–2028 Strategic Plan, our **continuous improvement** efforts for the next year will be focused on:

- Implementing the Epic electronic health record to improve the experience of our clinicians and patients;
- Implementing Workday for managing our finances and procurement;
- Offering an excellent patient experience in the Emergency Room through improved wait times for initial assessment by an emergency physician or nurse practitioner and, above all, improved average length of stay for non-admitted patients;
- Increasing the volume and quality of our research activities with the goal of disseminating new knowledge to improve care;
- Ensuring an excellent financial performance through an accounting deficit not exceeding the average of comparable hospitals.



We want to thank our employees, medical staff, learners, patient partners, volunteers, donors and partners for their commitment to the health of Francophones and of the entire population we serve. Together, we will continue to make Montfort a place of excellence, innovation and health leadership. That’s what a bold Francophonie for healthy communities is all about.

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Chair of the Board of Directors

Dominic Giroux
President and CEO



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FINANCIAL STATEMENTS (\$M)

	2025-26	2024-25	2023-24	2022-23	2021-22
Revenues	319.7	313.5	293.2	263.6	256.1
Operating surplus (deficit)	1.2	0.7	1.8	(6.9)	2.9
Accounting surplus (deficit)	(1.1)	(1.4)	(1.9)	(8.5)	1.5
Current assets minus current liabilities	21.7	31.2	26.2	17.1	24.0
Net assets – Hôpital Montfort	96.8	97.9	99.2	100.0	108.6
Net assets – Santé Montfort	14.9	14.0	14.4	12.9	7.6
Net assets – Institut du Savoir Montfort	2.9	2.8	2.1	1.6	1.0

Information as of March 31, 2026



ANNUAL
REPORT
25-26

GROWTH, INNOVATION, CARE:
TOGETHER FOR HEALTHY
COMMUNITIES

Last year was a busy one for Montfort, Ontario’s Francophone academic hospital, and member of the Ottawa Academic Health Network and the Archipel Ontario Health Team. It has been more than a year and a half since the launch of the **2024–2028 Strategic Plan, recognized in 2026 as a leading practice** by the Health Standards Organization (HSO) and Accreditation Canada. It’s the 14th leading practice recognized by the HSO at Montfort since 2013.

Forward-looking, Montfort embodies its vision of a **bold Francophonie for healthy communities. Montfort ranks 39th among Canada’s best hospitals** out of 600, climbing 25 ranks since 2019.

The hospital was **accredited with “exemplary standing” in May 2026**, receiving Accreditation Canada’s highest distinction for the fourth consecutive time, with 100% compliance to Required Safety Practices.



SERVE A GROWING AND AGING POPULATION

We met **growing demand** over the last year:

- +9% births
- +7% in mental health
- +6% in CT scans
- +4% in outpatient clinics
- +2% in the Operating Room
- +2% in hospital admissions

In addition:

- Our performance across the six Emergency wait time indicators improved, moving us from the 50th position in among 76 hospitals 2023-24 to 34th in 2025-26;
- The proportion of patients having their surgery within the recommended timeframes continued to be better than the provincial average;
- The average length of stay in medicine was again improved compared with the expected length;
- Patient numbers at the Aline-Chrétien Health Hub continued to increase, with 80,000 visits per year, not including those of partners, representing an increase of 6,000 in one year;
- Wait times for a CT scan continued to be below the provincial average.

EXPAND FRENCH-LANGUAGE SERVICES

Under our provincial mandate and at the request of the Ontario government, Montfort cofounded with the *Assemblée de la francophonie de l'Ontario* the **French Language Health Services Planning Centre**. With some 30 employees across the province, the Centre supervises provincial decisions around planning, policy, programs, funding and health resources in French.

Thanks to a \$2.4 million investment, the Ministry of Health announced a new *Équipe de santé familiale communautaire Montfort de l'Ouest d'Ottawa / Montfort Ottawa West Community Family Health Team*.



In March 2026, the hospital submitted to the province its proposal for the first phase of the **redevelopment of the hospital** to reconfigure the Emergency Department and Step-Down Unit, add beds, eliminate rooms with more than two patients, renovate neonatal intensive care, enhance teaching spaces, and reduce our ecological footprint.

Thanks to the support of Ontario Health, we launched the **Recover at Home** program, providing support to patients in their transition from the hospital back home, through coordinated home care. This is in addition to the telemonitoring care and postnatal home care programs.

Located in the *Maison de la francophonie d'Ottawa*, the team will gradually take on 6,725 patients, initially prioritizing Francophone patients who do not have a primary care provider, who are currently on the Health Care Connect waitlist, and who live in Ottawa's west end.

Strides were made in planning the opening of 320 additional **Francophone long-term care beds in Ottawa**, with a proposal to the province in July 2025 and the purchase of four acres of land.

STRENGTHEN OUR SOCIAL ACCOUNTABILITY

More than 1,150 employees and physicians completed **Indigenous cultural safety training**, exceeding our target by 200.

To improve patient experience, Montfort developed the **“Osoin” approach**, which guides interactions between staff members and patients. Launched in September 2025, Osoin integrates the active offer of services in French and English, accessibility and inclusion from the very first contact.

In November 2025, the **Essential Care Partners** program of the Ontario Caregiver Organization was launched in the 4C medicine and rehabilitation unit. The program recognizes the important role of loved ones in patient care.

An **interdisciplinary addiction service** was developed. The program, led by an advanced practice nurse and a pharmacist, will offer consultations to hospitalized patients with substance use disorders.



INNOVATE TO REMAIN A SOUGHT-AFTER ENVIRONMENT

Montfort was named among the **top employers in the National Capital Region** for the third consecutive year and for the seventh time since 2015.

To implement greater workplace flexibility, Montfort adopted an **electronic scheduling platform**, UKG and Andgo, in August 2025. Staff members can now consult their schedule on their mobile device, swap work shifts with colleagues, and receive automated notices when shifts are available.

Our **management model**, combining Lean and evidence-based leadership principles, attracted the attention of the Canadian College of Health Leaders and HEC Montréal, who invited Montfort to present on the subject to hundreds of health leaders in June and November 2025.

In March 2026, the hospital and the ISM partnered with **EmergConnect** to stimulate innovation and respond to the needs of our communities. This mobile and online app enables patients going to Emergency department to start the registration and triage process as soon as they arrive and reduce the length of their visit.

Increased training opportunities were offered. All of the funds available for staff members were used.

Seventeen colleagues completed a microcertificate in mental health with the *Université de l'Ontario français*, and 13 physicians participated in the new Francophone Medical Leadership Program developed with the University of Ottawa's Telfer School of Management.

To reduce our **environmental footprint** in the Operating Room, we ended the use of desflurane, an anaesthetic gas that persists in the atmosphere for 14 years; and shut down the distribution system for nitrous oxide, a gas that persists in the atmosphere for 114 years.

Absenteeism and overtime rates decreased, while the **retention rate for permanent staff** is the highest it has been in several years, at 91.8%.

We welcomed 53 physicians and two midwives onto our professional staff, which now numbers 440 members.

ENHANCE THE IMPACT OF EDUCATION AND RESEARCH

The **number of learners** rose from 1,550 in 2023-24 to 1,725 in 2024-25 and to 1,890 in 2025-26; an increase of 9% in the last year and 20% over the past two years.

In December 2025, the hospital, the *Institut du Savoir Montfort* (ISM), and the *Université de l'Ontario français* concluded a partnership to offer certificates, internships, staff and student exchanges, as well as research, innovation and creation projects around shared interests.

In March 2026, the second edition of the event *Destination Recherche Innovation* promoted Montfort's research and innovation activities.



This was an opportunity to hold the second edition of the **Frontline and Founders** event, during which health professionals from Montfort, Bruyère Health, Providence Care and CHEO presented the challenges they are facing to local businesses, who then proposed solutions.

Six research chairs were appointed over the year: one in artificial intelligence and mental health, one in language as a social determinant of health, and four in family medicine.

Thanks to the activities of the ISM, the hospital ranks **among the top 40 research hospitals** in Canada for the eleventh consecutive year.

