



Making an impact on northern  
and rural health



**CHIEF EXECUTIVE OFFICER'S YEAR IN REVIEW**  
**HIGHLIGHTS AND AWARDS**  
**2016-2017**

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# A Year in Review: Our Leadership



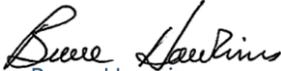
Temiskaming Hospital celebrates another year of achievements and we have created a Year in Review to reflect on our journey. We hope you enjoy reading about Our Hospital's successes, the recognition of staff, physicians and volunteers, and their expertise and achievements in media and publications.

Teams across the hospital applied themselves rigorously to preparing for a visit from Accreditation Canada in June 2016. Every four years, health care organizations participate in a voluntary accreditation process to assess their care delivery and administrative processes. Temiskaming Hospital was measured against 1,893 criteria and met over 99% of them, resulting in a final designation of "Accredited with Exemplary Standing", the highest designation from Accreditation Canada.

We could not have achieved an amazing 2016-17, without teamwork of the staff, physicians and volunteers in all our departments and our community supporting the hospital and its dedicated board of directors.

We have worked very hard on patient and family experience this year. Together with our patients and community partners, we are *Making a Northern and Rural Impact* on hospital *Care that is Close to Home*.

  
Margaret Beatty  
*President & CEO*

  
Bruce Hawkins  
*Chair, Board of Directors*

Margaret Beatty has been President and CEO of Temiskaming Hospital since 2013. She began her career as a staff nurse. She is a certified director, Assistant Professor with the Northern Ontario School of Medicine and seasoned executive with a passion for hospitals, their teams, services and volunteers.

Bruce Hawkins became Chair of Temiskaming Hospital's Board of Directors in 2016 and is the Chair of the Quality committee and sits on most of all of the hospital's committees as well as liaising with the foundations. Bruce is a retired optometrist and a trusted adviser whose more than 40 years of practice has spanned private practice, the College of Optometrists including providing guidance to the College on disciplinary matters and best practice.

# A Year in Review: Highlights

## Strategic Plan 2015-2020

Temiskaming Hospital board and teams use the Strategic Plan to define services that support our vision - **Making a Northern and Rural Impact** to patients needing acute community hospital care in Temiskaming district. We aim to be caring, accountable and stewards of our resources. Our goal is to build capability in our people and service capacity - **close to home**.

*"Sustainability while maintaining services"*  
2<sup>nd</sup> year of stable financials

Temiskaming Hospital is proud to have achieved a balanced budget and excellent report from our external auditor for the second year in a row. Using the May 2009 Public Sector Accounting Board recommended financial practice, KPMG identified three hospital factors in assessing financial health - **Sustainability, Flexibility and Vulnerability** as indicators of TH financial position. When compared to ten peer hospitals, TH is in the top performer for financial performance. With our improved financial status, we have increased services, for example palliative care, rehabilitation of our growing seniors' population, an additional psychiatrist for our outpatient psychiatry clinic and the purchase of \$1M of patient care equipment with the training of our staff, who use it.

## Exemplary Standing from Accreditation Canada It's about Quality

Temiskaming Hospital received Accreditation with Exemplary Standing, the highest designation given by Accreditation Canada for the second time in a row, in our care delivery and administrative processes. The process reviewed Temiskaming Hospital's performance on 1893 applicable standards of quality. 99.6% per cent of these criteria were met, in all patient care programs and administrative functions like strategic and

operational planning, and community engagement. This is an outstanding achievement on the part of all of our employees, professional staff, board of directors and volunteers.

## Our Culture – The Work Life Survey Scores

The Accreditation Canada Work Life Survey scores were provided directly from the employee to Accreditation Canada by 148 employees and compared 2011 to 2015 results:

- ***I am clear about what is expected of me***
  - Staff who answered agree/strongly agree increased to **96%** from 77%
- ***I have enough time to do my job adequately***
  - Staff who answered agree/strongly agree increased to **56%** from 27%
- ***My work environment is safe***
  - Staff who answered agree/strongly agree increased to **75%** from 62%

## Our Culture – Teamwork across the departments

The Material Management Team recently participated in a Lean Six Sigma initiative with the Emergency Department Team, instituting a colour-coded bin system for patient care supplies. These team efforts find efficiencies and save money, while improving the flow of material and supplies to patient care teams.

## Hospice Palliative Care Suite Opens

Temiskaming Hospital celebrated the opening of its Hospice Palliative Care Suite in January 2017. In a home-like environment, this innovative northern 'hospice within hospital' model provides palliative and end-of-life care services **close to home**. Since opening, we have cared for 15 patients and families. Special thanks to our physicians and Dr. Don Davies for their leadership, Erin Montgomery, Mark Tysick and the palliative care teams and patient advisory committee.

### No infectious outbreaks for the past two years

Temiskaming Hospital exceeds provincially set benchmarks. Hospital acquired infection rates remained at 0% for all reportable infectious organisms from 2015 - 2017. Our dedicated housekeeping and clinical staff are a team in the effort to provide a safe clean hospital environment in spite of nearly 1,000 isolation days this past year. And, through the Infection Control Team and Occupational Health and Safety Team, staff influenza immunization rates went up by 24% from the previous year.

### Proud of our Hospital's environment

The maintenance team has ensured that the hospital is in top condition, by replacement of the Emergency Power Generator, expanded emergency power to key areas across the hospital, like DI during a blackout. These improvements, and the boiler plant upgrades, have well-positioned the hospital to achieve energy conservation savings during a time of rising utilities expenses.

### Ethics integrated into our team decision-making

Ethics and values play a role in many of the decisions made in healthcare. To assist our staff and physicians with making these decisions, an Ethics Consultant and Ethics Committee are available as a resource at the Temiskaming Hospital. Temiskaming Hospital promotes ethical reflection and decision-making from our hospital to a district-wide Ethics Committee of providers. Member quote:

*"Health care providers are faced with ethical challenges every day. The Ethics Committee provides excellent support and guidance to navigate these situations through education, framework implementation, and consultation and debriefing."*

### Student Placements

Northern Ontario School of Medicine (NOSM) Students and Faculty; Laurentian, Northern College, College Boreal

Our physician faculty hosted a large number of placements for medical education both undergraduate medical students (13) and Family Medicine Residents (11). Our community Physician Recruitment Committee chaired by the Mayor, is working on the recruitment of residents, in addition to family physicians, to Temiskaming Shores and surrounding areas because the hospital has had success with this approach. Special thanks to our physicians who have led this initiative to recruit residents and family physicians. Our hospital has recruited two (2) residents and two (2) family physicians and our physicians have hosted five (5) site visits for seven (7) physicians. The hospital has over 30 student placements annually in clinical and non-clinical roles.

### Expansion of Psychiatry Services

Temiskaming Hospital was pleased to welcome Dr. Christopher Kitamura, Psychiatrist, to the specialty outpatient psychiatry clinics. With his psychiatric consultation services, wait times have reduced from one year to under 3 months. In addition, Temiskaming Hospital began offering Telepsychiatry with the Centre for Addictions and Mental Health (CAMH). The CAMH service provides consultations and assessments for general psychiatry through real time videoconferencing. There have been 48 referrals to this service in 2016/17.

### French Language Services

Temiskaming Hospital completed the Partial French Language Designation. Progress to date has included Wayfinding signage identifying the hospital's service areas and the hospital's website is now available in French. Special thanks to Patrick Rieux in our IT department and our administrative staff who have converted

all patient care services to French on the website.

### Patient care equipment purchases

Each of the past two years since we have had balanced budgets, the hospital has purchased approximately \$1M in patient care equipment. Here are some recent examples.

#### The NEW and upgraded CT scanner

Temiskaming Hospital replaced its CT scanner with a new 128 slice scanner. The new scanner optimizes patient care by using less radiation and energy for better pictures in 'real time'.

Quote Dr. Roberts, Chief of Radiology Temiskaming Hospital and Health Sciences North *"....best in Northern Ontario as far as I know. Thanking all concerned,"*

#### The Echocardiography Machine

Quote Dr. Celine Léger-Nolet, Internist, Temiskaming Hospital comments on our new echo machine

- *Improved image quality - therefore, improved ability to detect cardiac abnormalities with 3-D analyses*
- *More accurate assessment of various cardiac dimensions and structures*
- *Potential to access and interpret studies from remote locations.*

*All of these items in the end lead to improved and high quality patient care.*

*I want to thank the hospital administration in supporting me and the echo lab since my arrival in 2001."*

### Thank you to our Volunteers and Hospital Auxiliary

Thanks to Temiskaming Hospital volunteers for all their fundraising efforts related to the laboratory chemical analyzer machine and a NEW ambulatory fetal monitor. The monitor allows laboring mothers to walk around rather

than being in bed. The Auxiliary has donated \$45,000 this year. Our volunteers contribute to services and they offer countless hours of service to help our hospital provide care close to home.

### Thank you to our Foundations

The hospital's two foundations play a critical role in our hospital's journey to operate or replace and provide new patient care equipment.

Our CT scan foundation provides an annual \$170,000 toward the operations of the CT scanner in diagnostic imaging. This annual donation means we can use these funds to support the acquisition of the new scanner sooner and more reasonably.

Our hospital foundation launched its **Care Close to Home Campaign for \$6.5M** in October 2016 and has not looked back. Funds raised by the foundation through generous donors, puts state-of-the-art equipment in the hands of Temiskaming Hospital staff and physicians; ensures our hospital has the best equipment; helps us create care environments that achieve desired patient outcomes. Thanks to our foundation's support we have completed renovations to the med-surgical unit to create the palliative care suite and purchased \$1M in patient care equipment.

### The Hospital Board

None of these accomplishments would be possible without the guidance and passion of our hospital board. With the board Chair's leadership and advice, many of these accomplishments were envisioned.

# A Year in Review: Awards

## Association of Ontario Midwives (AOM) Hospital Integration Award

Temiskaming Hospital received the Hospital Integration Award from Association of Ontario Midwives (AOM) in March 2017. The award recognized hospitals that have demonstrated excellence in successfully integrating midwives into its organization. This means that our midwives assist in low risk C-Section surgery in the OR. Our Respiratory Therapists also assist with low risk C-Section deliveries.

## Managing Obstetrical Risk Efficiently (MORE<sup>OB</sup>) Recognition Award

For the third consecutive year, our Obstetrics MORE<sup>OB</sup> Team has achieved the Recognition Award for the completion of the 3rd Module of the MORE<sup>OB</sup> program. The MORE<sup>OB</sup> Recognition award recognizes teams that implement key patient safety activities which lead to or sustain a highly reliable unit and its team in the care of mothers and babies at our hospital.

## Temiskaming Hospital is a NELHIN high user of Patient Order Sets

Temiskaming Hospital is one of 75 hospitals who procured with St. Joseph's Health System and THINK Research Inc. to implement the Provincial Digital Quality-Based Procedures (QBP) Order Sets Program. This voluntary provincial program, funded by the Ontario Ministry of Health and Long-Term Care, is a quality initiative focused on accelerating the adoption of QBP Clinical Handbooks.

Digital QBP order sets provide significant cost, quality and time benefits to staff and physicians by streamlining and standardizing workflows based on evidenced based care.

Temiskaming Hospital partnered with THINK Research Inc. in 2013. Since that time, 37 order sets including 3 QBP's, have been created and implemented putting TH as a recognized high user within the NE LHIN.

Temiskaming Hospital is also part of the Ambassador Program with Think Research which allows greater collaboration with peers and to act as a mentor to guide other hospitals during their implementation.

Lead physician, Dr. Leger-Nolet said *"Order Sets are disease-directed evidence-based clinical checklists that align best practices to the bedside. They can be retrieved and used from any workstation and improve both care and patient flow."*

*"Patient Order Sets implementation, development and usage, in a digital environment has been a very satisfying patient-care strategy for our physicians, at the Temiskaming Hospital"*, said Dr. Femi Olokodana, Chief of Staff.

The **Order Set Heavy Lifter Award** from THINK Research Inc. was awarded to Dr. Steve Sears as the most active user in March 2017. Previously, our surgeon Dr. Saquib Siddique achieved the highest physician user in the NELHIN.

## Day Medicine Appreciation and Patient Care Story by Lynn Baldovin, RN, Day Medicine

"Lynn, Jo-Anne, and Lori, (our Day Medicine team) believe that they have the best jobs in the hospital. They affirm that every day they are appreciated by their patients and their patients' family members. This past year our community lost a very valuable member. Chris Collins was a respected elementary school principal, who was a very community-minded and an active

member in many clubs and organizations withing Temiskaming Shores and area. Chris was just one of the numerous patients who never failed to declare his gratitude for our services. He and his family (which includes daughter Brooke, who is a Registered Nurse here at Temiskaming Hospital) purchased two

(2) chemotherapy treatment chairs. In keeping with Chris' wishes, Brooke chose two state-of-the-art chairs after Chris's passing. These generous gestures and donations reflect the impact our hospital continues to have on the lives and experiences of the patients and families. Thank you! "



### **Day Medicine Department New Chemotherapy Chairs**

From left to right, Mark Tysick, Clinical Nurse Manager, Lori Larkin, Registered Nurse, Jo-Anne Charette, Registered Nurse

# A Year in Review: Media Highlights

Health Quality Ontario's Insights to Quality Improvement: Impressions and Observations 2016/17  
Quality Improvement Plans

What did Health Quality Ontario say about the Temiskaming Hospital's Quality Improvement Plan on Alternate Level of Care? See for yourself in their 2016/17 report below.

Insights into Quality Improvement

## Hospitals

### Impressions and Observations 2016/17 Quality Improvement Plans



Health Quality  
Ontario  
*Let's make our health system healthier*



#### **Staff education and communication**

- **Temiskaming Hospital** improved the coordination and transitions of care for patients designated as ALC by working closely with the North East CCAC and Timiskaming Home Support partners. By implementing initiatives focused on patient flow, communication, and transitions of care, the hospital reduced the number of ALC patients from 24% in 2014/15 to 8% in December 2015/16. The engagement of senior administration, physician leaders, clinical managers, and front-line staff was essential to their success.

### Temiskaming Hospital opens and names the Beverly-Ann Boros Palliative Care Suite

Temiskaming Shores, Ontario, January 11, 2017 – Temiskaming Hospital and the Boros family and friends, and community celebrated the opening and the naming of the Hospice Palliative Care Suite in memory of Beverly-Ann Boros (“Bevi”).

“The Temiskaming Hospital palliative care team will provide end of life care in keeping with our vision of Care Close to Home in the Beverly-Ann Boros Hospice Palliative Care Suite. The hospital thanks Dr. Don Davies, Mark Tysick and his team, the Palliative Care Advisory Committee, the Temiskaming Hospice Palliative Care Committee, and the NELHIN for their support.” says Erin Montgomery, Director of Operations / Chief Nurse and Health Professions Officer. “Special thanks to our local businesses and our maintenance staff for the beautiful renovations.”

### Temiskaming hospital awarded highest level of accreditation

Temiskaming Shores, Ontario, August 19, 2016 - The Temiskaming Hospital has been Accredited with Exemplary Standing, the highest designation given by Accreditation Canada for the second time in a row in our care delivery and administrative processes. “Being accredited means our community can be assured Temiskaming Hospital is providing high quality and safe patient and family-centred care and know our staff, physicians and volunteers are committed to putting our patients first,” says Margaret Beatty, President and CEO.

# Follow us at:

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[www.temiskaming-hospital.com/foundation](http://www.temiskaming-hospital.com/foundation)



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## **Brought to you in part by the members of the Creative Team:**

Patrick Rieux, Systems Analyst

Carla Scott, Executive Assistant and Board Liaison

Jocelyne Julien, Human Resource Assistant

Stephanie Leveille, Financial Analyst

Jackie Holtz, Nursing Administration

Kendra Craik, Administration Student

Margaret Beatty, President & CEO

## **Notable Mention**

Erin Montgomery, Director of Operations, Chief Nurse & Health Professions Officer

Bonny Koistinen, Physician Recruitment

Allyson Campsall, Patient Relations, Privacy and Risk Management

Natalie Rivet, Charge Technologist, Clinical Instructor

Todd Jussila, Facility Manager

Jessica Stewart, Infection Control Practitioner

Angie Peters-Carlson, Chief Financial Officer

Ashley Mayhew, Materiel Management Manager, Purchaser

Sharla Brookfield, Clinical Nurse Manager

Mark Tysick, Clinical Nurse Manager

Brad Sauve, Laboratory Supervisor

PARTNERS



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