

Temiskaming  Hôpital
Hospital  Temiskaming

ANNUAL REPORT

2022-2023





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FOUNDATIONAL STATEMENTS



VALUES

Adaptability:

We are committed to finding innovative solutions, remaining responsive, and continuously learning in an ever-changing health care environment.

Accountability:

We know that we are leaders who are responsible to make decisions with integrity, transparency, and in the best interest of the people we serve.

Quality:

We proactively engage evidence-informed approaches while exploring creative solutions to improve patient experience and health outcomes.

MISSION

To be a partner and leader in quality, people-centred care, improving health and wellbeing in northern rural Ontario.

VISION

Driving positive health outcomes for our communities.

Inclusivity:

We lead with respect, engage in reciprocal dialogue, and consider diverse circumstances, ensuring equitable access to the services you need.

Collaboration:

We believe that healthy relationships and working together are key to ensuring better person-focused, northern-based solutions for quality health care.

A MESSAGE FROM THE BOARD CHAIR



It has been three years since our last Annual Report and quite a three years it has been!

COVID-19 change the very landscape in health care, across the world. Our team responded exceptionally well, providing safe and compassionate health care to not only those who suffered from COVID-19, but also those who needed our most critical care and were also the most vulnerable to COVID-19. An unprecedented pandemic that required and unprecedented response from our team and I am proud or the work our whole team did during a difficult time.

The health human resources dilemma that followed, actually existed prior to COVID-19, however, was drawn to the forefront during the pandemic. The cost of ensuring safe nurse to patient ratios and ensuring Emergency services we kept available, doubled with the use of agency services. Incentives from both the Government and the hospital only slightly helped to mitigate the flow of nurses out of hospital and community practice.

In addition, hospitals were asked to step up during the pandemic and did so willingly, including our hospital. The addition of an Assessment Centre, monitoring and coordinating health human resources and personal protective equipment, participation on numerous district, regional and provincial response teams, are all examples of how the hospital stepped up to ensure the community was well served during the pandemic, and is characteristic of their daily commitment to our community.

The impact of the increased costs of providing health care services, such as personal protective equipment, compounded the financial pressures at our hospital. The deficit incurred this year by our and many other hospitals, reflect an underfunding of the above items that were outside the control of the hospital sector.

In the face of all of that, we completed a Strategic and Operational Plan, and engaged community members, regional and provincial stakeholders and our staff and professional staff. Our values, mission and vision were revised and initiatives developed to guide our course over the coming years. We have a great footprint for the next 5 years, developed by and implemented for our community.

Our Hospital Foundation found new ways to raise the necessary funds to ensure we provide the best care as close to home as possible. The 50/50 draw provided a much needed venue for people to support the hospital when the usual face-to-face methods were not available. We will continue to run the 50/50 as it also provides a great opportunity for people to support the hospital while also gaining for themselves. The Major Gifts team has been reshaped and is ready to begin its work supporting the new campaign, “Your Health, Our Mission”.

In closing, I want to thank the community for its continued support and understanding, especially during the past three difficult years. I also want to thank every one of our staff and professional staff for the courageous and compassionate work they have done to keep us all healthy and safe. It takes all members of a team to be great, for a team to be successful, including food services, laundry, administration, allied health, nurses, physicians, housekeeping, the whole team, and our team is exceptional!

**Respectfully submitted,
Jim Rowe**

A MESSAGE FROM THE PRESIDENT & CEO



The last Annual Report of the Corporation issued was for the 2018/2019 fiscal year. I ended my message with “I look forward to working with you as we confront and conquer the challenges ahead.”. And then came COVID-19, the very reason why we have not issued an Annual Report since then. It has been an unprecedented three years and our team, our community and our patients came through it very well. Our collective goal at the hospital was to protect those most vulnerable, while providing humane care to our longer term stay patients and while treating those with COVID-19 to help them heal. Hospitals are the only place in society where there is this combination of conflicting objectives, which resulted in strict, evidence-based restrictions on accessing our care. Our team was resilient as hospitals were asked to take on much more than their traditional tasks, including establishing Assessment Centres and managing logistics such as personal protective equipment and human resources for many sectors, especially when Long-Term Care Homes were under siege from the pandemic. Our community came together to protect those most vulnerable and in true Canadian fashion, made their own sacrifices so that others could survive this deadly outbreak.

Unfortunately, COVID-19 exposed some already existing issues in the health care sector, not the least of which was the over crowding in hospitals, the lack of beds for Long-Term Care patients, understaffing of key clinical roles and decades of underfunding. Total occupancy prior to COVID-19 was rising and averaged 98% in the year prior to COVID-19. In the first year of COVID-19, it dropped to 91% and then skyrocketed to 108% and 102% for the next two years and is averaging 108% so far in 2023. As you would expect, the peaks also increased reaching 119% in a month in each 2021/22 and 2022/23. One hundred and nineteen percent is the equivalent of having 70 patients per day for the month. The situation with Alternative Level of Care (ALC) patients grew as well. ALC Patients are patients that have completed the acute phase of their care and are ready for services elsewhere in the health care sector (typically Long-Term Care Homes in our case) , but there are no beds for them in that sector. The number of ALC patients grew steadily prior to COVID-19 and continues at high levels.

To combat this, we have worked both short-term and long-term strategies. In the short-term, we arranged additional base line and one-time funding to support the repurposing of rooms that added 20 new beds. This strategy quickly addressed overcrowding that was causing patients to stay in unconventional spaces, like the Emergency Room and the Operating Room recovery area, which resulted in delayed surgeries. The long-term strategy involves a partnership with Extencicare to ensure redevelopment and expansion of their current Long Term Care Home at the hospital’s Health Care Campus.

Our Foundations and Auxiliary again were significant contributors to the success of the Hospital. Although muted by COVID-19, the Hospital Foundation reached \$5,700,000 of the \$6,500,000 goal and now moved to a new fund raising campaign “Your Health, Our Mission”! The CT Scan Foundation continues to support the operating costs of the CAT Scan every year and has increased its contribution annually. Our volunteers are now back at the hospital and working hard for our community members. A volunteer appreciation dinner was reinstated on April 27 and over 30 volunteers were thanked for their commitment to the hospital.

The two largest Board decisions focused on the safety and efficiency of our staff, patients and our community. First, a \$13,000,000 investment over 10 years will improve our digital platform called Meditech Expanse. This is our basic operating system and until recently, the 21 hospitals in North Eastern Ontario belonged to an Information technology group that shared a dated system and platform. The leap to Expanse will add a further 3 hospitals to the group and bring our hospital to the newest Meditech level of technology. The new system will significantly advance patient safety and staff efficiency. Second, due to a response to higher levels of violence in our community and at the hospital, the hospital is investing in its own security department. The business plan indicated that having our own team made more sense than contracting the service out. Our Security team will act as ambassadors and provide friendly services to community members when not needed for safeguarding our staff, patients and community.

In closing, I would like to thank our dedicated team of staff and professional staff as well as our community for their support through an unprecedented and difficult time. Adversity often brings people together to confront a common cause and COVID-19 certainly tested both our resolve and resiliency. I am proud of our team and our community in the way we have come through COVID-19 as well as the other operational challenges these past 3 years.

I look forward to bringing additional, positive change as we move forward together.
Respectfully submitted

Mike Baker, CPA, CGA

MEDICAL ADVISORY COMMITTEE REPORT



Thank-you for the opportunity to provide a brief message to the Board members. It has been a year of learning on my part, learning a lot about the insides of the hospital and the challenges we face, but also about the strong leadership that has been locally grown and cultivated to help support our staff in providing the high-quality care that Temiskaming Hospital has come to be known for.

Certainly, all areas of the hospital from nursing to maintenance to rehab and housekeeping have been challenged by high patient occupancy, and yet despite the challenges we continue to hear from our patients about the positive experiences they have when they visit our facility. We have much to be proud of.

The MAC continues its role as oversight and collation of information from the various committees that truly do the hard work at the hospital. It also continues to provide a forum for review of COVID-19 and its ongoing impact on the community as a whole, as well as the hospital and other local health care facilities.

An area of particular focus for MAC has been the visiting specialists program which supports a variety of specialists to come in person to the community and provide care here reducing risks, cost, and the stress of travel out of town for medical care. We are supporting Physician Recruiter Amber Sayer in the ambitious task of creating a well functioning and fiscally responsible service for our local citizens.

I started the year with a goal of reducing some of the administrative burden of hospital committees for our physician staff, and I have been well supported by Carla and Mike in addressing some target areas. I also had a personal goal of improving care for our Indigenous population both by ensuring we have staff educated in culturally safe care principles, and by creating bridges between Mino M'shki-Ki and Indigenous patients admitted to our hospital. We have made some great gains in both of these areas.

A challenge that I anticipate will require close monitoring is adequate staffing of our emergency department.

We are so fortunate to have a group of dedicated and competent physicians committed to keeping our department open, many of whom are early in practice. However, this is a high-risk environment for burnout and verbal abuse of staff (nursing and other support staff included) continues to be experienced. It is difficult to meet the expectations of many of our visitors to the emergency department and the moral injury experienced by staff is a real threat to our hospital. It is our sincere hope that the newly added security team will help mitigate some of the behaviours that we experience daily. Mentorship and fellowship opportunities are being used to help address some of the strain that I hear from my younger colleagues. I am hopeful that as we continue to return to our new normal, that we all remember how to play nicely in the sandbox.

Lastly, we are welcoming some new physicians into leadership roles at the hospital, and there is keen interest from our group in these skills. I hope to foster this interest and continue to build on the solid legacy of those Chiefs of Staff who came before me.

Sincerely,
Stacy Desilets

HOSPITAL AUXILIARY REPORT



I would like to share what the members of the Auxiliary have been up to since the Hospital Auxiliary Report 2018- 2019. In 2019- 2020 we were all in high gear, going full speed and involved in all kinds of activities. We had 46 active members, three scheduled shifts at the Gift Shop from Sunday to Saturday. We also had volunteers working in different hospital departments. Our most important activity for 2020 was planning the North Central Spring Conference that was scheduled for April 24-26 at the Dymond Community Hall, in New Liskeard. Our Region extends from Sault Ste-Marie to Wawa and includes fourteen different Hospital Volunteer Associations. Our theme for the Conference was chosen as if we knew what was on the road ahead, "BE FUTURE READY 2020", yet in no way did anyone suspect or have any idea of what was about to happen.

We had guest speakers, to talk on topics of, Technology, Our Rights, Our Surroundings and our Knowledge (Mental Health and Alzheimer's). The interior decorations, the catering, the silent auction including donations from local merchants and finally, gift bags for each and every one of our guests, were all already to go. We were expecting at least 80 conference members. The Spring Conference organizers were excited and looking forward to what was expected to be a very successful event. But, unfortunately, two months before the event, COVID-19 came out in full force, and just weeks before our special event, everything had to be cancelled. What a SHOCK and disappointment for all of us. This meant the closing of the hospital as a precaution and safety measure for our patients. It also meant no more volunteers at the Gift Shop, no more patients getting their hair done and no more volunteers in the Emergency Department. There was a lot of uncertainty. How long will the pandemic last? How many of us will get COVID? The Hospital would open and then close again. We were all on some kind of a roller coaster going up and down not knowing what to expect next. OUF!!! Extremely nerve wracking. It has been a 2 1/2 years with a lot of turmoil, tough decisions and for some families, sad moments.

Hey! I was once told that where there is a negative somehow, somewhere, there is always a positive. Well, this rule applies well to us in 2023. We've all been able to pull through this ordeal together. Thank you to the 22 dedicated volunteers who have returned and thanks to their dedication, time and support, we are able to open the Gift Shop Monday to Saturday from 1:30 to 4pm. In the near future, hopefully, we will be able to add another shift. We are pleased and proud to welcome 6 new members to our team of Healthcare Volunteers who will be working at the Gift Shop.

Again, this year we were able to maintain our commitment to give \$4,000 in bursaries to our local secondary schools: TDSS and ESCSM. This means that four graduating students pursuing their education in the medical field will each receive a \$1,000 bursary for their post-secondary studies. One graduate from Northern College Haileybury Campus will receive a \$2,000 bursary to further their education in health care. Students are also encouraged to do their volunteer hours at the Gift Shop. By doing so, they become better aware of the need to volunteer in their community and in particular in their hospital.

Our last contribution to the Hospital was for the purchase of a Radiance Ultra Equipment, a Monitor for OR valued at \$5,960. It was purchased at the beginning of 2020. Soon, hopefully, we will be able to contribute again to the Hospital Wish List and purchase more needed equipment.

In March 2023, the Presidents of each Hospital Volunteer Association were asked to attend a virtual meeting to discuss the future of the North Central Hospital Volunteers Association. Following a consultation with our members at the local level, the Presidents of each Hospital Volunteer Association reported back that the majority voted to disband the North Central Association and that each local Hospital Volunteer Association be independent. The lack of volunteers, the lack of funds and the unknown were the main reasons. That was another sad ending, after having worked together all those years. However, we made an agreement that the presidents would still keep in touch and share their opinions and thoughts on how to improve our local Associations and support each other. We also agreed that the funds remaining in the North Central Volunteer Hospital Association bank account, be transferred to the Deans' Visionary Fund, to support the NOSM in Sudbury, Ontario..

A Volunteer Appreciation Dinner for the Auxiliary was held on April 27, 2023 at Ali's Grill and Bar. Thank you to CEO Mike Baker and Temiskaming Hospital Board for this great event. Thanks also to the Board Director, Jim Rowe, the CAT Scan Foundation, the Hospital Foundation and the Hospital executives for joining us. It was heart-warming to see so many volunteers together again, sharing stories, meeting new friends and having a few good laughs. It felt like a new beginning.

Let us remember, every time we work as volunteers, even for a short period, either at the Gift Shop, ED, Day Medicine, Hairdressing, it makes a huge difference for our patients, for their families and for the staff.

Leaving you on a positive note: Keep smiling it's Free and Contagious! A smile can change one's life and it can change the WORLD!

Respectfully submitted,
Diane Chartrand Vachon

BOARD COMMITTEE STRUCTURE

COMMITTEES OF THE HOSPITAL BOARD

- **Quality & Service Planning Committee**
- **Finance & Resource Planning Committee**
- **Executive Committee**
- **Governance Committee**

COMMITTEES OF THE MEDICAL ADVISORY COMMITTEE

- **Credentials Committee**
- **Emergency/Special Care Committee**
- **Hospice Palliative Care and Rehabilitation/Restorative Committee**
- **Medical Services Committee**
- **Mental Health + Addictions Advisory Committee**
- **Operating Room Multidisciplinary Committee**
- **Perinatal Committee**
- **Pharmacy & Therapeutics Committee**
- **Quality of Care/Medical, Audit, Tissue & Transfusion Committee**

BOARD OF DIRECTORS

Jim Rowe, Chair

Bruce Hawkins, Immediate Past Chair

Denise Balch, Vice-Chair

Christine Beeson, Treasurer

Mike Baker, Secretary

Dan Fenety

Jocelyn Moreno

Sandra Perreault

Dania Johanson

Derrick Wardell

Walter Humeniuk

Dr. Stacy Desilets, Chief of Staff

Dr. Peter Hutten-Czapski, President-Professional Staff

Jessica Stewart, Chief Nursing Executive

PROFESSIONAL STAFF LEADERSHIP

EXECUTIVE

Chief of Staff: Dr. Stacy Desilets

President: Dr. Ryan Sayer

Vice-President: Dr. Patrick Logan

Secretary: Dr. Glenn Corneil

MEDICAL DIRECTORS

Diagnostic Imaging: Dr. Evan Roberts

Laboratory: Dr. Bojana Mitrovic

CHIEFS OF SERVICE

Anesthesia: Dr. Chris Blount

Emergency/Special Care: Dr. Eric Besner

Medicine: Dr. Amanda Corbeil

Obstetrics/Gynecology: Dr. Hillary Lawson

Surgery: Dr. Khaled Elgadi

CLINICAL ADVISORS

Cardiopulmonary: Dr. Ryan Sayer

Day Medicine Program: Dr. Jean Corbin

Echocardiography: Dr. Céline Léger-Nolet

Long Term Care: Dr. Don Davies

NOSM Liaison: Dr. Stacy Desilets

Rehabilitation Dr. Don Davies

CLINICAL PROGRAMS AND SERVICES

Clinical Programs and Services



ON-SITE SERVICES/PARTNERSHIPS

Alzheimer Society Spiritual Care Services

Canadian Mental Health Association (CMHA) Timiskaming Diabetes Program

CBI Physiotherapy & Rehabilitation Centre Timiskaming Health Unit

Community Cancer Care Timiskaming Home Support

HSN Chemotherapy/ Oncology Timiskaming Palliative Care Network

SPECIALTY OUT-PATIENT CLINICS

Cardiology

Orthopedics

Gynaecology

Pediatrics

Nephrology

Physiatry

Neurology

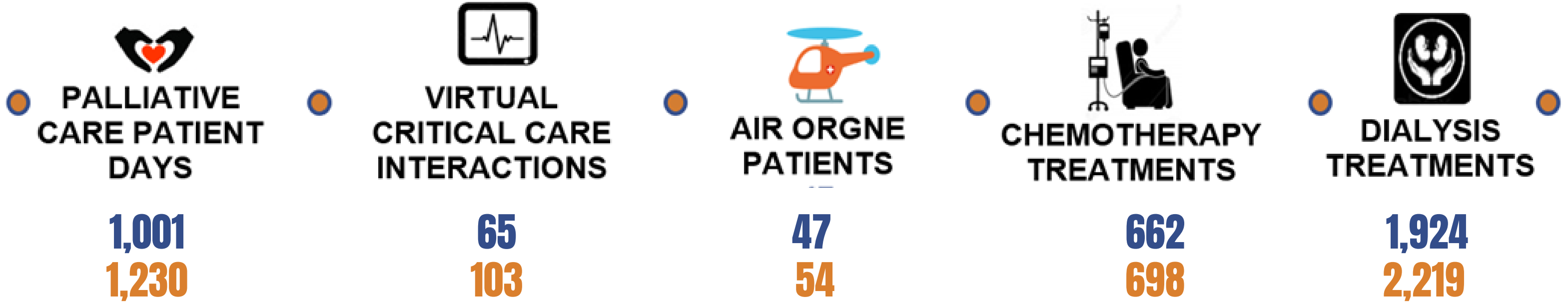
Psychiatry

Ophthalmology

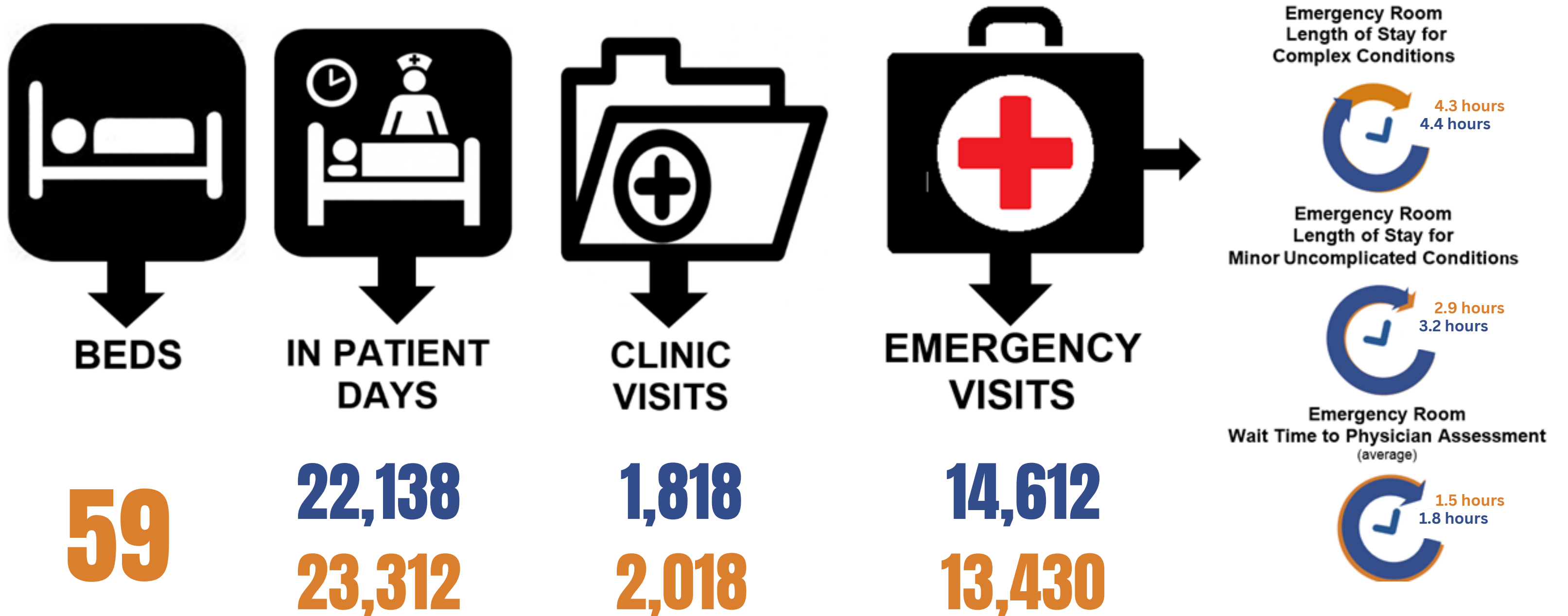
Respirology

PATIENT CARE STATISTICS

2022-2023
2021-2022



Category		2017- 2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Total Weighted Cases		2,577	3,098	2,870	2,790	2,855	3,833
Medical Surgical	Patient Days	13,783	13,505	15,438	15,165	17,960	17,332
	Separations	1,456	1,416	1,242	1,415	1,594	1,713
Intensive Care	Patient Days	779	865	946	755	896	789
Obstetrics	Patient Days - Adult	744	674	861	539	693	416
	Patient Days - Newborn	542	477	512	316	329	273
	Separations - Adult	328	340	412	302	336	260
	Separations - Newborn	280	280	282	247	239	220
Complex Continuing Care	Patient Days	739	556	4,022	3,070	3,763	3,601
Operating Room	Inpatient Cases	177	166	212	163	161	127
	Outpatient Cases	1,642	1,570	1,395	966	1,149	1,106
Ambulatory Care	Emergency Visits	19,307	18,413	17,442	11,708	13,430	14,612
	Chemotherapy & Supportive Care Visits	690	696	804	1,023	919	970
	Clinic Visits	4,130	3,832	3,490	1,243	2,018	1,818



PATIENT CARE STATISTICS 2022-2023 2021-2022

DISTRICT-WIDE PROGRAMS

