

ANNUAL REPORT

2018-2019



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FOUNDATIONAL STATEMENTS

Our Purpose

To be a caring, innovative, community hospital,
engaged with our patients, community and partners.

Mission

Quality patient centered health care and
education close to home.

Vision

To be a role model for northern rural health care.

Values

Leadership

Respect

Excellence

Accountability

Team Work

Social Responsibility

Safety

MESSAGE FROM THE BOARD CHAIR



I am pleased to have this opportunity to provide the annual report on the activities of Temiskaming Hospital for the 2018/19 period. When I last reported we had just completed five months under the leadership of our new Chief Executive Officer (CEO), Mike Baker. The Board has been very satisfied with the progress made on several files during the past year with Mike at the helm.

The cafeteria has been reopened and is operating very successfully. It is a gathering place for staff and management to socialize and share experiences over food as well as providing the public with a much-needed service.

Some of the unused space at the back of the building is rented with the Mino M'shki-ki Indigenous Health Team, Community Cancer Care and the Alzheimer's Society joining the campus. There is significant interest in the rest of the space and further tenants are anticipated in the near future.

Communication has been enhanced with the regular publication of the Life Line newsletter and the Town Hall type meetings being held. The morale of employees appears to be very good with a positive energy throughout the building.

Senior Leadership Team (SLT): Mike continues to build a strong group to lead the Hospital and is developing a proper succession plan. The Chief Nursing Executive, Erin Montgomery competently fills this important clinical role. She has been instrumental in leading the local collaborative group, a diverse collection of healthcare providers from the area. This group has been central in demonstrating the concept of collaboration amongst various healthcare agencies and in developing a submission to form an Ontario Health Team. The Chief Financial Officer's position has been filled with the hiring of Andrew Brown. He joins us with an impressive history of experience in hospital and long-term care facilities. He has also worked for KPMG and understands hospital financing. He is proving to be a very valuable addition to the Senior Team and is intending to settle in the area. The Executive Assistant and Board Liaison, Carla Scott, is an active member of the SLT, providing support to the CEO and Board. She is invaluable to the operation of the hospital, bringing a wealth of experience and knowledge; and consulted regularly on processes, governance, and historical matters.

Chief of Staff: Dr. Colleen Davies continues to serve as the Chief of Staff and is responsible for medical matters within the Hospital. She has provided excellent oversight and the Board anticipates her continued service. The professional staff is well served by Dr. Nichole Currie, President; Dr. Pat Logan, Vice President; and Dr. Glenn Corneil, Secretary. The Hospital has been well served by these devoted professionals.

Ontario Health Team: the provincial government has undertaken a massive overhaul of healthcare in the province and part of this restructuring will be the formation of teams comprised of many diverse healthcare providers to care for the residents. The concept, at maturity, is to provide these teams with budgetary control of the provision of health care for their area and to foster collaboration and teamwork among the providers. This will allow provision of optimum care as close to home as possible. Locally, a submission has been prepared to form an Ontario Health Team in Temiskaming with much of the preparatory work being done by the collaborative group.

Volunteers: the Hospital could not function nearly as effectively without the local community volunteering to serve. The Board recognizes the contribution made by the Foundation and its Campaign Committee, the Auxiliary that has so capably supported the Hospital and the volunteers who help with the day-to-day operation. I would like to also express my gratitude to the Directors for their contribution and support in the functioning of the Board. A special note should be made of Pat Willard-Inglis who serves as Vice Chair and able replacement as Chair when I am out of town.

Respectfully submitted,
Bruce Hawkins O.D.

MESSAGE FROM THE PRESIDENT & CEO



It has been quite a year, a very busy year and a year of significant change.

The election of the Conservative Government signaled in a major change in direction for the public sector. While this change is still unfolding, Temiskaming Hospital has been playing a leading role with many other health care providers in applying to become an Ontario Health Team. The Temiskaming Health Team will represent the interests of communities in and beyond the Temiskaming District, from Temagami to Kirkland Lake. The main goals of the Temiskaming Health Team will align well with the goals that the newly formed Ontario Health has for the health care system of, facilitating patient transitions through the health care continuum, improving access to services, providing 24/7 access for patient navigation and, improving access to secure, digital tools for patient records and virtual care. The Temiskaming Health Team had 24 community partners sign on as either Formal Partners, Associate Partners or as Supporters of the self-assessment that was filed.

Temiskaming Hospital has not experienced this level of patient activity in many years. The average occupancy for the previous 4 years was 70%. In 2018-2019, occupancy averaged 88.5% and peaked in January at 93.7%. Several strategies were deployed to ensure: patients continued to receive appropriate and safe care; staff were able to perform their duties in a safe, professional manner; and the financial impact was mitigated. The financial impact was an operating deficit of \$189,286. Work continues with the North East Local Health Integration Network to address these funding challenges, which resulted from patients in the hospital that require treatment in other health care sectors. The volume of these patients reach 50% in early 2019. Patient satisfaction with the Emergency Department increased from 92% last year to 94% this year.

The Senior Team uses a scorecard to track progress on operational issues and initiatives. In 2018-2019, 15 of the 26 measures met target, while 3 additional measures narrowly missed target. Three initiatives were postponed due to organizational restructuring, while 5 measures missed target by greater than 10%.

Three major capital projects were completed in 2018-2019. The Pharmacy Compounding Cleanroom ensures safe mixing of medications, an improvement for staff and patients. The Diagnostic Imaging x-ray and fluoroscopy suite renovations represented a \$1.8M investment that is the envy of many in the sector. Again, an improvement in quality of care that will benefit staff and patients. Finally, the cafeteria grand opening was held on December 4, including a community breakfast and a live broadcast by CJTT-FM radio.

The Temiskaming Hospital Health Care Campus began by welcoming back the Community Cancer Care group. The Campus plan is designed to aid in patient's ability to access and navigate health services by co-locating their service at the Hospital. The Alzheimer Society and the Mino M'shki-ki Indigenous Health Team have also taken up residence at the Hospital and work continues with other potential tenants.

The Hospital Foundation, the CAT Scan Foundation and the Hospital Auxiliary have continued to be valuable partners. The Hospital Foundation reached \$4.4M of its \$6.5M fundraising goal this year, while the CAT Scan Foundation again contributed needed funding to offset operating costs of the CAT Scan. The Hospital Auxiliary donated to the purchase of three much needed pieces of equipment.

Communication in the hospital and in the community was enhanced this year with the launch of Life Line, the hospital newsletter.

The addition of Andrew Brown to the Senior Leadership Team as the Chief Financial Officer and Director of Corporate Services rounds out our great team of Carla Scott, Executive Assistant and Board Liaison and Erin Montgomery, Chief Nursing Executive and Director of Patient Services. I would like to thank them, as well as the members of the Leadership Team, for their dedication, professionalism and patient focus. I would also like to thank our amazing staff and professional staff for thriving in the challenging environment this year. We worked together to make substantial gains in patient care, even in the face of significant system pressures.

Finally, I would like to thank the Board of Director's for their sage advice and guidance.

I look forward to working with all of you as we confront and conquer the challenges ahead!

Respectfully submitted,
Mike Baker, CPA, CGA

MEDICAL ADVISORY COMMITTEE REPORT



It has been a steep learning curve for me in this my first year as Chief of Staff (COS), of the Temiskaming Hospital. Emphatically, I would like to thank the dedicated members of the MAC, many of whom have already held the position of COS. I greatly value and appreciate their experience and input at the MAC level and their overall support. A special thank you to Dr. Logan, Senior Advisory Physician, he is a wise sounding board and to Dr. Currie who tirelessly continues in her role as President of the Professional Staff. We have a fantastic team of physicians at the Temiskaming Hospital, a team I am most proud to be a part of. I would also like to thank the dedicated efforts of our administration, especially Erin and Carla who make this position just that more manageable. It has also been a pleasure working with the members of the Hospital Board and learning the ins and outs at that level. I fully endorse our CEO, Mike Baker's vision for the future of Temiskaming Hospital and appreciate his open communication style and dedication to patient care.

In this past year we have welcomed new members to our Professional Staff team, Drs. Corbeil, Pretty and Lacasse, entrenching themselves in the team as if they have always been there. We welcome our new specialists to the team, Dr. Khan, Respiriology and Dr. Vijay, Ophthalmology, their services will be invaluable to caring for our patients in our/their own community. Regrettably, we have had to say goodbye to Dr. Hurtubise in his retirement. We wish him the very best in his retirement, which is well deserved having been an integral member of our Medical Staff for 35 years and taking on many roles over the years at the MAC level. We wish both Dr. Fong and Dr. Sales the very best in their retirement as well and thank them for all their years of service to our community.

The Hospital has completed many important projects, including the renovations to the Diagnostic Imaging suites for fluoroscopy and X-ray. The pharmacy cleanroom renovation is complete ensuring compliance with regulations for the safety to our staff and patients for mixing chemotherapy agents. The opening of the cafeteria has been met with a very positive response by staff, patients and the community at large. We have partnered with the Indigenous Family Health Team and welcomed the Alzheimer's Society and Community Cancer Care back into our hallways.

One of my goals as COS was to streamline the Hospital Committees if possible. We did manage to pare down some committees but have also created a new one, the Hospice Palliative Care, Restoration and Rehabilitation Committee with the goal of revisiting the Restoration and Rehabilitation, R and R rounds to help with our ALC rates in hospital. High ALC rates is something all hospitals are now facing, affecting occupancy rates and I will continue to work on this issue with our Hospital Administration.

It has been an unstable time for those of us with careers in medicine with infighting at the OMA level just as we were going into Arbitration. It was an honour and incredible experience to have the President of the OMA, Nadia Alam visit our town in September. The OMA tour was well received and the dinner was a welcome forum to vent frustrations in a positive way for open discussion. Thankfully, Arbitration has secured a contract and continues to look at the future of Physician Remuneration.

I look forward to my second year as COS and I welcome any and all feedback or input. I value each and every member of our Professional Staff and thank all of you for your hard work and dedication. Hopefully I can continue to fulfill this role to your satisfaction.

Respectfully submitted,

Dr. Colleen Davies
Chief of Staff

HOSPITAL AUXILIARY REPORT



Once again 2018-2019 was busy and successful year for the Temiskaming Hospital Healthcare Volunteers averaging over 8,000 hrs. Our membership this year is 54 with 49 active members. We are also proud to have among our members 3 Provincial Life Members and 5 Temiskaming Hospital Life Members.

Our members continue to volunteer in ED, Day Medicine, and Hairdressing. Their assistance and support is significantly beneficial to patients. For example, as they leave the hairdressing chair with their hair freshly done, they often say: "This is better than a pill".

Our Gift Shop is an important source of revenue. It is opened seven days a week: morning, afternoon and evenings from Monday to Friday and every afternoon on Saturday and Sunday. The Gift Shop is filled with an array of items and gifts for all ages and our clothing line is always very popular. The buyers bring in new merchandise throughout the year so that we have a change with each season. Our pre-Christmas sale raised close to \$5,000. On that occasion, the Gift Shop hours were extended to accommodate customers. Another important source of revenue is our Annual Raffles and sale of Nevada tickets.

All the profit from the Gift Shop and fundraising activities goes towards the purchase of items, big and small, for our hospital. Through the year we receive requests for contributions to a Wish List for different hospital equipment. This year, the members approved the purchase of the following equipment: (1) Carbon Monoxide Meter \$5,307; (1) Geriatric Chair \$7,700; and (1) Eye Surgery Stretcher \$7,800. As in previous years, the Gift Shop donated a teddy bear to all new born babies in our hospital. Each bear wore a little a vest on which was written: "I was born in Temiskaming Hospital." Over 450 bears were given out.

The members voted again this year to give four, \$1,000 bursaries to High School graduates pursuing post - secondary studies in the medical field. Two graduating students from both schools Temiskaming District Secondary School and Ecole Secondaire Catholique Sainte-Marie will receive a \$1,000 bursary.

The Auxiliary continues to provide funds for the long term patients to help purchase material needed for different activities and special events.

As of October our Hospital cafeteria has re-opened. Fresh cooked meals are now offered to patients, staff and visitors. Also coffee is available 24/7 as well as fruits, salads and sandwiches from a vending machine. This year a complimentary Valentine dinner, organized by the executive members of the Auxiliary, was held for our members. It was an opportunity to express our appreciation to each and every one of our members. Of course our dinner took place in our newly opened Hospital cafeteria. The food was fantastic and we were pleased to support our Hospital cafeteria. The Gift Shop will also be selling cafeteria gift certificates.

A Volunteer Appreciation Dinner for the Auxiliary, was held April 30th 2019. Thank you to the Hospital Board for this encouraging gesture and continued support.

This year we are pleased to welcome 6 new members to our Healthcare Volunteer group, plus 1 student working volunteer hours at the Gift Shop.

Respectfully submitted,
Diane Chartrand Vachon, Auxiliary President

A REPORT FROM THE FOUNDATIONS



The Care Close To Home Campaign has now reached \$4.6M with donations to the Hospital in the amount of \$1.8M this fiscal year for the purchase of equipment for the delivery of patient care. We sincerely thank the community for its ongoing support. The first Gala fundraising event 'Dancing with the Docs' was a huge success and provided an evening of entertainment for those in attendance. Our thanks to the Docs and their partners, Paula Davey, the judges, the sponsors and the many volunteers who gave their time for everyone's enjoyment.

The annual Radiothon provided funds towards the purchase of an infant care bed. Grants received from North On Tap, Royal Canadian Legion, The Temiskaming Foundation – Community Fund and the Christmas To Remember fundraiser were most welcome as their funds also enabled the purchase of equipment.

The firm of Newbie Media Marketing and Design was engaged to promote and market the campaign on social media.

Isabelle Lacroix-Breton decided to pursue other interest after a successful 1.5 years as Foundation Manager, culminating with the profitable Dancing with the Docs Gala. We welcomed Lesley Kaross, Office Assistant to the team in February 2019. Susan Cavanagh, Denis Lacroix and Deborah Murray departed the Board after each making substantial contributions to the Foundation. We will always be grateful for their fundraising towards the \$6.5M goal. Richard Males was appointed as a Hospital Board representative. Vacancies exist for one community representative and one Hospital Board representative.

A sincere thanks to Hospital Administration for their ongoing and dedicated support. I would like to extend thanks to the donors and volunteers for their generous contributions to the campaign.

Georgette Saxton - President, Temiskaming Hospital Foundation



On behalf of the Board of Directors for the Temiskaming Hospital CAT Scan Foundation, I am pleased to provide our 2018 annual report.

Even though we have been faced with market volatility caused by the recent trade wars and threats of tariff increases between the US and China as well as headwinds sustaining the level of investment returns we have enjoyed in the past, the CAT Scan Foundation was still able to contribute \$160,000 towards the hospital's expenses to operate the CAT Scan in 2018. That represents an increase of \$5,000 over last year's donation.

On behalf of the Board of Directors, I would like to thank Mike Downs from the investment management firm of Connor, Clark and Lunn for his investment guidance and management throughout the year. I would also like to thank each of the members of our Board of Directors who volunteer their time, the administrative staff at the Hospital who assist us with our work, the members of the Board of Directors of the Hospital for their support this past year and our community at large, all of whom have allowed us to meet or exceed our goals to date.

George Kemp - President, TH CAT Scan Foundation

BOARD COMMITTEE STRUCTURE

COMMITTEES OF THE HOSPITAL BOARD

- Quality & Service Planning Committee
- Finance & Resource Planning Committee
- Executive Committee
- Governance Committee
- Joint Conference 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 Advisory Committee
- Operating Room Multidisciplinary Committee
- Perinatal Committee
- Pharmacy & Therapeutics Committee
- Quality of Care/Medical, Audit, Tissue & Transfusion Committee

BOARD OF DIRECTORS

Bruce Hawkins, Chair
Patricia Willard-Inglis, Vice-Chair
Maurice Landriault, Treasurer
Mike Baker, Secretary
Dan Fenety
Georgette Saxton
Denise Balch
Jocelyn Moreno
Pascal Simard
Richard Males
Dr. Colleen Davies, Chief of Staff
Dr. Nichole Currie, President-Professional Staff
Erin Montgomery, Chief Nursing Executive / Director of Patient Services

PROFESSIONAL STAFF LEADERSHIP

EXECUTIVE

| | |
|-----------------|--------------------|
| Chief of Staff: | Dr. Colleen Davies |
| President: | Dr. Nichole Currie |
| Vice-President: | Dr. Patrick Logan |
| Secretary: | Dr. Glenn Corneil |

CHIEFS OF SERVICE

| | |
|-------------------------|-------------------|
| Anesthesia: | Dr. Chris Blount |
| Emergency/Special Care: | Dr. Jean Corbin |
| Medicine: | Dr. Ryan Sayer |
| Obstetrics/Gynecology: | Dr. Steve Sears |
| Surgery: | Dr. Khaled Elgadi |

MEDICAL DIRECTORS

| | |
|---------------------|---------------------|
| Diagnostic Imaging: | Dr. Evan Roberts |
| Laboratory: | Dr. Bojana Mitrovic |

CLINICAL ADVISORS

| | |
|-----------------------|--------------------|
| Cardiopulmonary: | Dr. Ryan Sayer |
| Day Medicine Program: | Dr. Jean Corbin |
| Long Term Care | Dr. Don Davies |
| NOSM Liaison | Dr. Stacy Desilets |
| Rehabilitation | Dr. Don Davies |

Clinical Programs and Services



On-Site Services/Partnerships

Alzheimer Society
 Canadian Mental Health Association (CMHA)
 CBI Physiotherapy & Rehabilitation Centre
 Community Cancer Care
 HSN Chemotherapy/ Oncology
 Mino M'shki-Ki Indigenous Health Care Team
 NE LHIN Home and Community Care
 Northern Ontario School of Medicine (NOSM)

Spiritual Care Services
 Timiskaming Diabetes Program
 Timiskaming Health Unit
 Timiskaming Home Support
 Timiskaming Palliative Care Network
 Victim Crisis Assistance and Referral Services (VCARS)
 VitalAire

Specialty Out-Patient Clinics

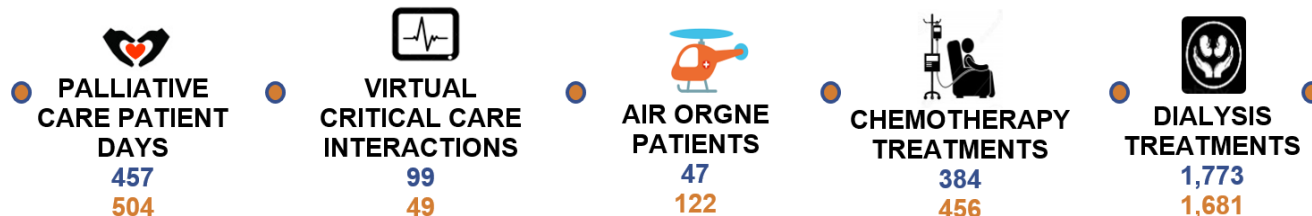
Cardiology
 Gynaecology
 Nephrology
 Neurology
 Ophthalmology
 Urology



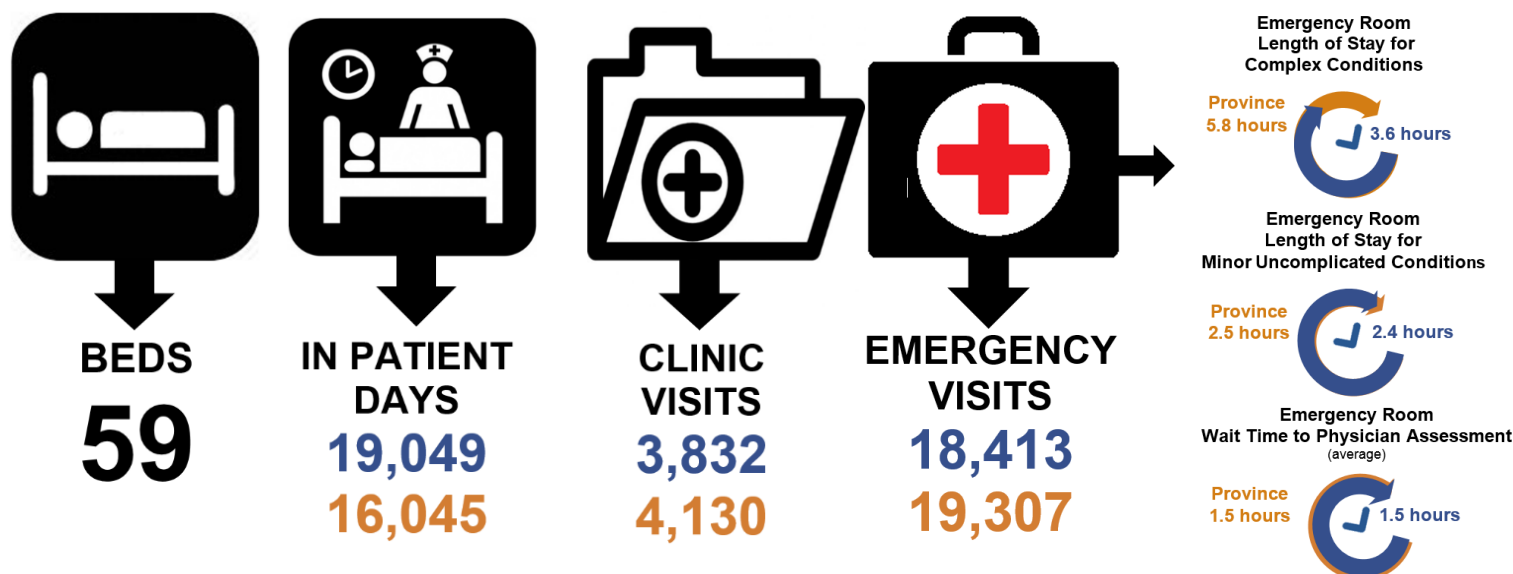
Orthopedics
 Pediatrics
 Physiatry
 Psychiatry
 Respiriology

PATIENT CARE STATISTICS

2018/2019
2017/2018



| Category | | Actual to March 2018 | Actual to March 2019 |
|------------------------------------|--|-------------------------|-------------------------|
| Total Weighted Cases | | 2,577 | 3,098 |
| Medical Surgical | Patient Days | 13,783 | 16,954 |
| | Separations | 1,456 | 1,416 |
| Intensive Care | Patient Days | 779 | 865 |
| Obstetrics | Patient Days - Adult | 744 | 674 |
| | Patient Days - Newborn | 542 | 477 |
| | Separations - Adult | 328 | 340 |
| | Separations - Newborn | 280 | 280 |
| Complex Continuing Care | Patient Days | 739 | 556 |
| Operating Room | Inpatient Cases | 177 | 166 |
| | Outpatient Cases | 1,642 | 1,570 |
| Ambulatory Care | Emergency Visits | 19,307 | 18,413 |
| | Chemotherapy & Supportive Care Visits | 690 | 696 |
| | Clinic Visits | 4,130 | 3,832 |



PATIENT CARE STATISTICS

2018/2019
2017/2018

DISTRICT-WIDE PROGRAMS

