

2021-2022

NIPIGON DISTRICT MEMORIAL HOSPITAL

Annual Report:
April 2021 to March 2022



www.ndmh.ca

P.O. Box/C.P. 37, 125 Hogan Road, Nipigon, ON P0T 2J0
Ph./Tél.: (807) 887-3026 Fax/Télé.: (807) 887-2800

A MESSAGE FROM OUR PAST-CHAIR Kal Pristanski



I am overwhelmed as I review my history with Nipigon District Memorial Hospital. How could the time go so fast? I have been a member of the Board of Directors for two, ten year terms and during that time have held the position of Chair of the Board for 15 of those years.

During my first term I recall the "new hospital" coming to reality in 1992 and here we are at the end of my second term contemplating a retrofit and build of an additional 30 beds.

I am proud of our hospital and all of the physicians, staff and volunteers. We provide excellent care and continue to evolve as the expectations and standards continue to change. I was most impressed during COVID-19 with the professionalism and the ability to pivot and be nimble even under such extreme pressure.

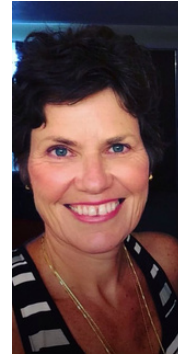
We have seen great advances in our partnership with other regional facilities and with the Thunder Bay Regional Health Sciences Centre. We are now moving on to being part of an Ontario Health Team and developing even further partnerships across Northwestern Ontario.

On a personal note, Nipigon District Memorial is my hospital and I am confident that the care provided is second to none. I would like to thank my colleagues on the board of directors for all of their time and commitment to NDMH. I look forward to what the future holds for our hospital and future relationships with partners across North Western Ontario.

**"...I recall the
"new hospital"
coming to reality
in 1992..."**

A MESSAGE FROM OUR BOARD CHAIR

Nancy Gladun



I am humbled as I write this as Interim Chair of the Nipigon District Memorial Hospital Board of Directors. The last two years have revealed how resilient our staff and physicians can truly be. We have lived through a pandemic that will change our lives forever. I would like to thank all of you for your commitment to providing safe quality care to our residents, patients and to each other.

Accreditation Canada visited in April and we have been Accredited for the next four years! No easy feat in the middle of a pandemic. This could only happen with the commitment to continuous improvement from each and every one of you! The surveyors made mention of "Pride of Ownership" and could not believe what a clean hospital we have! They also mentioned Infection Prevention and Control and what a great job they are doing to keep everyone safe. This makes me proud of our hospital and proud to be a member of the Board of Directors.

Vision	Partnering for a healthier tomorrow to improve the quality, safety and experience of care
Mission	The hospital delivers excellence in rural health care with our partners for all residents in our communities
Values	Patient and Family Centred Integrity Respect Accountable
Philosophy	Patients and their families are at the centre of everything we do

We will partner with the township and come together for the National Day of Truth and Reconciliation this year under the advisement of our Indigenous Advisory Council. We will move forward with strong partnerships and respect. We are committed to culturally safe care and this is a small part of demonstrating this to our community.

2021-2022 Board of Directors

- Chair: Nancy Gladun
- Directors: Robert Beatty
- James Foulds
- Gordon Mackenzie
- Eric Rutherford
- Edward Wawia

The Board of Directors would like to extend our sincere thanks to all of our staff, physicians and their families. Thank you for your courage, professionalism and compassion. We would also like to thank the Township of Nipigon for their partnership and assistance, our Indigenous Partners and our wonderful Patient/Resident and Family Centred Care committee members. We couldn't and wouldn't do it without you. "Nothing about me without me."

I am proud of what we have accomplished together and look forward to many more positive endeavors in the future.



FROM OUR CHIEF EXECUTIVE OFFICER

Cathy Eady

HIGHLIGHTS FOR THE YEAR

NDMH Facebook Page:

673 Followers

614 Likes

Posts reach 300 to

+5,000 people

I would like to recognize our staff, volunteers and physicians! We could not provide the level of care we aspire to without all of you! You not only enhance the care provided but you also support our staff at this much needed time.

The entire Northwest and indeed healthcare as a sector are suffering significant strain to continue to provide safe quality care as many professionals exit healthcare due to profound fatigue and burn out from the burden of the COVID-19 Pandemic. We are not immune to this, we are acutely aware of this and we continue to take every measure possible to recruit and retain staff. Regionally, we are working on strategies specific to Northern Ontario and we are advocating for resources specific to our area.

Our physician group is not immune to this. With three physicians where there should be five, and being on-call almost twice as often as they should be, they have provided care to our community, patients and residents despite this lack of resources. We realize this takes valuable time away from your families and we thank you for your extraordinary commitment to the hospital and community. This commitment cannot be sustained and we are working with them to recruit new physicians.

We have successfully achieved Accreditation for the next four years, demonstrating our commitment to safe quality care for our patients and residents, and a safe work environment for our staff. Many of our resources have been focused on the ever-changing directives for COVID-19 management. A resounding 97% overall is something to celebrate! Some of the strengths and feedback provided can be found on page 7.

We welcome our new Chief Nursing Executive/Long-Term Care Administrator, Madison Boudreau, a key part of our leadership team. Madison was recently promoted from Nurse Manager/Director of Care for LTC. We are thrilled Madison accepted this position! We have continued success with utilizing our Nurse Practitioner, Grace Fox to see patients virtually and in person through Urgent Care appointments. This has proven to be a remarkable improvement in patient care and we celebrate Grace joining our team!

We look forward to working with the Ministry of Health and the Ministry of Health and Long-Term Care to secure our provisional funding allocation to retrofit existing beds and to increase our long-term care beds from 22 to 52, along with adding a new acute care ward to join our facility to the Jackson-Hughes Medical Clinic.

SYSTEMS

The medical health record is one of the key parts of providing safe quality care. We have worked with Thunder Bay Regional Health Sciences Centre, St. Joseph's Care Group and our regional partners to conduct a comprehensive review of other Electronic Medical Record providers as our system was reaching its end of life. We have established that the system we are using is providing a significant upgrade and through extensive engagement with staff, Physicians and learners we will be moving forward with this upgrade over the next few years. The change to this system will require many resources and commitment of many specialists and trainers. We have obtained funding for Cybersecurity systems in 2022, which has been identified as a high risk in healthcare over the last several years. And, we have moved into the digital age with an online system to report incidents and safety concerns, with improved reporting so we can focus on safety trends and improvement activities instead manual data entry and retrieval.

We made some much-needed changes to our Assisted Living Program, including changed the leadership of the program, updated contracts and provided the opportunity for feedback through satisfaction surveys following the changes and will continue to monitor the satisfaction of the program and its fiscal position. This is a key part of our Strategic Plan.

PROGRAMS & INITIATIVES

Stable Patient Transports to TBRHSC and other locations continue to be provided by Ambutrans. This was a successful year as we continue to decrease the number of times we have to allocate a staff member to accompany a patient or resident.

To further attain this goal of safely transporting patients and residents who require care outside of our hospital, a transfer nurse is now on site at TBRHSC and who receives and cares for patients sent from the region to the Diagnostic Imaging Department. Through collaboration with TBRHSC and other regional partners, the transfer nurse now provides care for those receiving imaging services at TBRHSC instead of our own staff accompanying patients/residents. This is especially helpful in cases of subsequent admission to TBRHSC and/or the return to our hospital.

We have extended a trial for the use of telehealth to provide remote assessments for patients with mental health concerns with the Mental Health Assessment Team (MHAT) at TBRHSC. Information from the assessments are provided to a psychiatrist, who recommends the appropriate care and disposition for the patient. The team works with local physicians, collaborating on the best care plan for the patient. This has been significantly helpful as the number of patients dealing with mental health and addictions continues to increase in our area and across Canada.

We have updated all of our satisfaction surveys, changing all of the questions for patients and residents and survey responses will provide us with information to make changes and improve our care.

We have also added a survey specific to mental health and addictions patients that were either in the Emergency Department or admitted to the inpatient unit. Information from the surveys will help us provide better care to this specific population and is part of our strategic plan to provide excellence in care for patients with mental health. This is an area of significant concern for the province and in particular North Western Ontario specifically over the last few years with the number of deaths related to overdose, mental health and addictions.

It is my pleasure to work with the staff, physicians and volunteers at Nipigon District Memorial Hospital and to be able to support the community by providing excellent healthcare to Nipigon and district.

HIGHLIGHTS FOR THE YEAR

OUR CHIEF OF STAFF Dr. Ravi Dhaliwal



2021 has been a year of transition for NDMH, moving from protecting ourselves against a fearsome virus to learning to live with an endemic and perhaps somewhat less virulent disease. Despite high vaccination rates, excellent infection control procedures not to mention amazing housekeeping, the global pandemic continues grind its way through our healthcare system.

Congratulations to all hospital staff for achieving accreditation for the next four years, this was a truly commendable team effort.

As our CEO mentioned the medical staff have been working short now for the better part of a year, this has taken a toll on all of us and frankly on patient care. It is impossible not to imagine that being two out of five full time positions short does not impact patient care, everything from clinic appointment access to afterhours care to support of ancillary and administrative upkeep gets sidelined when we are this short. The pandemic compounded this issue by preventing locums from travelling as well as imposing restrictions on who can be hired even as temporary relief due to vaccination mandates etc.

There is however some cause for optimism; We are pleased to announce Dr. Jonathan Scully will be joining our medical staff July 1st! Dr. Scully is a NOSM trained family physician with a keen interest in surgery and minor procedures. This will move us closer towards to a full complement of physicians. Instead of reflecting on the year that has passed I want to focus a bit on the future as there are a number of upcoming changes that should be brought into focus.

Firstly, it is my opinion that the pandemic will transition to more of a seasonal influenza type scenario. It is my hope that all the emergency pandemic measures, from screeners to booked appointments for lab are revisited with an eye to optimizing human resource utilization and patient satisfaction.

Secondly, we have to proactively anticipate upcoming pressures on our systems; as an example, surgical backlogs are being addressed and as a result pressures on our physiotherapy department can be anticipated to grow as more cases get caught up, it will be important to support this resource before it is overwhelmed.

Finally, with our planned doubling of our long-term care capacity we are going to have to get creative in our hiring practices to ensure our new and larger home is appropriately staffed.

It is an exciting time for Nipigon District Memorial Hospital, with many changes coming in the next few years; I look forward to continuing to work with such a dedicated patient centered team on these exciting changes.

**Dr. Jonathan
Scully will be
joining our
medical staff!**

**OUR CHIEF NURSING
EXECUTIVE**
Madison Boudreau



**"...we have
endured this
pandemic
without one
single outbreak
in our facility."**

When we wrote to you in last year's Annual Report, we were reflecting on the first few months of a novel virus that had gripped our province. In those early days of the pandemic, we focused on adapting to and navigating through so many unknowns. As we reflect on the past year, we are immensely proud of how everyone at Nipigon District Memorial Hospital has risen to the enormous challenge of COVID-19. Our staff, visitors, essential care givers, physicians and learners have all made sacrifices to cope with physical distancing, masking and working from home in some cases. I would like to personally thank each and every one of you for your professionalism, selflessness and resilience this past year.

Despite the ongoing challenges of the COVID-19 pandemic, our focus on and commitment to quality patient and family centered care never wavered. We remained committed to our priorities and our organization was able to move ahead with various quality improvement initiatives and preparation for a successful Accreditation on-site survey. One of the major successes is, and continues to be, the fact that we have endured this pandemic without one single outbreak in our facility. We have reached this milestone as a result of our vaccination efforts, combined with dedication of the staff, managers, patients/residents and their families.

The year ahead will continue to be challenging yet inspiring. I am honoured to be part of this dedicated and courageous team and I look forward to bringing to life our vision of partnering for a healthier tomorrow to improve the quality, safety and experience of care and ensure that each resident enjoys safe, effective and responsive holistic care that helps them to achieve the highest potential, quality of life, and experience of care.



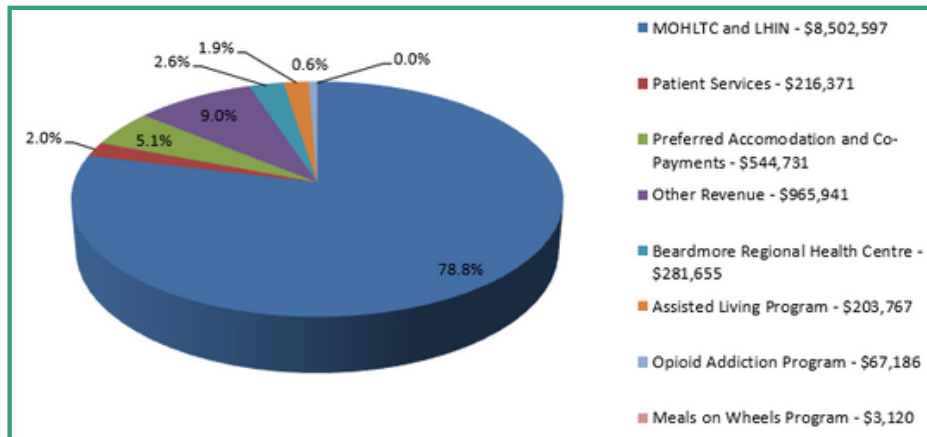
OUR CHIEF FINANCIAL OFFICER Lauren Haskell

Nipigon District Memorial Hospital continues to administer health care resources effectively and responsibly, while providing quality health care for the residents of Nipigon and the surrounding area.

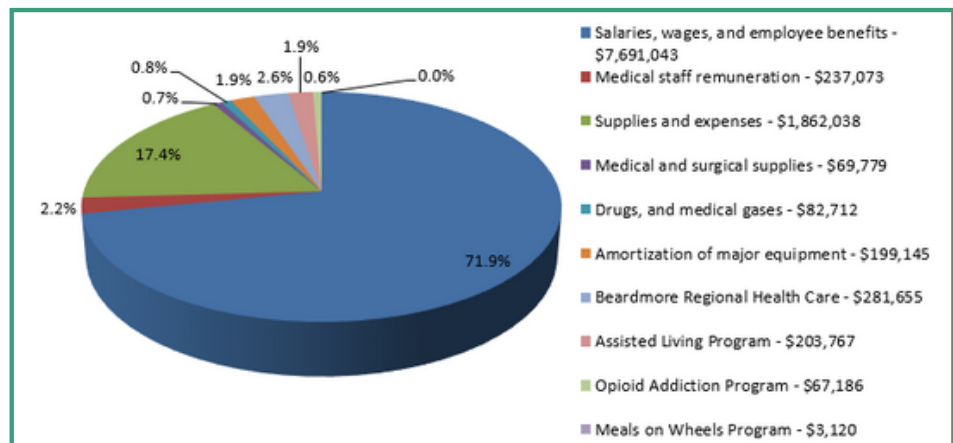
We finished the year with a surplus of \$87,851 compared to an operating surplus of \$84,119 in the prior year. A base funding increase of 2% contributed to this outcome as well as operating/working capital pressure funding of \$300,000 from Ontario Health North.

The Hospital continues to face operating pressures related to the maintenance of an aging facility, increased regulatory demands, and general inflation in all expense categories.

Statement of Operations: Revenues



Statement of Operations: Expenses



FINANCIAL IMPACTS OF COVID-19

MAJOR PROJECTS

In connection with the ongoing coronavirus pandemic, the Ministry of Health (MOH) announced several funding programs intended to assist hospital service providers with incremental operating and revenue decreases resulting from COVID-19. The Hospital recognized revenue of \$427,800 in relation to incremental COVID-19 operating expense funding. Assessment Centre funding and support continued this fiscal as well.

The Personal Support Worker (PSW) Temporary Wage Enhancement initiative was also extended this year and the Hospital received one-time funding of \$49,000.

A number of large capital projects were completed this past year. The Health Infrastructure Renewal Fund (HIRF) enabled us to repair the skylight and to upgrade the oxygen concentrator system now allows us to fill our own oxygen tanks.

Additionally, hospital staffing has increased as a result of the pandemic, and we have continued to positions needed such as screeners. Paid sick-time and overtime has remained relatively stable.

The Financial & Activity Indicators chart demonstrates comparative financial, patient and staff activity indicators for 2020/21 and 2021/22.

It highlights the operating surplus and our stable financial position.

Patient activity has increased in all areas with acute care admissions over doubling compared to last fiscal year.

Financial & Activity Indicators	2021/22	2020/21
Financial Activity		
Operating Revenue	10,785,368	10,215,650
Operating Expenses	10,697,518	10,131,531
Operating Surplus / (Deficit)	87,851	84,119
Surplus / (Deficit) Including Net Building Amortization	(19,342)	(38,050)
Operating Margin %	0.81%	0.82%
Current Ratio	1.33	1.30
Working Capital	427,044	514,580
Patient Activity		
Acute Care Admissions	588	237
Acute Patient Days	1395	850
ALC Days	1671	1,518
Acute % Occupancy	56%	51%
Average Length of Stay (excluding ALC)	8.2 days	7.1 days
LTC/CC Patient Days	7,424	7,366
LTC/CC % Occupancy	90%	84%
Emergency Visits	4,174	3,790
Physiotherapy Attendance Days	2,143	1,808
Diagnostic Imaging Exams	3,324	2,982
Staff Activity		
Full-Time Equivalents (FTE) All Funds	86.3	83.1
% Paid Sick Time of Full-Time Hours	3.7%	3.9%
% Paid Overtime of All Hours	2.4%	2.4%

**Competent staff! Well trained
and professional staff**

**“Pride of Ownership”
An extremely clean
and well-
maintained
building**

**Strong
Infection
Prevention
and Control
measures**

Visible leadership team

**Strong Community
Partnerships**

Engaged Board of Directors

**Strong Patient and Family
Advisory Council**



ACCREDITATION CANADA

Accreditation 2022 Highlights

- Four-year Accreditation achieved!
- NDMH hosted surveyors from Accreditation Canada from April 11 to 13, 2022
- 97% of Required Organizational Practices (ROPs) were met
- Workplans are in place to address ROPs that require follow-up: two Major Tests for Compliance for Emergency Department and Long-Term Care, and one Minor Test for Compliance in Medication Management.

NDMH's Accreditation 2022 Team

Madison Boudreau | Judy Jean | All NDMH Employees and Physicians
Board of Directors | PRFCC Committee | Community Partners

*Thank you to everyone who played a part in our
successful Accreditation process*

BEARDMORE REGIONAL HEALTH CENTRE

The Beardmore Regional Health Centre is administered by the Nipigon District Memorial Hospital and provides primary health care to the residents of Beardmore, MacDiarmid, Rocky Bay, Jellicoe and the surrounding area.

BRHS Services

- Primary health care
- Well Babies
- Cancer care
- Adult Immunizations
- Diabetes management
- Referrals to specialist and other health care professionals
- Prescription renewals
- Wellness programs
- Community health education
- Emergency services during office hours and on-call
- Laboratory specimen collection and transportation
- ECG's
- Well Women/Man
- Diabetes Education Program with monthly RN visits
- Nutrition Counseling with monthly Dietician visits
- North of Superior Community Mental Health visits twice per month
- Foot Care every 2nd month
- Yearly Flu clinics
- Phone consults
- Monthly injections
- Ontario Telemedicine Network

The Beardmore Regional Health Centre (BRHC) continues to provide diverse health care options to the region. The clinic is open to all, including seasonal residents, visitors to the area and those who use the Highway 11 corridor for travel and to transport goods. Its staff care for those who are unable to travel to emergency departments and brings health care services closer to home. The Beardmore Regional Health Centre's goal is to improve the health of the general population by focusing on health promotion, disease prevention, and health maintenance.

MAJOR PROJECTS

Oxygen Cylinder Refill Station Skylight Replacement Boardroom Renovation

We're always finding ways to improve the care that we provide our patients and residents, and ensure that we're maintaining our facility.

A significant and striking feature of our hospital is the glass skylight in our main entrance. It provides us with a bright, natural space. HIRF funding was obtained to have it fully replaced. This was managed with no impact to our Diagnostic Imaging and Laboratory out-patient appointments, and with only a slight change to the normal directional flow of our patients, visitors and staff.



Boardroom Renovation

Our boardroom underwent extensive renovation exercise this past year with the installation of a sound and mic system, along with a touch-screen tv. The walls have been painted, and the shelving replaced with framed pictures and drawings.

We've invested in our employees through training, and now have two UNIFOR and one ONA representative who have their full Joint Health & Safety Committee certifications.

And, two of our employees are formally trained to fit NDMH staff with N95 masks, a requirement of our Respiratory Protection Program and critical during the COVID-19 pandemic.



Oxygen cylinder filling station

NDMH added an oxygen cylinder refilling station this past year, a significant addition to our oxygen producing system which eliminates our reliance on external parties to deliver filled oxygen cylinders to our hospital. We are one of the only facilities in Ontario that produces our own oxygen, and now we are fully independent.



Skylight replacement: the hospital's main entrance with shoring and the swabbing station moved temporarily