



NIPIGON
DISTRICT
MEMORIAL HOSPITAL

2023- 2024

ANNUAL

REPORT



A YEAR OF TRANSITION AND PLANNING FORWARD

Message from CEO

The 2023-2024 fiscal year proved to be a year of many changes for the Leadership Team and Board of Directors. The Leadership Team faced transitional contract support in the finance department and turnover in both the Chief Nursing Executive and Chief Executive Officer roles while the Board of Directors also saw long-term Directors ending their term with the Board opening seats to new members sitting at the table.

One of the first initiatives launched by the new CEO was an In-House Listening Tour with the aim to meet with all departments and as many staff as possible. NDMH and patients of the area are tremendously fortunate to have an incredibly dedicated and passionately committed group of people that come together to work as a Team of multi-disciplinary professionals to serve and care for our communities. It was both humbling and exciting to hear directly from staff their insights, experiences and suggestions to improve the organization as we lead forward together. The summary report of the In-House Listening Tour has now become a vital guiding document that has been helping to inform decision making and operational planning.

The Long-term Care Expansion Project remains a priority for NDMH but has needed to be reviewed with a new approach taken from the original conceptual design in order to build some needed momentum in the application process. NDMH Leadership Team is working diligently with the architect group, Ministry of Long-term Care and Ministry of Health in hopes to progress the project forward in the year ahead.

NDMH is a proud signatory and active member of Noojmawing Sookatagaing (Healing Working Together) Ontario Health Team (OHT) who collectively aims to be a leading integrated care system (health and human services) with partners working together to achieve the best outcomes and care experience for the people of the District and City of Thunder Bay. It's exciting to see how the development and movement that is being made and look forward to the continued evolution ahead.

Throughout the changes, transitions and project work, care continued to be provided and programs continued to run. The following report is an attempt to capture some of the highlights.

Shannon Cormier
President and CEO



Message from Board Chair

This fiscal year has marked a significant change in the membership of the NDMH Board of Directors. We've had some long-standing Directors complete their terms, and many new community members have stepped forward to fill the open Director seats.

On behalf of the Board, I would like to acknowledge and express our appreciation to Nancy Gladun, former Board Chair, as well as Directors Robert Beady, Eric Rutherford, and Gordon MacKenzie, for their commitment, dedication, and contributions to the NDMH Board over the years.

As challenging as change and transitions can sometimes be, they also bring opportunities for new beginnings and future possibilities. As a new Board, there has been a steep learning curve and much to absorb. Before jumping into action, we have committed to a robust orientation and onboarding process. We are taking the time to review our past as an organization, honestly assess our current state, and explore the possibilities and opportunities ahead, considering the local, regional, provincial, and broader contexts.

In the upcoming fiscal year, we will delve even deeper into this review process as we explore the future possibilities and opportunities for NDMH and our District Communities in relation to Health and Wellness. We will not do this in isolation; we look forward to extensive community-wide engagement and conversations aimed at gathering insights, recommendations, and a deeper understanding of people's visions for healthcare in our area as we move forward into the future.

Jay Lucas
Board Chair



Message from Chief Nursing Executive

Since taking over as CNE/LTC Administrator it has been a whirlwind of ups and downs, but most importantly, daily progress and lessons learned. It has been a pleasure to be part of a relatively new Executive Team and board as well as a relatively new Management team. Upon taking this position I speculated that it would be a steep learning curve, almost one year in I would say that speculation was confirmed true. The comfort for me lies in the fact that experiential learning will be the most useful kind of learning for this position, suggesting things will become progressively easier and more comfortable as time goes on. It is exciting to be part of a team that is on the same page, steering the ship in the same direction, and doing so as heavily invested members of the community we serve.

A few highlights ...

Partnership with Confederation College - Based on the success of a previous Personal Support Work (PSW) 'learn at home' program, NDMH has re-partnered with Confederation College that is supporting students work towards becoming Registered Practical Nurses, who, with any luck, will be interested in working with us at NDMH once they graduate!

Nursing Education - Ontario Health has been prioritizing education specifically for Emergency Department nurses. We have been successful in offering significant rural-designed online courses for our nurses. The courses are a great value to ensuring relevant rural emergency medicine training.

Registered Nurses' Association Ontario Best Practice Spotlight Organization Revisioning: NDMH has been proud to be considered a spotlight organization for a number of years now. With a new Leadership Team joining the organization, we are very excited to launch a process of revisioning and renewing our commitment to the program that ensures patients and residents receive care that is rooted in the most current literature vetted and informed by a team of nurses across Ontario.

Kyle Lemieux
Chief Nursing Executive



Message from Chief of Staff

As the reader may have gathered, this year has seen a veritable overhaul of NDMH's leadership. Our medical staff has also welcomed a plethora of new faces. For the past few years, there have been whispers of a physician husband-and-wife team interested in calling Nipigon home. I am pleased to announce that Drs. Massei and Fairservice are relocating to Nipigon to start full-time practice in the fall of the 2024-2025 fiscal year. This will bring us over complement for the first time in recent memory. Hats should tip to Kim Landry (the doctors' group clinic manager), who has quietly been recruiting this duo for the past four years. This duo will add significant capacity to the Physician Group and our ability to serve the Nipigon District communities.

Though this report is hospital-facing, I would be mindful to mention the changes at the Doctors' Group and Family Health Team. Access to high-quality primary care inevitably influences hospital functioning. Ms. Kim Landry, our long-time clinic manager of 15 years, took another position and will be sorely missed; we are grateful for her service and wish her the best of luck in her new role while welcoming Courtney Van Horne into the clinic manager role. The Family Health Team also has new executive leadership in Melissa Harvey and is now fully staffed with a new psychotherapist, Janelle Wawia. This service has been lacking for some time in our community, and we hope it will improve mental health access throughout our catchment.

In terms of new programs, in February, we secured a grant from the Society of Rural Physicians of Canada to host the CARE Course, an interdisciplinary course run out of BC. It consists of seven physicians, nurses, and paramedics, all training together for two full days of simulated rural cases. This was well received by all and should improve our small rural hospital's capacity to handle the various scenarios often challenging in a low-volume setting.

Finally, on a more sombre note, I want to reflect on the passing of Dr. Paul Warbek. Dr. Warbek was a staff physician for many years in Nipigon who also then locumed for many more. He was a great diagnostician responsible for elevating the care provided in this hospital in many ways. One of his many legacies was starting a comprehensive interdisciplinary addiction care program, which he pioneered locally. This has now been formalized in the Rapid Access Addictions Medicine program, for which we receive annual funding. Our thoughts are with his family.

Looking forward, I see a bright future for our hospital and medical staff. Though there has been an inordinate amount of transition this year, we are fully staffed with fresh faces and new ideas, ready to take on whatever challenges may lie ahead.

Dr. Ravi Dhaliwal
Chief of Staff



CARE Course Learning Event



Message from Chief Financial Officer

As we reflect on the fiscal year that ended on March 31, 2024, I want to take this opportunity to address the significant challenges we faced and express our gratitude for the support that has helped navigate these difficult times.

This past year has been marked by several financial hurdles. The retroactive payouts and increased wages mandated by Bill 124 placed considerable strain on our budget. The continued reliance on agency staff and the impact of inflation further exacerbated our financial pressures. Additionally, the cessation of the energy rebate led to a substantial increase in our hydro and gas expenses.

In light of these challenges, we are particularly grateful to Ministry of Health and Ontario Health Northwest for providing crucial support. The cash advances and one-time funding we received were instrumental in helping us manage our financial pressures. While these measures provided much-needed relief, they do not fully address the underlying base funding inequities we continue to face.

Despite these adversities, our team has demonstrated remarkable resilience and dedication. Thanks to their hard work and commitment, we managed to close the fiscal year with a deficit of \$121,107. While this deficit is not insignificant, it is a testament to our collective efforts and strategic management that it was not greater.

Looking ahead, we remain steadfast in our commitment to advocate for increased and equitable base funding. We are developing strategies to ensure long-term financial stability, including exploring cost-saving measures and efficiencies across our operations.

I would like to extend my heartfelt thanks to all those who have contributed to our organization during this challenging year. Your dedication and hard work have been invaluable, and we are deeply appreciative of your efforts.

As we move forward, we ask for your continued support and advocacy. Together, we can strive towards a more stable and prosperous future for our organization.

Thank you for your unwavering commitment. **Lauren Gilbert**
Chief Financial Officer



Message from Facilities, Heliport and Services Manager

Heliport Update

The Heliport requires ongoing compliance maintenance to ensure it meets requirements for ORNGE to safely land at our facility. This fiscal year required the helipad to be repainted.

Facilities Update

NDMH has a number of buildings to upkeep and maintain. Here are just a few highlights from the year:

The Maintenance Garage/Storage Room/Apartment building had the roof replaced using the allocated HIRF funding.

Thanks to community donations, the LTC tub rooms had 2 new tubs installed. One tub room also required new flooring prior to the tubs being installed.

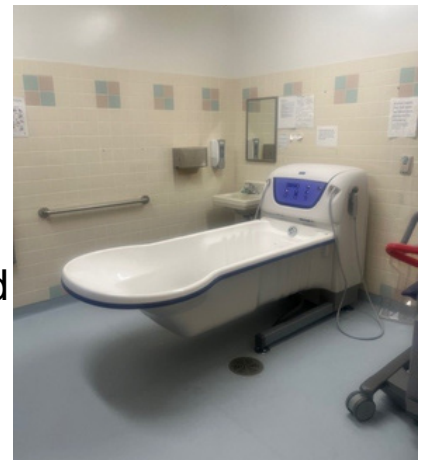
The hospital roof continues to be a concern with leaks appearing in different locations at various times. Reports and photos are being sent to the Ministry as roof leaks appear in hopes to access some support to have it repaired, or more ideally, fully replaced.

Both the Laundry and Housekeeping Teams have had increased volumes of work over the year, with the increasing numbers of patients being served as well as continued increased IPAC standards. NDMH continues to regular gain compliments for the cleanliness of the facilities.

The Maintenance Department was busy with day to day maintenance, work orders, requests and conducting preventative maintenance. Patient/Resident rooms continue to get repaired and painted when they become available.

Doug Mangoff
Facilities, Heliport and Services Manager

6 HELICOPTER
PATIENT
TRANSFERS FROM
NDMH HELIPAD



The Year in Numbers ... NDMH

4973

EMERGENCY
DEPARTMENT
VISITS

1652

ACUTE CARE
DAYS

194,159

POUNDS OF
LAUNDRY

99%

LONG-TERM CARE
OCCUPANCY

9262

LAB
PATIENTS

2132

PHYSIOTHERAPY
PATIENTS

4124

X-RAY & ULTRA
SOUND EXAMS

\$110,903

FUNDRAISING/
DONATIONS



The Year in Numbers ...

Beardmore Regional Health Centre



SERVING:

BEARDMORE, JELICOE,
MACDIARMID, &
BIINJITWAARIK
ZAAGING
ANISHINAABEK

1494

BEARDMORE CLINIC
PATIENTS SEEN BY
NP

272

PHONE
CONSULTS

58

REFERRALS TO
SPECIALISTS

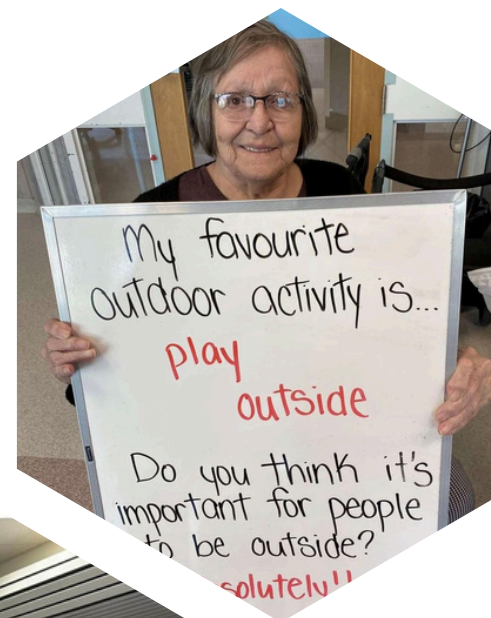
30

OFF-SITE
PATIENT
VISITS



Behavioural Support & Activity Coordination for Long-term Care

Regular monthly calendars are always chalk full with fun and meaningful activities for the residents at the NDMH Long-term Care Home. This year we had a number of Coffee and Conversations, special celebrations, different activities and school visits!



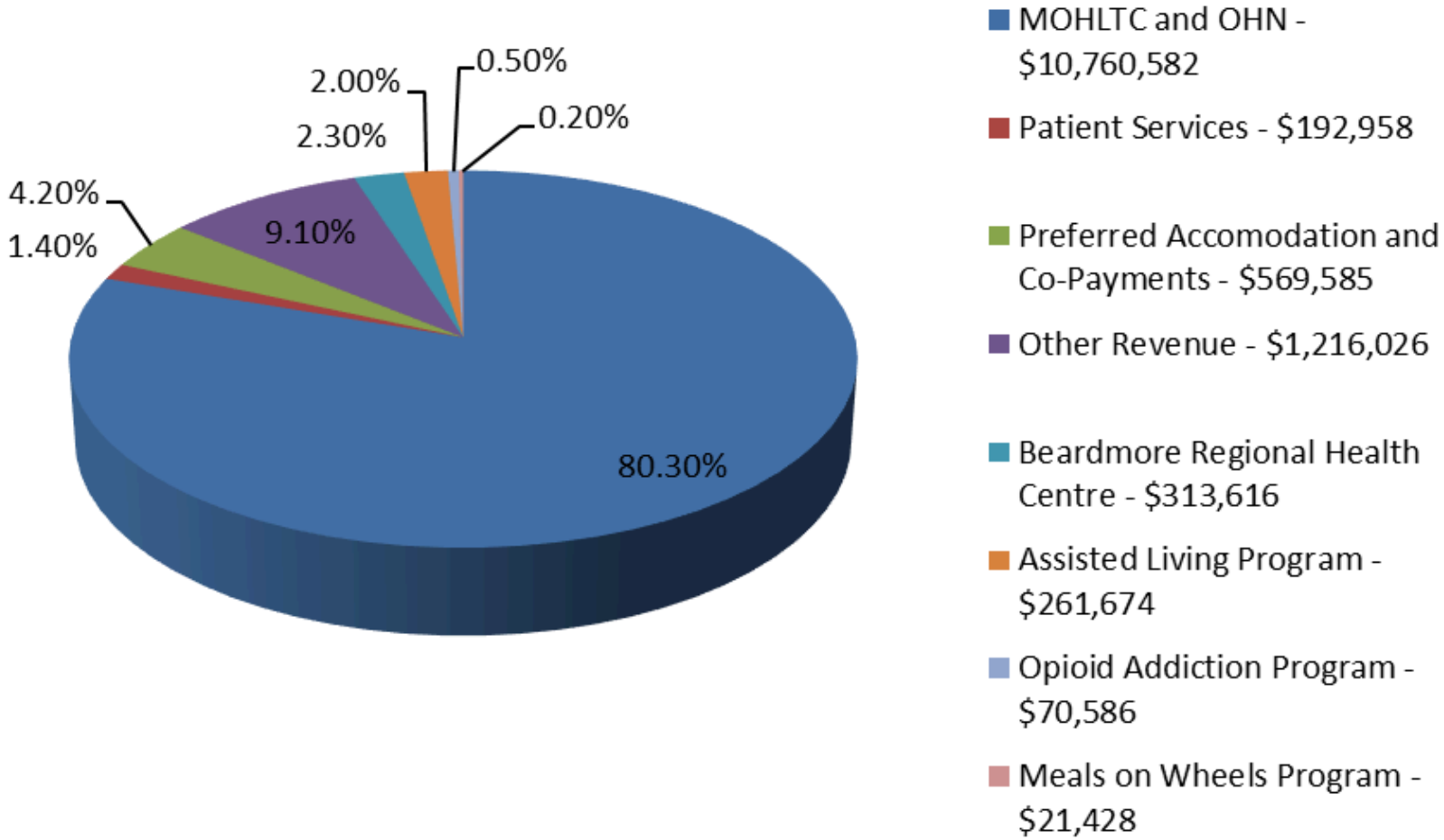
The Kitchen is often 'The Heart of the Home'

The NDMH Dietary Team work exceptionally hard each day to ensure the residents, patients, staff, learners, physicians, visiting partners and community members are nourished. They also go above and beyond helping to make many events memorable by giving their attention to every detail. The cooks and dietary aids truly pour their heart and soul into all they do and their efforts are gratefully enjoyed by all.



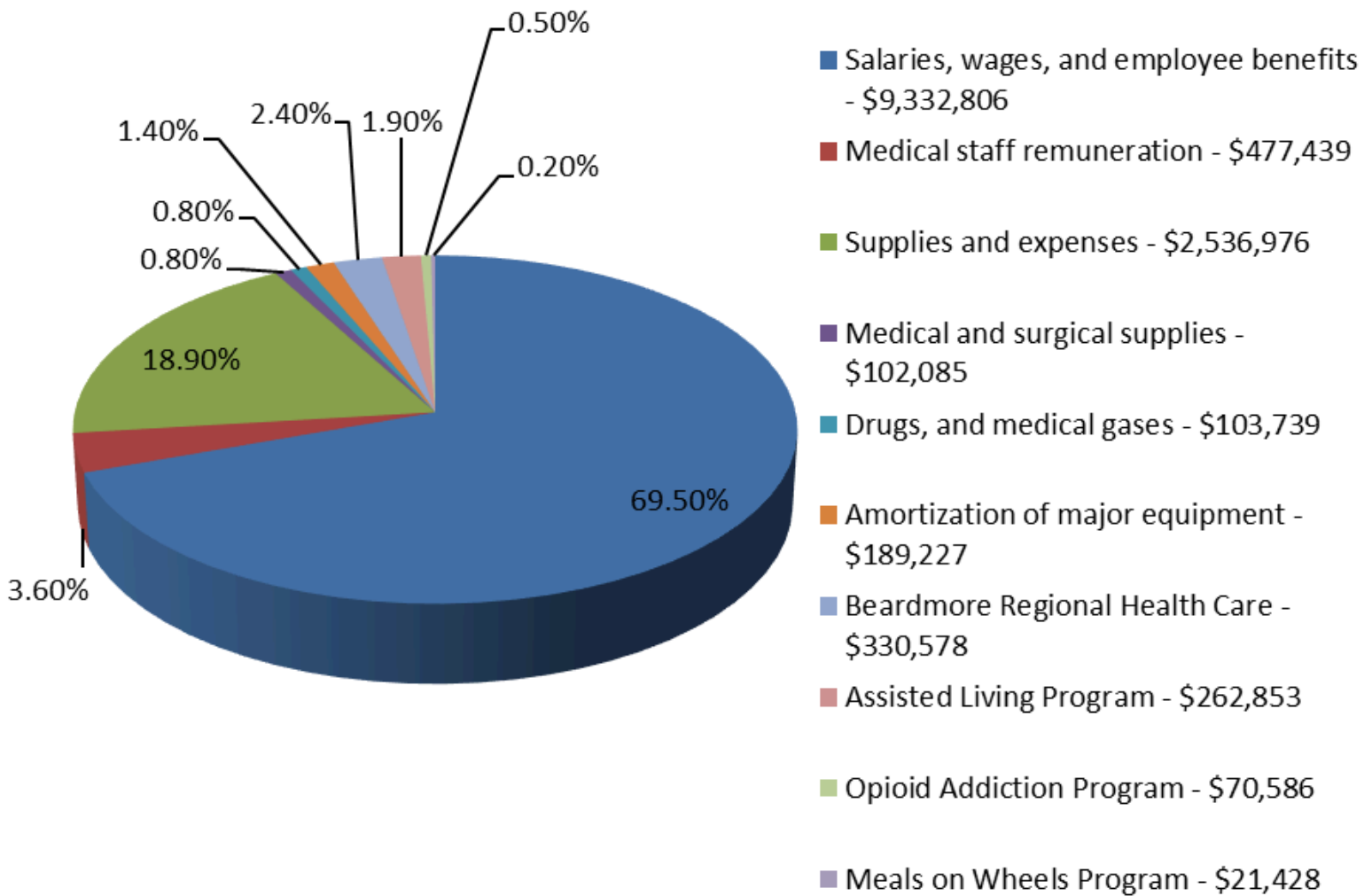
Fiscal Financial Summary

STATEMENT OF OPERATIONS – REVENUE



Fiscal Financial Summary

STATEMENT OF OPERATIONS – EXPENSES



Introducing the Healthy Workplace Committee

In the 2023-2024 Fiscal Year, NDMH brought three different committees under one umbrella entitled Workplace Wellness as a pilot to test if this one committee model would find some efficiencies for our small hospital. The three areas of focus include Joint Health and Safety, Psychological Safety and Violence in the Workplace. The small yet mighty group of staff, union reps, and management that make up the Committee have been working collaboratively to form the foundation of this new model as well as organize a few projects to support, encourage and nourish wellness in the workplace.



A few highlights ...

SELF-CARE BINGO

FUN WELLNESS ACTIVITIES

FRIDAY FUN-DAY ACTIVITIES

HEALTH AND SAFETY WORKPLACE INSPECTIONS



3193 KM

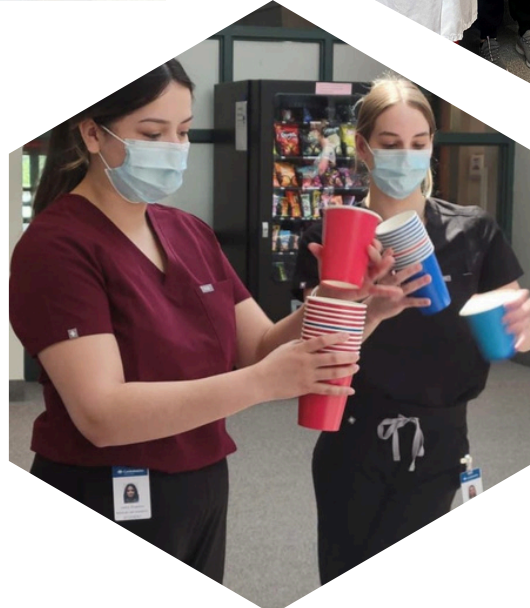
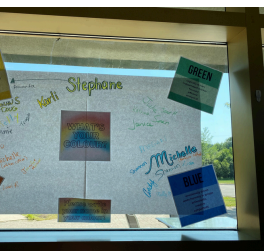
IN THE "WALKING IN THE DISTRICT CHALLENGE" WITH NOSP

OCC HEALTH & WELLNESS PLANS

LAUNCHED THE WELLNESS WAGON!



9 ON-SITE MENTAL HEALTH IN THE WORKPLACE TRAINING SESSIONS WITH 70 PARTICIPANTS





Vision

Partnering for a healthier tomorrow

Mission

Deliver excellence in rural health care with our partners for all residents in our communities

Values & Philosophy

Patient/Resident & Family Centered Care is at the center of everything we do

Integrity

Respect

Accountability



Meet the NDMH Board of Directors



JAY LUCAS
BOARD CHAIR



DEANA RENAUD
DIRECTOR



TERRI LYNN ELLIOTT
DIRECTOR



ASHLEY DAVIS
DIRECTOR



SUZANNE LYNCH
DIRECTOR

Ex-Officio Members

Shannon Cormier, President & Chief Executive Officer/Secretary

Kyle Lemieux, Chief Nursing Executive

Lauren Gilbert, Chief Financial Officer

Dr. Ravi Dhaliwal, Chief of Staff

Dr. Jonathon Scully, President, Professional Staff





**125 HOGAN ROAD
NIPIGON, ON
POT 2J0
TEL: 807-887-3026
FAX: 807-887-2800**

