

ANNUAL REPORT

2017-2018



TABLE OF CONTENTS

Foundational Statements	1
Board Chair Report.....	2
President & CEO Report.....	3
Medical Advisory Committee Report	4
Report from the Hospital Auxiliary	5
Report from the Foundations	6
Board Committee Structure	7
Board of Directors.....	8
Professional Staff Leadership	8
Patient Services	9
Statistical Reports.....	10
Audited Financial Statements	Appendix A

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

Excellence

Accountability

Team Work

Respect

Social Responsibility

Safety

MESSAGE FROM THE BOARD CHAIR



This is my second opportunity as Chair to report on the activities of Temiskaming Hospital and I am pleased to provide it along with some comment on the future direction of the hospital. It has been a busy year for the Board with the resignation of our previous Chief Executive Officer (CEO), Margaret Beatty, and the hiring of a new CEO, Mike Baker. The Board only has two people in its employ, the CEO and the Chief of Staff. The CEO is responsible for the hiring of the rest of the staff, including the Senior Leadership Team, but is accountable to the Board through the implementation of various policies that are established by the Board and reporting on these activities to the Board. The governance of the hospital is by policy and the running of the hospital is through operations that follow the policies established by the Board but implemented by

the management team.

The Chief of Staff is responsible for clinical and medical matters within the hospital and ultimately answers to the Board. Our previous Chief of Staff, Dr. Femi Olokodana, resigned this year to return to the United States to be closer to family. I am pleased to report that Dr. Colleen Davies has been appointed as our new Chief of Staff. The Board is anticipating working with her over the next two years in the provision of quality care to the residents of Temiskaming. She has been practising in New Liskeard for many years with her husband, Dr. Don Davies, and they are now part of the Great Northern Family Health Team. Thanks also to Dr. Pat Logan for acting as interim Chief of Staff and now as Vice President of the Professional Staff and to Dr. Nichole Currie as President and Dr. Glenn Corneil as Secretary of the Professional Staff.

Mike is a local man with experience in the hospital sector as well as at Northern College and in the private sector with Northern Telephone and Grant Forest Products. Coming from the north and being a resident of a small community, Mike brings an understanding of the complexities of living in the north and in a small community to the operations of the hospital. He joined the hospital on January 15, 2018 and has adjusted admirably to his new role. He has been actively working to fill the unused space in the hospital and some exciting announcements will be made in the near future. He has also been in consultation with the NE LHIN over possible shared services with other agencies and is actively seeking synergies with them to provide more complete "Care Close To Home".

The hospital could not function as well as it does without the work of our volunteers and I would like to recognize their efforts. There are close to 100 volunteers at the hospital and all contribute to the successful care provided to the residents of Temiskaming. It is a fine example of what a community means and what can be accomplished by working together.

Richard Beauchamp, retired VP from North Bay Regional Hospital, served our community admirably as interim CEO after Margaret's departure and was a great resource to the Board in implementing our Executive Compensation Package, assisting the Board in its selection process for the new CEO and in guiding the Board through the transition period to our new CEO.

In closing, I would like to thank the Directors for their confidence in my Chair, for their support and enthusiasm over the year and for their cooperation in making things work. A special recognition should be mentioned to Pat Willard-Inglis for assuming the Chair role in my absence. I regret to announce that two trustees are resigning this year but that their positions have been filled with other qualified candidates. It is reassuring to note that we had more applicants than positions available this year, a positive situation and a reflection of the interest in the hospital's operations. John Bernstein and Teb Phala have been committed volunteers but their career demands require them to move on. I thank them for their valued contribution to the Board's functions and look forward to their future involvement as their opportunities allow.

Respectfully submitted,
Bruce Hawkins O.D.

MESSAGE FROM THE PRESIDENT & CEO

It is indeed a pleasure to present my first annual report as Temiskaming Hospital's President and CEO.

I want to start by thanking the tremendous staff and professional staff at the Hospital. We are fortunate to have a clean, well laid-out hospital, but that is just the bricks and mortar. What makes Temiskaming Hospital so special is the dedication and commitment of the people who work here. The volume of patients in our rooms and in the Emergency Department and in fact, the acuity (or the measure of how sick they are) have been off the charts for the last four months of the year. And yet, we have worked together to figure out staffing levels, to find places for all of the patients who needed us so badly and to ensure they received the best care possible.

From an operations perspective, we finished the year with a small surplus of just under \$8,000, no small feat considering the pressures in the health care sector. Investment in the hospital continues with several major capital projects started this year and continuing on into 2018/2019. The upgrade of the Pharmacy will cost \$450,000, but will ensure accurate and safe mixing of cancer treatment medications long before the associated legislation takes effect. A further \$1,800,000 will upgrade two major pieces of Diagnostic Imaging equipment and the related rooms that house the equipment. Our fluoroscopy suite and our x-ray suite will be fully modernized by the fall of 2018.

A significant amount of time has been invested in both internal and external relationships and in collaborating with our health care partners. Our focus has been to improve communication and involvement with our partners. We have had an intentional increase in the communication through media such as The Speaker, CJTT, our Facebook page and our website to ensure our community knows more about us. We have been working with partners such as Centre de santé communautaire du Témiskaming to determine patient needs, we have rekindled relationships with the North Eastern Hospitals so we can address common issues together and we contributed to the District School Board Ontario North East strategic plan. Internally, communication has been enhanced by spending time "on the floor" and by providing a monthly memo on key items happening at the Hospital.

As another sign of the success of this increased communication, we have several interested parties for the vacant space in the hospital, more than we can possibly accommodate. Stay tuned for some interesting announcements in the new fiscal year as all of the potential partners are well aligned with the hospital and with the continuum of care.

Three major decisions have been made by placing the patient at the center of the decision making matrix. First, Community Cancer Care was welcomed back to the hospital. Many of our community members rely on the financial and emotional support provided by this nationally unique organization. Community Cancer Care moved into their new office just down the hall from the rooms where these patients receive their treatment. Second, the registration of patients using the many specialty clinics provided at the hospital will now be handled at the specialty clinic entrance versus the main entrance, at no extra operating cost. Patients with visual and mobility challenges will no longer have to traverse the hospital to get to their specialist appointment. Finally, well for 2017/2018 anyway, the cafeteria received approval from the Board of Directors to be reopened in the fall of 2018.

We closed off the fiscal year with new branding, a new logo to signify that we are changing and to recognize our commitment to obtaining French Language certification. As well, we held several meetings with the Indigenous community and will establish an Indigenous Health Services Circle to discuss ways in which we can improve the services and the way those services are delivered to our Indigenous population.

In closing, I would like to thank the Board of Directors for placing their trust in me and to again thank the outstanding team at the Temiskaming Hospital. I look forward to continuing this journey with you.

Respectfully submitted,
Mike Baker, CPA, CGA

MEDICAL ADVISORY COMMITTEE REPORT

There have been a number of changes this past year. Dr. Femi Olokodana left in December 2017. The Medical Staff endorsed my nomination for interim Chief of Staff with Dr. Olokodana's departure. It is noteworthy that I felt he was passionate about his position and performed the duties of Chief of Staff at an exemplary level. We of course support him in his decision to relocate to be with his family and wish him every success.

Collective members of the MAC including Drs. Colleen Davies, Jean Corbin, Steve Sears, Khaled Elgadi, Nichole Currie, Evan Roberts, Bojana Mitrovic, have proved invaluable in addressing the issues that have come to light in the past few months. Significantly, Dr. Colleen Davies will be taking over the position shortly and I feel she is an excellent candidate for Chief of Staff.

In Diagnostic Imaging, we will have a new fluoroscopy suite at the end of May and an x-ray suite by the fall. A renovation project of our pharmacy cleanroom is underway to ensure compliance with regulations. This will improve the safety of preparing chemotherapeutic agents.

Drs. Mitrovic and Roberts have been very welcome additions to our Medical Staff. Dr. Roberts has displayed incredible enthusiasm for improving radiology services at our Hospital and works tirelessly to do so. Dr. Mitrovic continues to review practices to enhance our laboratory services.

Regrettably, Dr. Mark Churman who has been with us since June 2001 will be leaving us in the next several weeks. His contributions to the Temiskaming Hospital with respect to patient care as well as serving as a past Chief of Staff are very much appreciated. We wish him well in his future endeavors.

We have recruited new physicians to the Medical Staff; Drs. Ryan Sayer, Meaghan Alexander, and Brittany Barron have already proven to be invaluable assets to our team.

Due to the efforts of Dr. Don Davies, the hospice palliative care suite has continued to prove to be a huge part of patient care in our hospital. The family of Beverly-Ann Boros for whom it was named, provided the much needed financial support for this project.

Perhaps the most significant issue during my tenure as Chief of Staff was the hiring of a new CEO for the Temiskaming Hospital. I was very much appreciative of the Board's decision to have the three physicians involved in the selection committee. I feel this represents a very strong indication of the Hospital Board's willingness and desire to work with the Professional Staff. Certainly this dedicated group of individuals deserves credit for steering us into a new era for Temiskaming Hospital. The hiring of Mr. Mike Baker will no doubt facilitate a new spirit of cooperation and dedication toward patient care.

I would be remiss to not point out the efforts and commitment of all members of the Professional Staff. The strength of any group, of course lies within the individual parts and collectively we have a very strong team – one I am proud to be a part of.

Respectfully submitted,

Dr. Patrick Logan
Chief of Staff

HOSPITAL AUXILIARY REPORT



The Healthcare Volunteers are very proud of their accomplishments throughout the year to support the Temiskaming Hospital. The Gift Shop, a very important source of revenue, is managed and operated by volunteers. Our members continues to volunteer in ER, Day Medicine and Hairdressing areas which is significantly beneficial to patients.

Recruiting new members is an on-going task through local newspaper, cable TV, Facebook and through family and friends. We are pleased to welcome seven new volunteers this year.

In November, we began to organizing our first bake sale and raffle event that was held in December. It was a huge success and well exceeded our expectations. The support from the hospital staff was super with posters to advertise and help with baking. The volunteers were generous bringing in plenty of delicious baking and goodies. The local merchants were very supportive. They were pleased to donate gift certificates for the raffles and we're glad to support our fundraising activity. The raffle raised over \$800. The bake sale alone raised over \$1,600, plus we received donations from visitors making the grand total of the event to over \$2,600. The gift shop held their pre-Christmas sale on the same day. Between the bake sale and the Gift Shop sale, over \$5,000 was raise at the hospital in one single day. The staff, patients and visitors were extremely supportive. Everyone was enjoying the festive atmosphere and making it a fun day. All proceeds from the activity were spent on equipment from the capital equipment list. Hopefully that fun day will become an annual event added to our other fundraising activities such as Navada tickets and our regular raffles.

A painting given by Maureen Steward and Laura's Art Shoppe (artist: Diane Green) titled the "Maternity Ward" and valued at \$350 will be raffled in the coming months.

Through the year we received a request for a contribution to the capital equipment list presented by Erin Montgomery, Chief Nursing Executive and Director of Patient Services for different hospital equipment. The members approved the purchase of the following items 4 - wheelchairs \$6,400; 3 - bassinets \$2,250; 1 - Gynecology stretcher \$6,000; and 1 - narcotic vault for the hospital pharmacy \$8,210.

Also in November 2017, delegates attended the HAAO Convention in Toronto. The theme was "Celebrate Change". Allison Massari was a Top Motivational Keynote Speaker on Resilience, Change, Adversity and Triumph. Speaker for Patient Experience in Healthcare/Burn Survivor/ Visual Artist - Allison's message made it clear that as volunteers, we have the power to transform lives. It was a very touching and emotional presentation. All other work shops were greatly educational and appreciated.

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 long term patients to help purchase material needed for different activities and special events. A large Christmas tree was also purchased for the front entrance of the hospital. This added a special Christmas atmosphere for patients and visitors.

Four delegates will attend the Spring Conference in Little Current in May//2018. The theme this year is "Mind, Body, Spirit". Upon their return the delegates will share their experience and what they learned by giving a brief report at our next regular meeting.

Our Volunteer Appreciation Dinner held on April 23, 2018 was exceptional. Members got to meet our new CEO Mike Baker. It was interesting to receive information on the new up-coming projects for the hospital. One of them is the possibility to re-open the hospital cafeteria which will be greatly appreciated by the staff, ER patients, family and visitors. Lots of great changes are in the air. Again thank you to the Hospital Board for this encouraging gesture and their continued support.

Respectfully submitted,
Diane Chartrand Vachon, Auxiliary President

A REPORT FROM THE FOUNDATIONS



The Care Close to Home Campaign reached an important milestone in year 2 and announced that \$4M has been raised. We sincerely thank the community for its ongoing support. The main focus of funding was to replace equipment in the two Radiology Suites at a cost of \$1.8M. The Radiothon was successful again this year and provided funds towards the purchase of the pulmonary function testing machine.

Bylaws were amended to increase membership on the Board as well as the number of meetings. Jim Brookfield, Denis Lacroix and Patricia Willard-Inglis are welcome additions to the Board. Meetings increased from quarterly to at least 8 per year.

Isabelle Lacroix-Breton was hired as Foundation Manager on August 14, 2017. The Mission/Vision Statement was approved and it will be displayed in the office and on the bulletin board.

The Board approved the Hospital's request for the new logo to be used by the Foundation. A special thanks to Hospital Administration for their ongoing 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 2017 annual report.

While we have entered into a period of time where it is becoming more difficult to sustain the level of investment returns we have enjoyed in the past, the CAT Scan Foundation was still able to contribute \$155,000 towards the hospital's expenses to operate the CAT Scan in 2017. With this donation in December of last year, the CAT Scan Foundation reached a significant milestone of over 1 million dollars donated to the hospital since the

Foundation's inception in 2004.

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

- Admission & Discharge Committee
- Anesthesia Service Committee
- Credentials Committee
- Emergency/Special Care Committee
- Infection Control 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
John Bernstein
Deborah Murray
Richard Beauchamp
Mark Everard
Teb Phala
Dan Fenety
Georgette Saxton
Dr. Patrick Logan, Chief of Staff
Dr. Nichole Currie, President-Professional Staff
Dr. Khaled Elgadi, Vice President-Professional Staff/Senior Advisory Physician
Erin Montgomery, Chief Nursing Executive

PROFESSIONAL STAFF LEADERSHIP

EXECUTIVE

Chief of Staff: Dr. Patrick Logan
President: Dr. Nichole Currie
Vice-President: Dr. Khaled Elgadi
Secretary: Vacant

CHIEFS OF SERVICE

Anesthesia: Dr. Vincent Dubois
Dentistry: Dr. Rick Caldwell
Emergency/Special Care: Dr. Jean Corbin
Medicine: Dr. Colleen Davies
Obstetrics/Gynecology: Dr. Steve Sears
Surgery: Dr. Khaled Elgadi

MEDICAL DIRECTORS

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

CLINICAL ADVISORS

Cardiopulmonary: Dr. Andre Hurtubise
Day Medicine Program: Dr. Andre Hurtubise
Rehabilitation: Dr. Don Davies
Long Term Care: Dr. Don Davies
NOSM Liaison: Dr. Stacy Desilets

Clinical Programs and Services



On-Site Services/Partnerships

Canadian Mental Health Association (CMHA)
 CBI Physiotherapy & Rehabilitation Centre
 Community Cancer Care
 HSN Chemotherapy/Oncology
 NE LHIN Home and Community Care
 North Eastern Patient Transfer Service (NEPTS)
 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

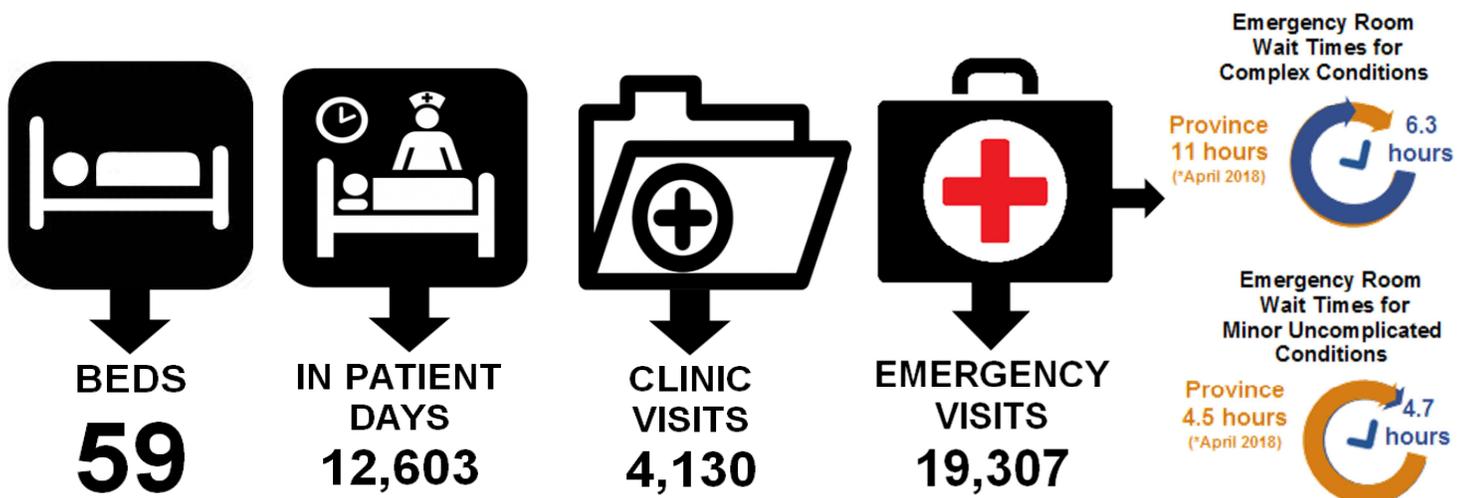


Orthopedics
 Pediatrics
 Psychiatry
 Urology

PATIENT CARE STATISTICS



Category		Actual to March 2018
Total Weighted Cases		2,077
Medical Surgical	Patient Days	12,603
	Separations	1,183
Intensive Care	Patient Days	779
Obstetrics	Patient Days - Adult	744
	Patient Days - Newborn	542
	Separations - Adult	319
	Separations - Newborn	280
Chronic Care	Patient Days (Resource Utilization Group days)	1,016
Operating Room	Inpatient Cases	177
	Outpatient Cases	1,675
Ambulatory Care	Emergency Visits	19,307
	Chemotherapy & Supportive Care Visits	690
	Clinic Visits	4,130



PATIENT CARE STATISTICS CONTINUED

DISTRICT-WIDE PROGRAMS

