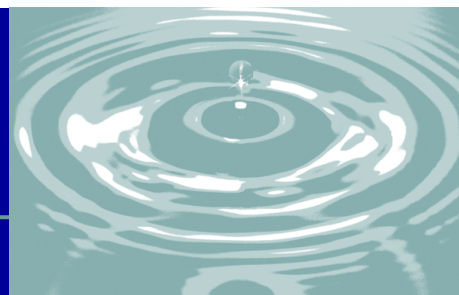
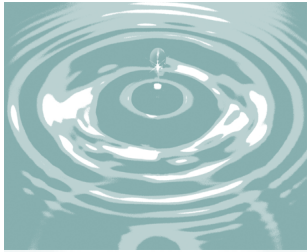


Temiskaming Hospital



Annual Report

2008/2009



Annual Report 2008/09

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NOTE: Financial Statements available separately.

The Water Drop Principle

When a drop hits the surface of a pond, a series of ripples are dispatched from the point of impact.

For our organization to reach its full potential, the surface of the water (i.e. the hospital) must be sufficiently agitated by the initial impact of the drop (i.e. the support of the Board and Managers). The managers, staff, physicians and volunteers do their part to reach our goals, sending ripples to all sides of the pond, to the outer edges, where patients, partners and volunteers are to be found.

Energy is the key to ensuring that at each stage of the process, our goals are extended to contacts outside our organization.

Foundational Statements

Mission

Temiskaming Hospital will provide the best health care to our local communities.

Vision

Temiskaming Hospital aspires to be a model for rural health care.

Values

Leadership: In leading, we must all provide a sense of purpose, giving direction and inspiring others to reach for shared goals.

Accountability: To be accountable, we need to demonstrate responsibility for our actions, standing behind our efforts as we reach for excellence.

Teamwork: To succeed, we need to have faith in each other and believe in the power of our combined and aligned efforts.

Professionalism: To be professional, we understand that our mission requires each of us to act in a manner that inspires confidence and trust in our organization.

Integrity: Everyone expects us to be honest, ethical and responsible for our actions.

Communication: To enhance our performance, information must be effectively given, received and understood by everyone with a right to know, always mindful of our obligations for confidentiality.

Commitment: We need to accept responsibility for achieving the goals of our hospital.

Partnership: To succeed, we need to work in collaboration with other individuals and organizations, providing a strong network of care, maximizing available services and minimizing gaps within the health care system.





A Report from the Board Chair and Chief Executive Officer

This Annual Report covering the fiscal period April 1, 2008 to March 31, 2009 is a joint report prepared by the Chair of the Hospital Board of Directors, Mrs. Georgette Saxton and the Hospital's Chief Executive Officer, Mr. Bruce Cunningham.

FINANCES

There is much more to operating a hospital than the finances. However, the resources that we are given do drive our abilities to provide the required care and services we offer. The year ended with a very minor surplus of \$42,438 (before amortization of plant and property at \$621,364 which is not recognized by the Ministry of Health and Long-Term Care). The volume of services delivered over the past year was higher than projected and outlined in our accountability agreement with the Northeastern Local Health Integration Network (NELHIN).

The current 2.1% that has been given as an increase to our budget for this upcoming year will not be adequate and Management is working on this with the Board of Directors.

QUALITY AND PATIENT SAFETY

In hospitals internationally, a tremendous emphasis has been placed on quality and patient safety in the past year. At Temiskaming Hospital this has also occurred. Your Board of Directors, through its Quality and Service Committee has devoted a lot of time reviewing various indicators that the Board will track. Management has implemented safety walkabouts to discuss and learn from staff the issues that can be improved. An open "no blame" culture is being developed and fostered to encourage staff and physicians to bring forward issues that should be improved from a systems perspective.

TIMISKAMING HEALTH SERVICES STUDY AND INTERGRATION OPPORTUNITIES

The hospital continues to look at opportunities to cooperate with other health care agencies in the area that will improve patient care, provide management efficiencies or reduce expenditures. In December, a joint initiative was taken with the Englehart and District Hospital and the Kirkland Lake and District Hospital with the hiring of the shared senior position of Director of Human Resources. We welcome Mike Baker and his expertise in this field to our senior team and hopefully through him we will be able to identify further opportunities between the three hospitals to be explored.

A Report from the Board Chair and Chief Executive Officer (Cont'd)

HEALTH HUMAN RESOURCES

The shortage of health human resources continues in many countries. The Board of Directors acknowledged the difficulties in recruiting and approved financial incentives for nursing staff which has helped to fill vacant staff positions in the past year. Partnerships with other groups and an active Temiskaming Shores and Area Physician Recruitment and Retention Committee continue to address the physician shortage. Increased financial incentives are now being provided to physicians for relocation to our area and a program has been developed for medical students who are in at least their third year of study and wish to sign a return of service agreement. Efforts to obtain a Family Health Team for New Liskeard have been a prime focus for some time and we await the call for proposals by the government so that our finished proposal can be submitted.

It was wonderful to see Dr. Stacy Desilets return to our community with an intent to open a medical practice. Stacy has been participating in our Emergency Department rotations and will be opening her practice this fall.

ALTERNATE LEVEL OF CARE PATIENTS

In 2007 – 2008 the Board of Directors had to make a difficult policy decision with respect to Alternate Level of Care Patients (ALC). This refers to patients who have completed their acute treatment in the hospital and now require services in a different type of setting, most often a nursing home. The Board had to restrict the number of beds to 13 for this type of patient to ensure that beds were available for those requiring acute care treatments. Once the number of ALC patients reaches 13, further patients are to be transferred elsewhere, if a different facility can accommodate them. Fortunately our number of ALC patients declined and although the policy remains in effect, it did not have to be utilized.

REPORTABLE INDICATORS

A number of indicators must now be reported monthly and appear on the Ministry web-site: “http://patientsafetyontario.net/Reporting/En/PSIR_IndicatorReporting.aspx?hosptId=2207&selType=2&LHIN=0&city=&pc=P0J1P0&dist=50”. In addition the Ontario Hospital Association has developed their own web-site entitled “www.myhospitalcare.ca” where information on a particular hospital may be found. Similar information is also posted to the hospital website at “www.temiskaming-hospital.com”

The Board of Directors and Management support this public reporting of information. At the end of your package you will find some of this information.

A Report from the Board Chair and Chief Executive Officer (Cont'd)

QUALITY OF WORK LIFE INITIATIVE

Preliminary work began at the end of our last fiscal year with approval for this 5 stage project. Since then a comprehensive hospital wide survey of employees was undertaken to identify areas staff felt could be improved. Each department has set at least one goal with the intent of more being developed over time to address the issues. Corporate goals have also been identified. As part of the Accreditation process another survey of employees was also taken.

During the process the suggestion of a nursing review was put forward. The review was conducted and the report has been shared with the nursing staff. While some implementation of this report has taken place, limited finances have restricted management from doing everything they feel should be done.

ACCREDITATION

The Hospital had its Accreditation survey on April 6, 7 and 8 of 2009. While not officially in the year in which we are reporting, a tremendous amount of work went into preparation for the survey. We would like to take this opportunity to thank the staff, physicians, and trustees for their efforts which brought forward our pleasing results. Identification for areas of improvement is why we voluntarily undergo this external review and we will elaborate further in next year's report on the actions taken as a result of the survey.

SMOKE FREE PROPERTY

As a health care facility the hospital needs to promote wellness and not simply take care of individuals once they are sick. For that reason the Board made a decision to ban smoking on the Temiskaming Hospital property (including the parking lots) effective July 1.

Smoking cessation programs for patients and staff are being offered to assist with this change.

MEDICAL STAFF

We would like to thank and acknowledge the contributions of our Medical Staff in the care of our patients. In particular Dr. Jean Corbin for his work as Chief of Staff and the leadership that he has demonstrated in his first year of service in this demanding role.

A Report from the Board Chair and Chief Executive Officer (Cont'd)

AUXILIARY AND VOLUNTEERS

No annual report could be complete without acknowledging the efforts of our Auxiliary and volunteers. We would like to thank each of those special individuals who give their time to make such a positive difference in the care we provide.

It was with pride that we saw Sue Dukovac acknowledged this past fall with an Honorary Life Membership with the Hospital Auxiliaries Association of Ontario for her many years of continual service and dedication to our Auxiliary.

THANK YOU

Lastly, we would like to thank the Board of Directors who also volunteer their time and expertise to govern the hospital.

Fulfilling the role of a Trustee is not always easy but each member finds it rewarding in their own way. Each of us continues to learn and deal with the ever increasing complexity of hospital and health care issues. Our Board of Directors functions well as a team and enjoy the positive interactions with the management staff.

Jim Graydon resigned from the Board of Directors in September 2008 and Richard Beauchamp in April 2009. We would like to thank both Jim and Richard for their services. Also, leaving the Board of Directors after 7 years of service is Sue Dukovac. Sue, we thank you for the contributions you have made over the years and the role that you have fulfilled as President of the Auxiliary and liaison with our Management and Board.

John West unfortunately can not be here this evening. We extend our tremendous gratitude to John for his 12 years of service to the Board, especially for his leadership in executive roles including that of Chair.

Sue, will you please come forward so that I may present you with a token of our appreciation.

Respectfully submitted,

Georgette Saxton,
Board Chair

Bruce Cunningham,
Chief Executive Officer



A Report from the Chief of Staff

It has been my pleasure to be the Chief of Staff for the year 2008-2009. I have to say it's been a challenging first year. The main focus early in the year was to improve the work environment of the hospital. With the input from the consultant Dr. Yardley, the ongoing effort from the administration of the Temiskaming Hospital teaming up with the hospital staff we have achieved a healthier work environment. There have been some major steps in changing the work culture at Temiskaming Hospital. The no blame culture, better communication between teams and individuals, and using processes and procedures already in place really makes the work at the hospital much more collegial. We have to congratulate ourselves in moving toward a common goal.

The second challenge would be the Accreditation process that we had in April 2009. This is always an anxious moment as there are lots of weeks and months of preparation before the accreditation team walks in and evaluates the hospital. We were quite happy with the review. There were strong points featured in the report but also weaknesses that we need to improve upon. The administration and the hospital staff are making these changes and will continue to do so. Every effort will be made to improve patient care and quality of care in the near future.

The emphasis from the OHA and Ministry of Health are Patient care and Quality of care. We will be focusing more and more on processes to assure that these are taken care of throughout the hospital and at the clinical committee level. This is a new focus for the hospital even though this has been done on a daily basis; now we have to close the loop and show on paper that this is being done and followed upon.

Lastly, Temiskaming Hospital may have a workforce issue in the near future. The Emergency Department, where the numbers of physicians have been declining over the last few years, may become an urgent matter. We are working very hard at getting Locums but it is our ultimate goal to find permanent physicians to work in the Emergency Department.

Family physicians are also needed in the Temiskaming Shores area as there are 6 vacant positions. We will also be reviewing shortly the manpower in the operating room as we will most likely have a shortage in the next 5 years. As we all know recruitment of a physician takes time and we need to start thinking today for the future.

A Report from the Chief of Staff (Cont'd)

I would like to thank my colleagues for supporting me in my first year in the position of Chief of Staff. Especially Dr. Steve Sears, the President of the Medical Staff and also Dr. P.J. Pace who has just finished being the senior advisory physician for the year 2008/09. I would like to thank Dr. Raymond Rahn as the returning secretary. I would also like to welcome back Dr. Steve Goddard who accepted the position of Senior Advisory physician for the next two years.

I would like to thank Bruce Cunningham, Chief Executive Officer for being available and open to my ideas and suggestions. I would like to also thank the board members who have their hearts in the best interest of the hospital.

Sincerely Yours,

Dr. Corbin,
Chief of Staff



A Report from the Auxiliary President

The Auxiliary and volunteers had another busy year.

It's surprising how the hours mount up over the year. The Emergency Department had volunteers five days a week with over 1000 hours. The hairdressers that make the patients feel good, donate over 225 hours. The Physiotherapy Department had over 300 hours of service. The Long-Term Care and Activity Area had almost 900 hours. The Gift Shop, open 7 days a week is where most of the volunteers spend their time and give close to 5000 hours. This includes the hours spent shopping, stocking and organizing the shop, as well as, the Treasurer that collects, counts, and deposits the money. Thanks to all the volunteers for your hard work.

What we do with the money raised in the gift shop? We spend it on items for the hospital. This year we purchased the following;

- Patio set, Bread maker, Floor lamps, Christmas plants and craft items for the Long-Term Care patients.
- 2 patients lifts for the rooms in the Med-Surg area, \$5500 each
- Two gel mattresses, \$3700 each
- 2 X-Large wheelchairs, \$1800 each
- New furniture for the Infection Control office, \$5000
- New furnishings for the OBS Pre-Admission Clinics
- 2 Bursaries for the local high school for a student going into the medical field

It was another good year.

Respectfully submitted,

Sue Dukovac,
Auxiliary President

Board of Directors—2008/09

| | |
|--|---|
| Chair: | Georgette Saxton (Cobalt/Coleman) |
| Past Chair: | John West (Haileybury) |
| First Vice-Chair: | Wayne Green (Haileybury) |
| Second Vice-Chair: | Maurice Landriault (New Liskeard) |
| Treasurer: | Jeff Laferriere (Haileybury) |
| Secretary: | Bruce Cunningham (Chief Executive Officer) |
| | |
| Trustee: | Richard Beauchamp (New Liskeard) |
| Trustee: | Patricia Willard-Inglis (New Liskeard) |
| Trustee: | Anne Wilson (Cobalt/Coleman) |
| Trustee: | Sara Munroe (Armstrong, Casey, Brethour, Harley, Hilliard and Thornloe) |
| | |
| Trustee: | Carmen Koski (Latchford/Temagami) |
| Trustee: | Voula Zafiris (Dymond/Harris) |
| Trustee: | Jim Graydon (Hudson/James/Kerns) |
| | |
| Chief of Staff: | Dr. Jean Corbin |
| | |
| President, Medical Staff: | Dr. Steve Sears |
| | |
| Vice-President, Senior Advisory Physician: | Dr. P.J. Pace |
| | |
| Auxiliary President: | Sue Dukovac |

**A Trustee is -
A Planner
A Policy Maker
A Questioner
An Evaluator
A Decision Maker**