



TIMMINS AND DISTRICT HOSPITAL
L'HÔPITAL DE TIMMINS ET DU DISTRICT



2023 - 2024 ANNUAL REPORT

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A MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT AND CEO

On behalf of the Board of Directors of the Timmins and District Hospital (TADH), we are pleased to share the 2023-2024 Annual Report.

Throughout the past year, TADH teams have worked hard to further the goals and actions outlined in our 2022-2027 Strategic Plan. We have advanced actions to improve the experience of our patients, the experience and well-being of our providers, strengthen population health, focus on financial sustainability and advance important health equity work.

This year:

- We took on responsibility for the Diabetes Education Centre and expanded services;
- We increased access to Ophthalmology care through our Ophthalmology Clinic and partnership with the University of Toronto, allowing an additional 1200 people to be seen for eye care;
- We increased pediatric care in partnership with the Cochrane Temiskaming Children's Centre and expanded resources to include two dedicated Nurse Practitioners;
- We became the first hospital in Canada to implement SeamlessMD for cataract surgeries; and
- We added an additional 21 operating hours to CT scans per week, resulting in 81 per cent of people who received an MRI being seen within target times.

We would like to express our deep appreciation and heartfelt thanks to our patients, their families, local business community and other partners for their continued support. Through your valuable insights and feedback, you continue to help us improve health service delivery to people living across Timmins and area.

Through collaboration and strong partnerships, patient-centered change is taking place right across the health care continuum. Enjoy your reading of this report and learning more about how together, the health and well-being of Northerners is changing for the better.



Kraymr Grenke
Kraymr Grenke
Board Chair



Kate Fyfe
Kate Fyfe
President and CEO



TIMMINS AND DISTRICT HOSPITAL BOARD OF DIRECTORS



**Kraymr
Grenke**
Chair



**Renée
Maisonneuve**
Vice-Chair



**Melanie
Verreault**
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**Gaétan
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**Sarah
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Yves Poitras



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**Debbie
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Luc Duval



Sue Perras



**Cameron
Grant**



**Michelle
Gervais**



Jessica Gervais



Peter Politis



Kate Fyfe
President and CEO



Dr. Doug Arnold
Chief of staff & VP
Medicine



Dr. Sonal Zilka
President of
Medical Staff



Dr. Yves Raymond
VP of Medical Staff



Joan Ludwig
VP Clinical Chief
Nursing Exec.

STRATEGIC PRIORITY: WE WILL IMPROVE THE EXPERIENCE OF OUR PATIENTS

Goal 1 - We will lead the implementation of the Équipe Santé Ontario Cochrane District Health Team.

- The Cochrane District received Ontario Health approval for the development of the Équipe Santé Ontario Cochrane District Health Team in July 2023. Throughout the year, work has continued to build Équipe Santé Ontario Cochrane District Health Team capacity, including the hiring of an Implementation Lead in September 2023.

Goal 2 - We will place the patient voice at the center of all program design, delivery and review.

- Our Patient and Family Advisory Committee play an important role in ensuring the patient voice is tied to all we do. Currently, Patient and Family Advisors provide support to our Emergency Department, Diagnostic Imaging, Surgical and Medical programs, with plans to continue expanding their reach.

Goal 3 - We will lead and implement key projects aimed at improving patient safety, quality of care and reducing service wait times.

- In December 2023, TADH became the first hospital in Canada to implement the SeamlessMD platform for cataract surgery. Since implementation, over 130 patients undergoing Cataract Surgery have been supported through SeamlessMD. In 2023-2024, almost 1000 patients were provided support through the SeamlessMD system for a variety of surgical services including knee and hip replacements, c-sections, hernia, colorectal and many others. SeamlessMD is a virtual care platform supports patients, providing the ability to monitor recovery and access information to support their care at home.
- In January 2024, the Inventory Assessment Tool was launched for at-risk seniors visiting our Emergency Department. This important tool allows physicians to complete a full assessment, quickly coordinating with our geriatric team to ensure appropriate, timely interventions are provided. Since launching, the program has received 43 referrals, completed 28 assessments and supported 13 successful discharges to community. Additionally, six patients were deemed Alternate Level of Care, or admitted to the Rehabilitation Unit.

STRATEGIC PRIORITY: WE WILL IMPROVE THE EXPERIENCE AND WELLBEING OF OUR HEALTH PROVIDERS

Goal 4 - We will lead the facilitation of the retention and recruitment of health human resources (HHR) for the North.

- The Timmins and District Hospital welcomed 217 new staff in 2023-2024, an increase from 211 staff hired in the previous year. TADH welcomed:
 - 32 Registered Nurses;
 - 12 Registered Practical Nurses;
 - 35 Allied Health Professionals, including Medical Radiation Technologists, Medical Laboratory Technologists and Personal Support Workers;
 - 60 Support Services Workers;
 - 22 Clerical Staff; and
 - 55 other staff including administration and project staff.
- Through the advocacy of our Human Resources team, we were able to successfully leverage several recruitment programs to address immediate staffing needs. In 2023-2024, TADH supported:
 - 13 Enhanced Externs in nursing and respiratory therapy
 - Three Supervised Practice Experience Partnership in nursing
 - Two Clinical Scholars
 - 35 Community Commitment Program for Nurses participants
- Through Personal Support Worker (PSW) clinical placements from Northern College and Collège Boréal, TADH reduced the PSW vacancy rate from 24 per cent to 10 per cent through the recruitment of placement students.

Goal 5 - We will create a culture of support and wellness within our hospital and across the district.

- TADH provided enhanced training for Personal Support Workers (PSW) to support the full scope of practice for all PSWs. As a result, the roles of PSWs have been expanded throughout the hospital, allowing for the provision of better care.
- Supporting specialized Crisis Intervention Training for our partners, TADH provided six training sessions for over 70 staff health and social service agencies.
- TADH hosted six employee recognition events, 18 social events and ten educational events for staff and physicians.
- TADH undertook an accessibility evaluation within the Admitting, Health Records and Occupational Health Departments. Several recommendations were provided and implemented to improve accessibility.
- TADH launched the Lexicomp software, providing our physicians, pharmacists and health care providers with up-to-date medication information on an easy-to-use platform.

STRATEGIC PRIORITY: WE WILL IMPROVE POPULATION HEALTH

Goal 7 - We will work collaboratively with our partners to develop and implement innovative ways to improve health and health service delivery.

- TADH, in close partnership with the Cochrane Temiskaming Children's Treatment Centre (CTC), established a collaborative partnership to enhance access to pediatric care. This program included the addition of two Nurse Practitioners, a community clinic and hospital-based program. Since launching in September 2023, approximately 1750 patients have been provided care, with the program supporting approximately 125 patients per month.

Goal 8 - We will become a placement and residency destination of choice for future physicians in close collaboration with NOSM University.

- TADH, alongside municipal and health partners, hosted four events for NOSM U medical learners and residents including: Winter Tubing Day, Ski Excursion at Mount Jamieson, Farewell Event at Full Beard Brewery.

Goal 9 - We are going to enhance our ability to provide equitable, evidence-based and quality patient care.

- In partnership with the Timmins Native Friendship Centre, TADH has expanded addiction services through the offering of the Red Path Program. This partnership allowed the program to be expanded to include outpatients, increasing the number of participants per session.
- TADH continued to operate the Urgent Public Health Needs Site, Safe Health Site Timmins, ensuring continued access to life-saving consumption and treatment services in Timmins. The site continued to provide direct admissions with withdrawal management services and act as a vital doorway to our care system.

Goal 10 - We will take a proactive approach and connect with our community, district and leadership to pinpoint the most prevalent population health issues.

- In September 2023, the Eating Disorders Program underwent a significant service expansion. This expansion included the hiring of three additional staff, including a Nurse Practitioner, Registered Nurse and Dietician. Since launching, 26 new referrals have been received and 36 active clients have received care. The program has also allowed for a 68 per cent reduction in clients waiting for service.

STRATEGIC PRIORITY: WE WILL SUSTAIN THE FINANCIAL HEALTH OF OUR HOSPITAL

Goal 11 - We are going to be leaders in defining what it means to be an Ontario Health Team in the Cochrane District.

- TADH supported the Transfer Payment Agreement for the Équipe Santé Ontario Cochrane District Health Team, allowing work to begin to build Ontario Health Team capacity for the district.

Goal 12 - We are going to invest and advocate for investment of provincial health spending in the North.

- As a major local partner, investing in our community is incredibly important. Supporting our local business community, TADH spent \$9.3M in goods and services in 2023-2024.
- TADH's management team developed a list of 59 initiatives, totaling approximately \$4.5M in annualized savings for consideration and implementation.
- TADH successfully lowered agency nurse utilization to 7 per cent from 21 per cent the year previous.
- Received over \$14M in one-time funding and over \$1.9M in base funding to enhance key clinical projects including:
 - \$1.6M in Health Infrastructure Renewal Fund investments
 - \$70K for additional hip and knee revision surgeries
 - Increased funding for Computed Tomography (CT) scan hours of \$194K
 - \$119K to support SeamlessMD integration to support surgical transitions
 - \$23K for incremental surgical recovery priority procedures
 - Over \$9.7M in expanded bedded capacity to support the ongoing operations of the TADH offsite facility, increased rehabilitation beds and additional acute bedded capacity
 - \$158K to support the Surgical Pathway Training Program
 - \$595K surgical and diagnostic imaging efficiency and innovation to support orthopedic templating software and pediatric surgical recovery equipment
 - Over \$3.4M in in-year pressure funding

STRATEGIC PRIORITY: WE WILL FOCUS ON EQUITY AND SOCIAL ACCOUNTABILITY

Goal 13 - We will advance social accountability, be leaders for change and amplify the voices of the marginalized in our community.

- Supported by the Diversity, Equity, Inclusion, Social Accountability and Anti-Racism (DEISA-A) Committee, TADH developed an annual work plan with 19 deliverables. TADH advanced:
 - An internal Strengths, Gaps, Opportunities and Threats Assess and Report
 - The development of a Population Health One-Pager
 - The development and adoption of the Senior Leadership Team's Commitment to Equity, outlining reporting requirements for key metrics related to DEISA-A.
- Supporting social accountability and the enhancement of services across the District, TADH representatives Co-Chaired the Cochrane District Mental health and Addictions Planning Table and the Community Advisory Board for the Cochrane District System of Care for Homelessness.

Goal 14 - We will embed equity, diversity and inclusion into all of the work we do and provide opportunities for growth and learning for our teams and partners.

- In February 2024, TADH launched Bridging the Gap: A Virtual Health Equity Learning Series. This free learning series is available to all TADH staff and physicians and health and social service partners across the North East. TADH hosted two sessions, with 137 attendees. Sessions included:
 - Health Equity 101: An Introduction to Health Equity with Ontario Health North
 - Implicit and Unconscious Bias with the Timmins Multicultural Centre
- In August 2024, the Ontario Breast Screening Program at TADH began offering services for transgender and non-binary individuals. To support this work, members of the Diagnostic Imaging team completed equity-based training through the College of the Medical Radiation and Imaging Technologists in Ontario.
- The Emergency Department implemented a unique discharge process for people experiencing homelessness who require orthopedic care. Individuals are provided with their orthopedic consultation and follow-up appointment date prior to leaving the Emergency Department.

ADVISORY COMMITTEE UPDATES

PATIENT AND FAMILY ADVISORY COMMITTEE

The Patient and Family Advisory Committee (PFAC) ensures that the patient and family voice is built into all program and service development and delivery.

In 2023-2024, the PFAC:

- Provided guidance related to patient relations and streamlining how individuals can provide feedback.
- Toured departments at TADH to provide feedback on patient flow and access.
- Provided input on TADH's capital planning process.



INDIGENOUS ADVISORY COMMITTEE

The Indigenous Advisory Committee (IAC) provides guidance on how TADH can reduce barriers and enhance the care experience of Indigenous patients and their families.

In 2023-2024, the IAC:

- Reviewed their committee structure and identified opportunities to expand membership from local Indigenous service providers and communities.

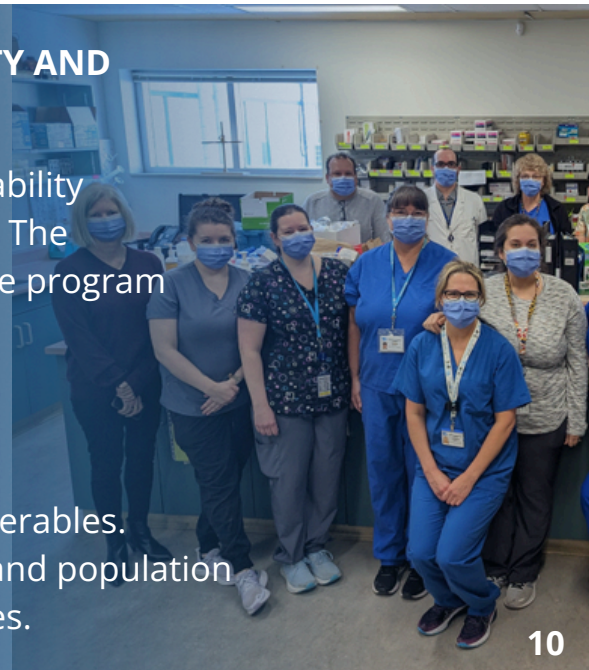


DIVERSITY, EQUITY, INCLUSION, SOCIAL ACCOUNTABILITY AND ANTI-RACISM COMMITTEE

In May 2023, the Diversity, Equity, Inclusion, Social Accountability and Anti-Racism (DEISA-A) Committee met for the first time. The committee provides an important lens on current and future program and service development and delivery at TADH.

In 2023-2024, the DEISA-A:

- Approved the committee's Terms of Reference.
- Formalized the 2024 Annual Work Plan with 19 key deliverables.
- Provided feedback on ways to enhance a health equity and population health focus within TADH policies, programs and services.



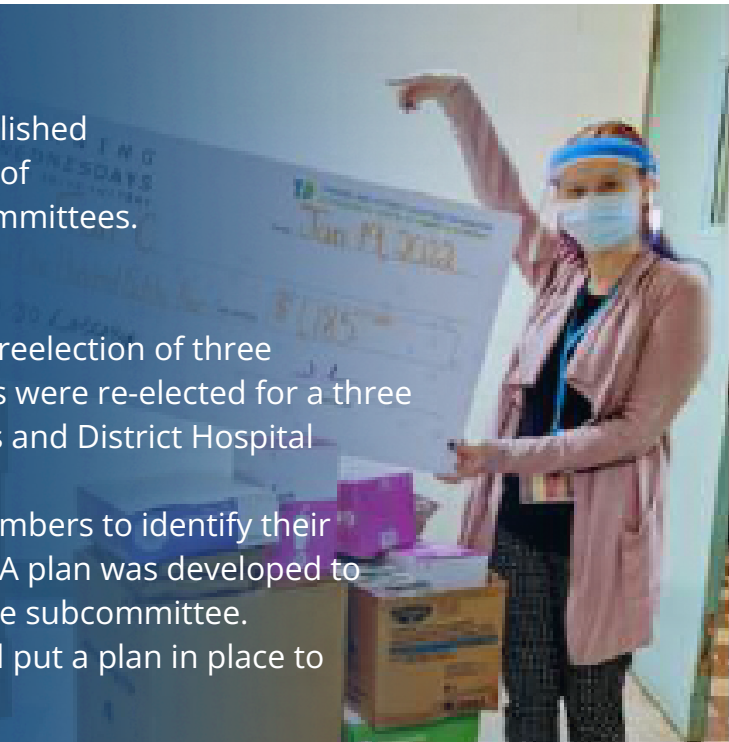
BOARD COMMITTEE UPDATES

BOARD GOVERNANCE COMMITTEE

The Board Governance Committee, following the established board policies and bylaws, is tasked with the oversight of governance-related issues for TADH's Board and its committees.

In 2023-2024, the Committee met five times and:

- Accepted four resignations and recommended the reelection of three members for a three year term. Four new directors were re-elected for a three year term and a new representative of the Timmins and District Hospital Foundation was appointment.
- Launched an Expression of Interest to all board members to identify their areas of interest and assist in succession planning. A plan was developed to ensure all members are participating on at least one subcommittee.
- Held 13 education sessions for Board Directors and put a plan in place to continue with sessions in the following year.



BOARD QUALITY AND SAFETY COMMITTEE

The Board Quality and Safety Committee analyzes and monitors information related to the quality of TADH services. This committee provides guidance, supporting the continued provision of safe, quality patient care of Northerners.

In 2023-2024, the Committee met four times and:

- Developed a 2023-2024 Work Plan
- Supported the preparation, development, analysis and review of TADH's Quality Improvement Performance Plan
- Provided feedback on the Timmins Wellness Centre of Excellence proposal
- Received updates and reviewed reports from the Research Ethics Committee
- Received updates on the on-site accreditation taking place in September 2024



RESOURCE PLANNING AND UTILIZATION COMMITTEE

The Resource Planning and Utilization Committee provides oversight and guidance for all resource planning projects at TADH.

In 2023-2024, the Committee met five times and:

- Supported the combined State 1 and 2 submissions for the Emergency Department Redevelopment project
- Provided input into Master Capital Plan
- Reviewed and approved the 2023-2024 operating and capital budgets
- Supported the transfer of employee benefits package to Provincial Benefits Plan Initiative.





VISION

Exemplary Care for
Northerners

MISSION

Working together with our
partners to improve the
health of Northerners

VALUES

Quality

We encourage a culture of excellence and continuous improvements in line with our quality framework.

Compassion

We are accepting of individual needs and choices. we advocate for our patients, professions and hospital.

Respect

We strive to meet the needs of our patients, staff and partners. We respect ethnic, language and cultural diversity of the people we serve.

Accountability

We ensure that decisions are based upon trust, integrity and transparency.

Responsiveness

We anticipate the needs of our patients and community.

Collaboration

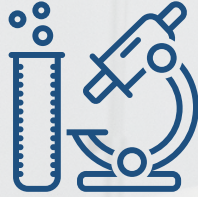
We recognize that for our patients to experience a seamless health care system we must work as a team and develop strong partnerships.

2023-2024 AT A GLANCE



43,868 ↓ 44,420*

Emergency
Department Visits



2,611,688 ↓ 2,873,495*

Laboratory Tests
Completed



784,138 ↓ 856,736*

Pathology Specimens
Tested



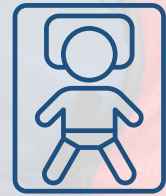
101,555 ↑ 95,334*

Diagnostic Imaging
Exams Completed



579 ↑ 532*

Number of Babies
Born at TADH



695 ↓ 787*

Newborn Patient Days
at TADH



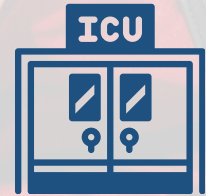
19,366 ↓ 21,811*

Medical Inpatient Days
at TADH



5,931 ↓ 6,862*

Mental Health
Inpatient Days at TADH



1,646 ↑ 1,443*

ICU Patient Days at
TADH



1,448 ↑ 1,408*

Inpatient Surgical
Cases at TADH



2,567 ↑ 2,511*

Day Surgery Cases at
TADH

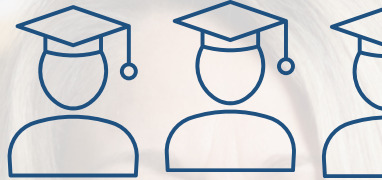
TIMMINS AND DISTRICT HOSPITAL AT-A-GLANCE

OUR TEAM, BY THE NUMBERS



**1,065
STAFF**

Nursing, Allied Health,
Administration, Support
Services and Clerks



**260 POST-SECONDARY
PLACEMENT STUDENTS**



**34 HIGH SCHOOL
PLACEMENT
STUDENTS**



**88 PHYSICIANS
177 LOCUM PHYSICIANS**



**11 NOSM MEDICAL &
FAMILY MEDICINE
LEARNERS AND
PLACEMENT
STUDENTS**

OUR HOSPITAL, BY THE NUMBERS



**119*
ACUTE CARE BEDS**

*Medical, Intensive Care,
Surgical, Obstetrics,
Pediatrics, Hospice



**38 OFF-SITE
HOSPITAL BEDS**



**20 ADULT MENTAL
HEALTH BEDS**



**4 CHILD MENTAL
HEALTH BEDS**



**14 WITHDRAWAL
MANAGEMENT BEDS**

TOTAL TADH PATIENT BEDS: 225

A MESSAGE FROM THE CHIEF OF STAFF AND VP MEDICINE

It has been a busy year for the medical staff. I want to recognize the significant service provided by the entire medical staff. Our hospital has benefitted from the high-calibre, professional and compassionate medical staff who support care in the communities we serve.

Like many municipalities across Ontario, our communities continue to experience challenges in physician recruitment. This challenge exists across almost every specialty, including family medicine. Throughout the year we've worked closely with our community, health and physician partners to create strategies to fill gaps. Our hospital welcomed a record number of new physicians last year - nine in total, a first for our team. Building on this success, physician recruitment remains a top priority, with every one of us playing an important part in creating a kind, welcoming and supportive community for new physicians.

In closing, I share my gratitude to all our physicians, locum physicians, medical residents and learners who have provided care over the last year. I am impressed with the work and dedication of each and every one of them.

It is my privilege and honour to serve as the Chief of Staff. I am extremely proud of the dedication and commitment of all our medical staff to the patients, the community, to our allied health colleagues and especially the collegial way in which we work together.

Respectfully submitted,



Dr. Doug Arnold
Chief of Staff & VP Medicine



2023-2024 IN REVIEW



TADH Opens Diabetes Education Centre

In April 2023, TADH assumed operations of the Diabetes Education Program from the Victorian Order of Nurses (VON). Expanding the program, the Diabetes Education Centre provides Nursing, Dietician, Pharmacist and Social Work Supports for patients. The Centre supports approximately 900 adult and 60 pediatric patients, receiving six to eight new referrals weekly.



Community Panels in Partnership with Nishnawbe Aski Nation Launched

In May 2023, TADH, in partnership with Nishnawbe Aski Nation launched the Community Panels Project. In a ceremony, the panels were unveiled and are available throughout the hospital. The panels allow individuals to take part in individual learning of treaty relations, the impacts of colonialism and the Seven Youth Inquest.



Advocacy and a Visit from Dr. Karima Velji

In June 2023, TADH was honoured to have Dr. Karima Velji, Chief Nursing & Professional Practice and Assistant Deputy Minister for Ontario visit. During her visit she toured the hospital and off-site facilities, and spoke to health partners from across the district about the strength of innovation in the North.

2023-2024 IN REVIEW



Advocacy and Funding Announcement from the Minister of Health

In July 2023, TADH received a visit from the Sylvia Jones, Deputy Premier and Minister of Health for Ontario, alongside MPP George Pirie. During her visit, she made the announcement of a \$2M investment to support critical upgrades and repairs to create a safer, more comfortable space for patients and their families.



Expanding Access to Ophthalmology Services & Education

In September 2023, TADH announced a partnership with University of Toronto's Kensington Eye Institute. Under this partnership, six faculty Ophthalmologists and six Ophthalmology Residents have traveled to Timmins to provide care. Since March 2023, over 1180 patients have received care through the clinic, including over 125 completed cataract surgeries.



Enhancing Pediatric Care in Timmins and District

In October 2023, TADH, in partnership with the Cochrane Temiskaming Children's Centre (CTC) established a collaborative partnership. This program includes two Nurse Practitioners, a community clinic and hospital-based care. Since launching, approximately 1750 patients have been seen, supporting approximately 125 patients per month.

2023-2024 IN REVIEW



Celebrating 30 Years of Service

On November 6th, 1993, TADH opened its doors for the first time. In November 2023, the hospital celebrated 30 years of exemplary care for patients in Timmins and Area.



Diversity, Equity, Inclusion, Social Accountability and Anti-Racism Advisory Committee Launched

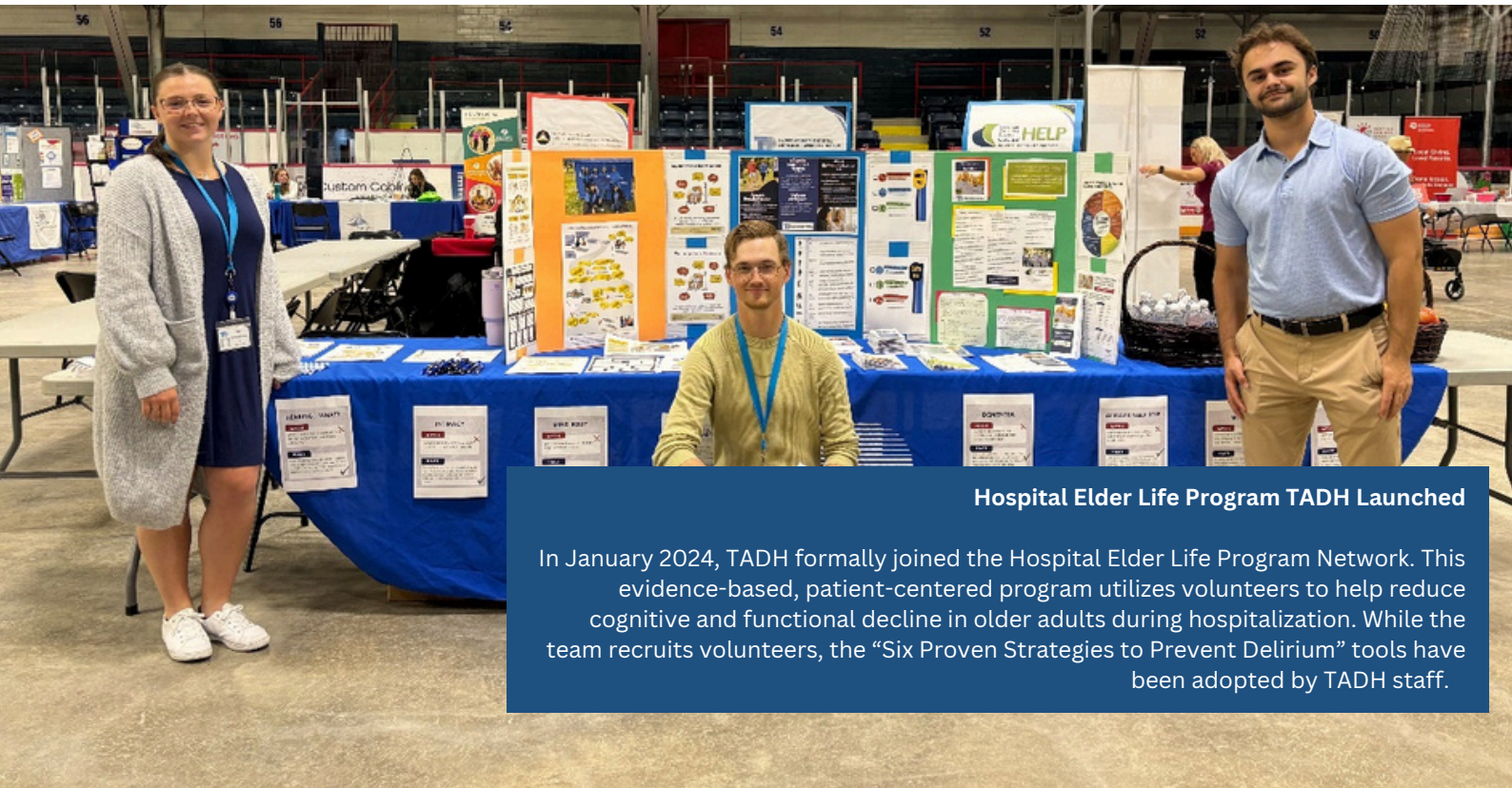
In December 2023, with guidance from the Diversity, Equity, Inclusion, Social Accountability and Anti-Racism (DEISA-A) Committee, TADH launched the 2024 Equity Work Plan, outlining 19 deliverables.



Expanding Access to Dialysis Services in Timmins and District

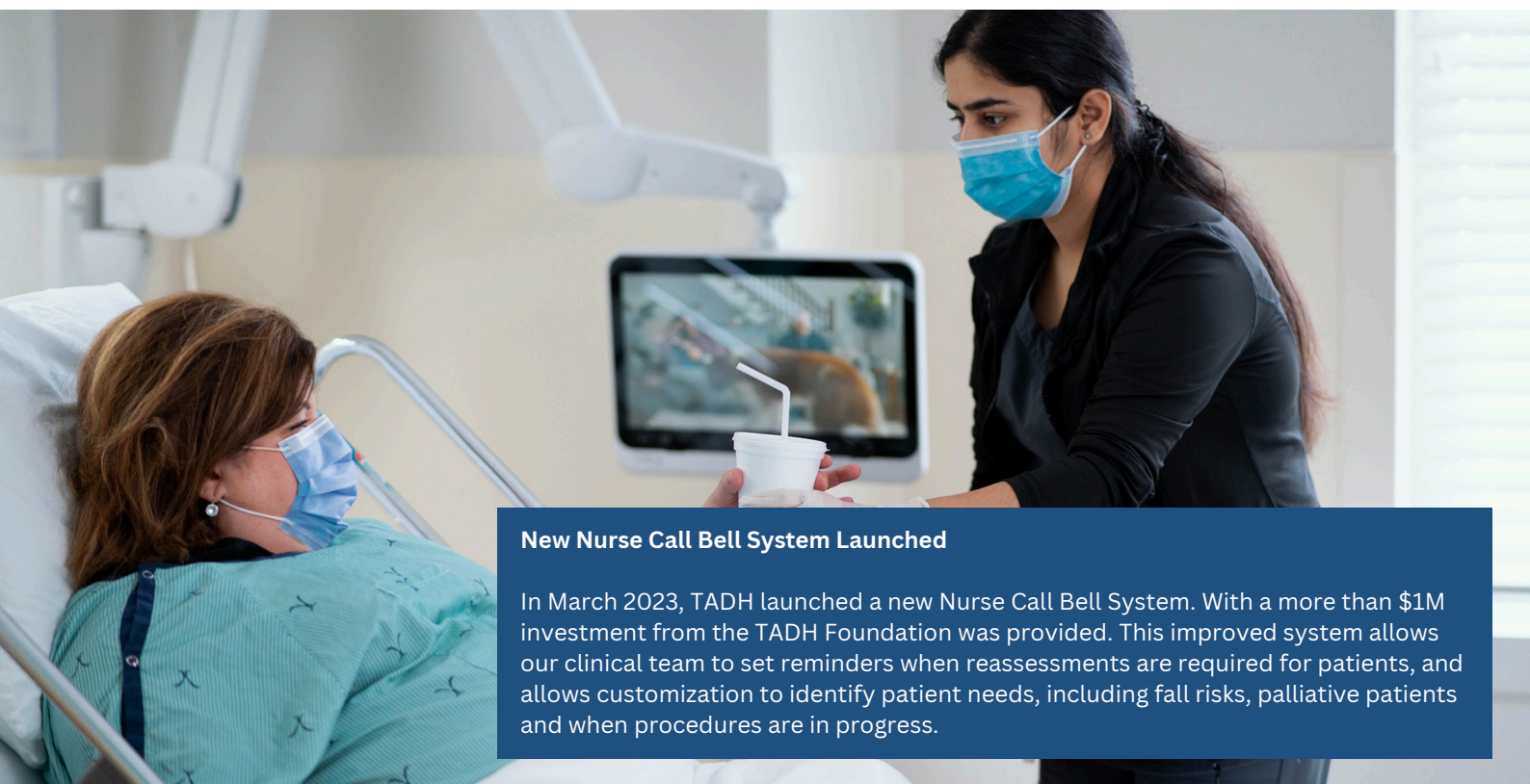
In January 2024, the Dialysis Program at TADH expanded. Through two additional Dialysis machines, TADH increased access from 18 to 22 patients per day. The expansion allows TADH to support current demands and better support people living along the James and Hudson Bay coasts.

2023-2024 IN REVIEW



Hospital Elder Life Program TADH Launched

In January 2024, TADH formally joined the Hospital Elder Life Program Network. This evidence-based, patient-centered program utilizes volunteers to help reduce cognitive and functional decline in older adults during hospitalization. While the team recruits volunteers, the “Six Proven Strategies to Prevent Delirium” tools have been adopted by TADH staff.

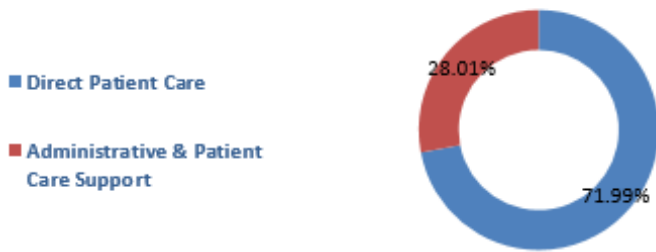


New Nurse Call Bell System Launched

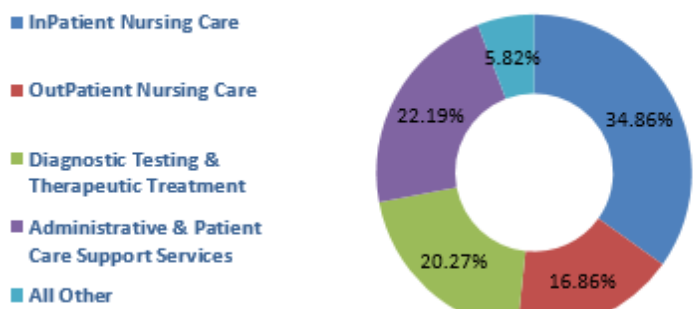
In March 2023, TADH launched a new Nurse Call Bell System. With a more than \$1M investment from the TADH Foundation was provided. This improved system allows our clinical team to set reminders when reassessments are required for patients, and allows customization to identify patient needs, including fall risks, palliative patients and when procedures are in progress.

FINANCIAL UPDATE

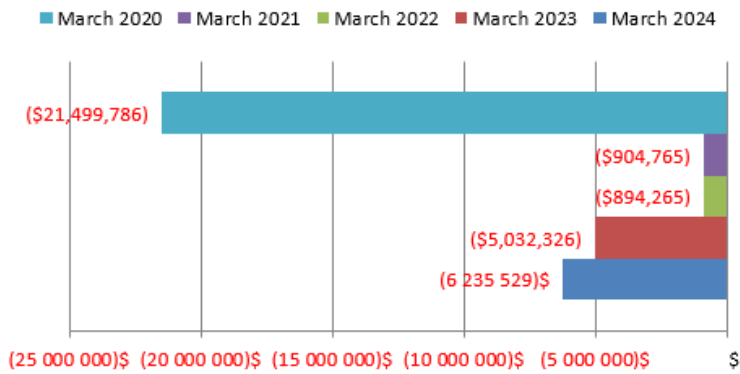
Expense Distribution



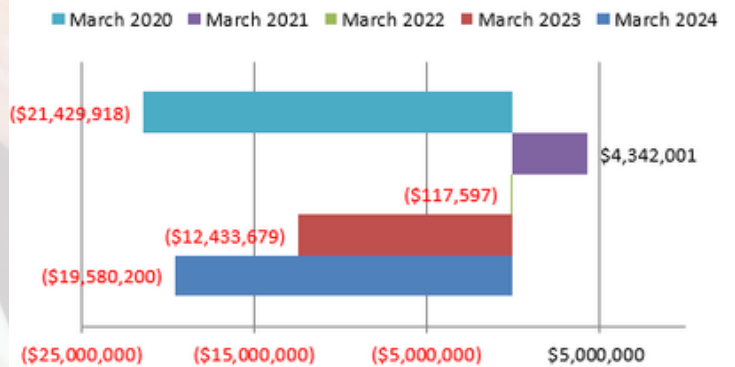
Expense Distribution



Value of Net Assets



Working Capital Position





Celebrating 30 Years!

Thank you to all of our staff and physicians - past and present



TIMMINS AND DISTRICT HOSPITAL
L'HÔPITAL DE TIMMINS ET DU DISTRICT