



**Timmins and District Hospital
Annual Report 2013-2014**



Message from the Board Chair and President and CEO



A handwritten signature in black ink, appearing to read "L. Laforest".

Léon Laforest

Chair, Board of Directors



A handwritten signature in black ink, appearing to read "Roger Walker".

Roger Walker

President and CEO

This has been an important year for the Hospital marked by the successful launch of our Foundation's largest fund-raising campaign yet. The campaign, launched in May 2013, has targeted raising \$15 million for capital projects and equipment for the hospital. One year later as we ended 2013-14, almost \$8 million had been committed or given to the hospital and several key renovation and equipment purchase initiatives were underway. Campaign chairs include Jean-Paul Aube, Gabriel Provost, Don Wyatt, and Dave McGirr.

Equipment is ageing and wearing out from inordinate use. The building design and layout in many cases no longer meet the requirements of today's health care infrastructure standards and after 20 years of operation the building's heating, ventilation, air conditioning and electrical systems are starting to fail and need to be repaired or replaced.

We continue to be proud of and thankful for the exceptional fund-raising response of our community to the TADH Foundation campaigns. Under the leadership of Anne Hannah, Foundation Board Chair, and Janna Cook, new Executive Director, and work of the Foundation Board and staff has generated unprecedented results.

The Foundation and the Auxiliary are our lifeblood in responding to the hospital's ongoing needs of financial assistance for equipment replacements and building renovations in order for the hospital to continue providing the services the patients and the community have come to expect.

Our hard-working Hospital Auxiliary also deserve our sincere thanks for their continuing assistance to patients, visitors and staff and for the generous support of the TADH Foundation's fund-raising efforts.

Our volunteers are a constant source of inspiration and pride for all of us and without their invaluable contribution, the hospital would not be the centre of excellence it is today.

Medical staff, hospital staff, and volunteers made major contributions that added to the success of our hospital. Great work was done to reduce absenteeism and overtime. The clinical services were reorganized to provide stronger leadership and oversight. Patient flows into, through and out of the hospital were reconfigured. This is a significant improvement in quality of care. We greatly appreciate the work and support of our excellent health care team including all 1300 volunteers, staff, medical staff and management.

2013 was also a milestone year as it marked the 20th anniversary of opening of the (new) Timmins and District Hospital which occurred October 23, 1993.

This past year has been marked by the implementation of major changes in health care funding and policy. As the health care system continues to transform, our Health Care Team has continued to work collaboratively with the LHIN and other health service providers in Timmins, across the Cochrane District and beyond to ensure high quality health care services meet the needs of our aging population. The number of people able to access services has also grown throughout this year. Occupancy and service levels have been at the highest they have ever been thus placing a tremendous workload on the hospital's medical and health care staff.

As a leading referral hospital and healthcare leader for this part of Northeastern Ontario, our health care team of 1300 people and many partners, work incessantly to meet the health care needs of the more than 115,000 people of this area. We are pleased at the progressively collaborative efforts of the Network 13 hospital and community members, and the support of the NE Local Health Integration Network and Ministry of Health and Long Term Care in providing an increasingly seamless set of health services to Timmins and District.. As a HUB hospital in NE Ontario, we look forward to the outstanding results of continuing collaboration with our community-based and neighboring hospitals throughout the District.

We look forward to the challenges and opportunities of the months and years to come. We know that we will find workable solutions to emerging issues and better responses to the ever-increasing needs of our service population. Thank you for your continuing support and cooperation.

Quality Care with Pride!

Improve the Patient Experience ~ Invest in People ~ Ensure Value ~ Build Strong Partnerships

Message from the Chief of Staff



A handwritten signature in black ink, appearing to read 'Harry Voogjarv', written in a cursive style.

Dr. Harry Voogjarv
MD MSc FRCSC

Chief of Staff

The Timmins and District hospital continues to face major financial challenges. We are the smallest of the Northeastern 'hub' hospitals, but our operating budget appears to be proportionally even smaller than that of some of our peer hospitals.

We have made advances in fulfilling our Medical Human Resources requirements, especially for Family Medicine. NOSM (Northern Ontario School of Medicine) is beginning to pay dividends.

With the evolution toward quality based procedures, and the accompanying shift in allocation of funding, it remains to be seen how our specialty programs will fare. Our government and our LHIN (Local Health Integration Network) have both expressed the desire to deliver quality care to patients close to their homes. The Ministry of Health must however, recognize that we cannot achieve economies of scale enjoyed by some of our southern neighbours. We can deliver total joint replacements, cataract surgery, dialysis, endoscopy, etc. as well as our southern colleagues. We just need help adjusting our finances.

We still continue to have some significant physician shortages. Dr. Hans Verbeek is our sole pediatrician provides many days of Pediatric service each month to our community, with welcome assistance of locums from Ottawa, Barrie, etc. Internal Medicine requires significant assistance from locums to help Dr. Parmar provide coverage for emergencies.

Patient Order Sets (POS) have started at TADH. These are now mandated and will hopefully help us provide quality care that is also cost efficient.

The credentials committee would like to thank Fran Zimmerman for all her assistance in reviewing all new applicants, as well as making sure that all re-applicants are 'legal. Thank you as well to Quinn Thomson for secretarial assistance, as well as Dr. Larry Malo, our long serving President of the Medical Staff, and his new vice-president Dr. Andrew Touw.

Dr. Harry Mikael Voogjarv
Chief of Staff

Quality Care with Pride!

Improve the Patient Experience ~ Invest in People ~ Ensure Value ~ Build Strong Partnerships



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



Léon Laforest
Chair/Président



David Thomas
Vice-Chair/Vice-président



Robert Perrault
Vice-Chair/Vice-président



Martin Rody
Treasurer/Trésorier



Roger Walker
President B CEO/Président et directeur général



Dr. Harry Voogjarv
Chief of Staff/Médecin-chef



Dr. Larry Malo
President of Medical Staff/Président du personnel médical



Dr. Andrew Touw
Vice President of Medical Staff/Vice-président du personnel médical



Joan Ludwig
Chief Nursing Officer/Directrice des soins infirmiers



Sue Perras



Marjorie Boyd



Luc Brousseau



Marilyn Wood



Steve Adams



Maggie Matear



Nancy Pandolfi



Sylvie Petroski



Patrick Bamford



Jean Lemieux



Veronica Nicholson

2013-2014 BOARD OF DIRECTORS / CONSEIL D'ADMINISTRATION



Quality Improvement Plan

**Quality is...
doing the right
thing at the right
time for the
right person and
producing
the best results.**

The Timmins and District Hospital places the highest priority on delivering Quality Care with Pride!

Our commitment to quality care, patient safety and patient satisfaction can be achieved by working with our people, our resources, and our partners. The Timmins and District Hospital Quality Improvement and patient safety plan is linked to our mission of:

- Advancing the provision of quality hospital care
- Addressing the evolving health care needs of our communities
- Working with our partners to strengthen the care continuum in Northeast Ontario and our vision of Compassionate and Exceptional Patient Care...Together!

The Timmins and District Hospital Quality Improvement and Patient Safety Plan are based on a comprehensive assessment of our opportunities for improvement. All staff, physicians, leadership and governance are invited to consult and collaborate on the development of the new quality improvement and patient safety plan. The quality improvement and patient safety plan builds on the previous plan and priorities for the next fiscal year.

Our 2013/14 successes included ensuring safety by focusing on cleaning our hands, reducing falls and the use of physical restraints, and maintaining our effectiveness in the nephrology service.

- The hand hygiene initiative has been a multi-year initiative. We have exceeded our target this year achieving 87%. Continued improvement in hand hygiene will be an organizational priority in the 2014/15 QIP under the c-diff indicator.
- We have exceeded our target of physical restraint use on the inpatient unit reducing restraint use to 1.59%. We have completed a prospective analysis and strategies for improvement. We have developed and implemented a process for care review of any restraints used with the organization to further identify system gaps and opportunities for improvement. Continued improvement in restraint use will be an organizational priority measured within program goals and objectives.
- The Chronic Kidney Disease was a new QBP in 2012. The Timmins and District Hospital Integrated Nephrology team developed a plan consistent with the Ontario Renal Network Plan. Continued improvement in the QBP for Chronic Kidney Disease will continue to be an organizational priority measured within program goals and objectives.

Additional Priorities include:

- Developing strong partnerships and integration and the reduction of ALC rates
- Reducing readmissions
- Improving financial health through total margin
- Reducing falls
- Improving the patient experience

We will continue to work on building improvement capacity within the organization sharing the knowledge about the model for improvement and LEAN methodologies. We will continuously evaluate our performance against best practice, peer performance and accepted benchmarks.

Jennifer Plant, Program Manager Quality and Performance Improvement

Quality Care with Pride!

Improve the Patient Experience ~ Invest in People ~ Ensure Value ~ Build Strong Partnerships

Volunteer Services

The Volunteer Services department is comprised of over 80 men and women who gave back to their community by volunteering at the Timmins and District Hospital (this does not include the numerous Auxiliary volunteers or those who are part of the Pastoral Care Services team). Some come in every month, others are committed on a weekly basis, and some are available every day to lend a helping hand. Volunteers are involved in almost every area of the organization by helping staff perform various tasks and contributing to quality based care to patients. They are dedicated and caring individuals; this might explain why so many of our volunteers have accumulated such a staggering amount of hours, over 5714.75 for 2013-2014!



Volunteer support was offered, both clerical and clinical, in every TADH in-patient unit. Departments that utilized volunteers included the Dialysis unit, Fracture clinic and Ambulatory clinics, Ontario Breast Screening Program, Information Desk, Operating Room, Gastrointestinal Endoscopy, Oncology and the Timmins and District Hospital Foundation. The Pet Therapy program was especially popular in many patient units.

Volunteer services would not be possible without the outstanding volunteers, the ones who gave their time every day. To thank volunteers for their hard work, Volunteer Services hosted the annual Volunteer Appreciation luncheon and awards ceremony in May. This was an opportunity to show appreciation and recognize our valuable volunteers for the gift of service and contributions to TADH.

Rev. Véronique Moreau
Pastoral Care Coordinator



Those who can do. Those who can do more, volunteer.

Quality Care with Pride!

Improve the Patient Experience ~ Invest in People ~ Ensure Value ~ Build Strong Partnerships

Volunteer Auxiliary

In the past year the TADH Auxiliary was very active as we operated the Gift Shop, sold Nevada tickets and items from the Tuck Wagon on several floors. Fundraising events were held throughout the year that included bake, book, and craft sales, knitting, draws, and bazaars. We provided comfort kits to patients with breast cancer and emergency kits for patients without family. In addition, Auxiliary volunteers made Christmas and Easter favours to be placed on food trays for patients in the hospital. At present we have 125 members, 65 of whom are presently active in Auxiliary activities and 38 provincial and life members.



Notable moments and events throughout 2013-2014

- Past Auxiliary President John Duclos was installed Region Chair at the Region 11 James Bay Spring Conference held in Cochrane.
- In accordance with provincial guidelines, new procedures for joining the Auxiliary were finalized. A selection committee was formed.
- Two bursaries were awarded to graduating students in the BScN and Practical Nursing Programs at Northern College of Applied Arts and Technology.
- A funeral phone committee was formed to advise members when an Auxiliary member has passed away.
- Four members of the Executive attended the November Convention in Toronto.
- The Auxiliary was presented a \$500 cheque from the RBC Royal Bank Retiree Volunteer Program.
- Darlene Davidson was named Volunteer of the Year by the Auxiliary and was honored by the Timmins and District Hospital Foundation for her dedication and service.
- In December the Auxiliary presented a check to the Timmins and District Hospital Foundation in the amount of \$86,000. The funds were used to purchase stretchers, curtains and cast items for the Fracture Clinic, colon insufflators for Diagnostic Imaging, stirrup fins for Surgery, and a CO2 monitor for the GI Endoscopy department.
- Three Auxiliary members; Mary Jordan, Helen Evanoff, and Patricia Therrien 96th, 92nd, and 90th birthdays were celebrated.
- Auxiliary members provided a total of 12,308 volunteer hours.
- To date the Auxiliary has donated \$1,250,000.00 to TADH.

The members of the TADH Auxiliary truly enjoy the contributions made towards the betterment of health care. The highlight of our endeavours was in December when we provided a cheque to the Timmins and District Hospital Foundation for equipment needed at TADH. We are most grateful for the generous support of the hospital CEO Roger Walker and his staff who continue to make our presence and our efforts appreciated.



Nancy Pandolfi
Auxiliary President

Shirley Deleurant
Secretary

Quality Care with Pride!

Improve the Patient Experience ~ Invest in People ~ Ensure Value ~ Build Strong Partnerships



**Volunteers do not
get paid, not
because they're
worthless but
because they're
priceless.**



**Building for
tomorrow's
healthcare today**

Foundation

**Bâtissons
aujourd'hui nos
soins de santé
de demain.**



The Timmins and District Hospital Foundation raises funds for medical equipment for TADH beyond those available from other sources. We are committed to fundraising activities through donors and potential donors to support the acquisition of capital equipment, major renovations, and future building expansion.

The ongoing generosity of Foundation donors allows the Timmins and District Hospital to recruit and retain much-needed medical specialists as well as purchase the latest technology. Foundation staff and volunteers work diligently to ensure that our donors are stewarded and that your gifts make the greatest impact. Every gift we receive lets us know that we are not alone in our mission to provide the best care to the residents of our District and surrounding area which they have come to expect and deserve.

In May 2013, the Timmins and District Hospital Foundation launched its most ambitious campaign to date with a goal \$15 million. The renovation and relocation of eight different departments at a cost of \$2.6 million and the replacement of \$12.4 million worth of equipment will be the end result of the 2013-2016 Capital Campaign –

Building for tomorrow's healthcare today.



Capital Campaign Launch May 2013

The Capital Campaign is chaired by Jean-Paul Aubé and includes Gabriel Provost, Dave McGirr and Don Wyatt. Along with the Foundation staff, the Campaign Cabinet continues to work diligently to secure support from our community to meet the ultimate goal.

By the end of year one of the campaign, we managed to hit the half-way mark of our \$15 million goal thanks to Foundation fundraising programs and events, a significant gift from the TADH Auxiliary and pledges from corporations, physicians and individuals. Transfers of \$724,627 were directed to the Timmins and District Hospital in 2013 for the purchase of equipment and delivery of programs. The total accumulated transfers to the hospital since the Foundations inception total \$32, 211,11.

The Foundation's success would not be possible without the hard work and dedication of the staff, volunteers and board members. The Timmins and District Hospital Foundation staff members include Janna Cook, Executive Director, Patricia Gaudreau, Assistant Executive Director, Judy Bolduc, Bookkeeper and Database Coordinator, and Marie-Josée Chartrand, Administrative Assistant.

It has been said that TADH is a big city hospital in a rural setting. Our hospital's dedicated staff is proud to provide the quality of care normally expected in a large urban centre. In order to continue to offer such excellent care, we must have the active financial support of our communities. You and everyone you hold most dear deserve a big city hospital in the heart of the North. We thank you for your continued support and ask you to consider making a gift towards our 2013-2016 Capital Campaign – *Building for tomorrow's healthcare today.*

Together we are "Building for tomorrow's healthcare today!"

Janna Cook, Executive Director

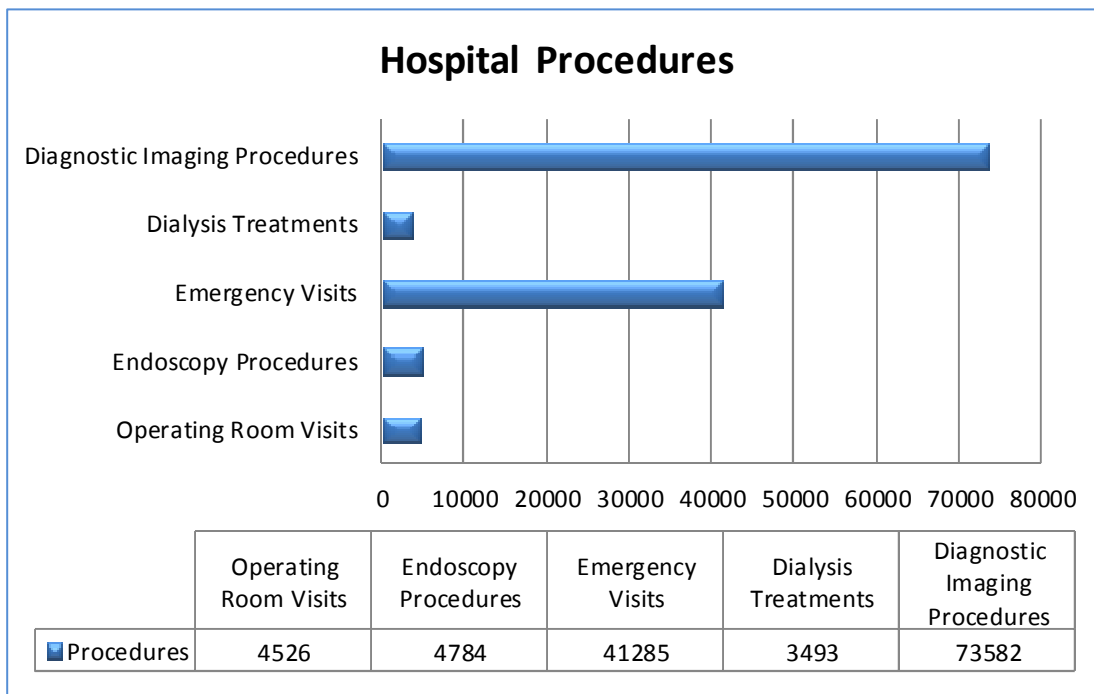
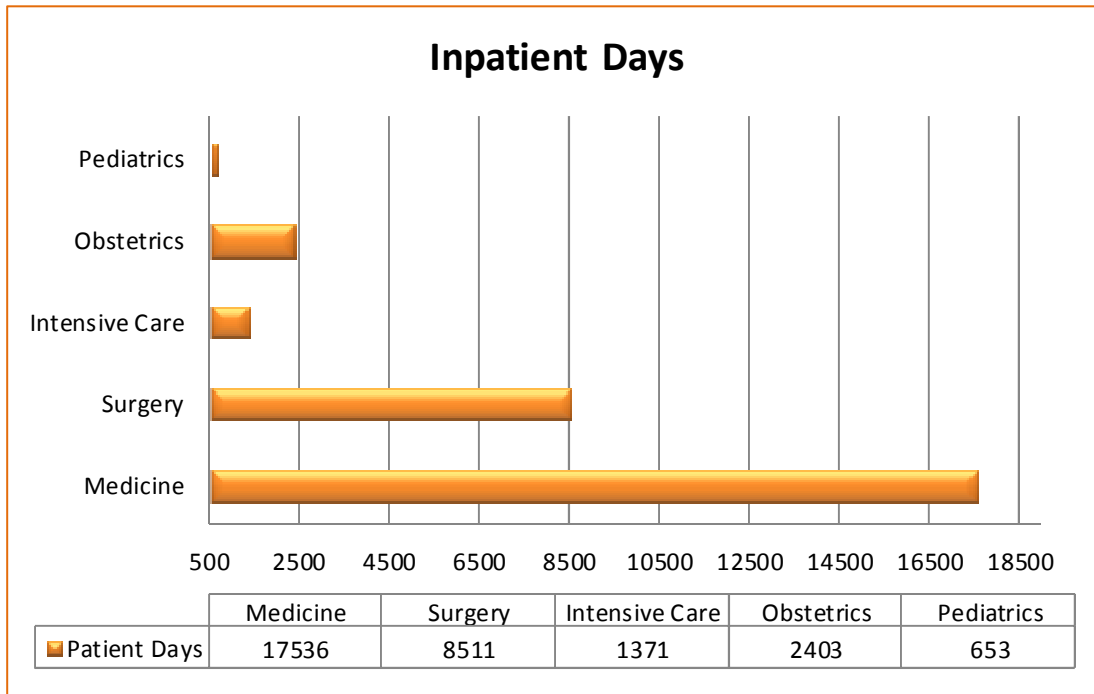
Anne Hannah, Chairperson

Quality Care with Pride!

Improve the Patient Experience ~ Invest in People ~ Ensure Value ~ Build Strong Partnerships

Timmins and District Hospital

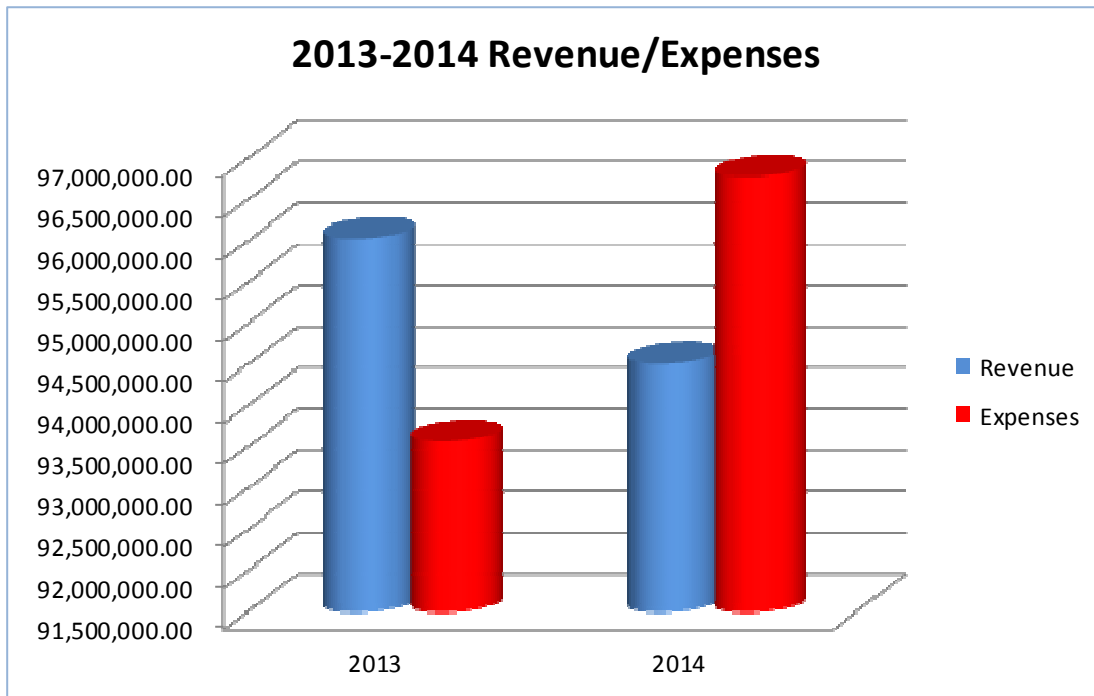
Hospital Statistics/Activity 2013–2014



Quality Care with Pride!

Improve the Patient Experience ~ Invest in People ~ Ensure Value ~ Build Strong Partnerships

Timmins and District Hospital Financial Report



Supported by:



North East Local Health
Integration Network

Quality Care with Pride!

Improve the Patient Experience ~ Invest in People ~ Ensure Value ~ Build Strong Partnerships