

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

ANNUAL REPORT 2019-2020



Exemplary care to Northerners

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On The Cover

Top Left - Mobile Crisis Rapid Response Team - L-R: Officer Mike Tambeau, Danielle Wellings, Social Worker, Amber Martyn, Social Worker and Morgan Ellerton, Registered Nurse

Top Right - Diagnostic Imaging Staff celebrating Breast Cancer Awareness Month

Bottom Left - L-R: Kim Dicks, Respiratory Therapist, Allison Kean, Respiratory Therapist, Andrew Pigeon, Respiratory Therapist

Bottom Right - Dr. Eric Labelle holding the Quality Endoscopy Recognition Program Award

A MESSAGE FROM THE BOARD CHAIR & PRESIDENT AND CEO



Gaétan Malette
Gaétan Malette,
Board Chair



Kate A. Fyfe
Kate Fyfe,
President & CEO

We are pleased to present the following report for the 2019-2020 Annual General Meeting of the Timmins and District Hospital (TADH). While we turn the page on a new fiscal year during these unprecedented times, our focus remains on the safety of our staff, physicians and patients and ensuring our families have access to quality health care close to home.

While the COVID-19 pandemic brought new challenges, the TADH has made great strides to ensure our community continues to receive exemplary care. We remain committed to executing projects that align with the four strategic dimensions identified within the 2016-2021 Strategic Plan.

Supporting the optimization of care in our northern communities and in response to the COVID-19 pandemic, the TADH provided clinical support for COVID-19 Assessment Centre and long-term care surveillance testing. To help protect our community, the TADH responded quickly to the pandemic, adjusting our care delivery model and increasing bedded capacity in our medical and intensive care units. As a teaching hospital, we maximize the potential of our people through continued opportunities for training and growth. In 2019-2020 the TADH supported 361 post-secondary student placements and provided French language training to seven staff. To support efforts to optimize patient care while achieving financial sustainability, the TADH completed a LHIN-led Optimization Review. This review recognized TADH for the broad range of clinical services offered and identified \$2.5 million dollars in cost-saving opportunities. These recommendations will allow the hospital to continue to provide efficient, quality health care to our community for years to come. Advancing technological enablers included the implementation of the E-triage tool, allowing for quick, effective patient triage and the reduction of patient wait times.

While we transition into the "new normal", the hospital will be focusing on advancement of our strategic priorities and the development of the 2022-2027 Strategic Plan. We look forward to working closely with the community, health partners, staff and physicians as we look to set the priorities and direction of the TADH moving forward.

We would like to extend our deepest gratitude to our community for their continued support throughout these challenging times and our TADH staff, physicians and volunteers for their passion and tireless dedication to the safety and well-being of our patients and community.

OPTIMIZE CARE WITHIN OUR NORTHERN COMMUNITIES



Provided clinical support for COVID-19 Assessment Centre and long-term care testing.

MAXIMIZE THE POTENTIAL OF OUR PEOPLE



Provided 361 clinical and non-clinical post-secondary student placement opportunities.

ACHIEVE FINANCIAL SUSTAINABILITY



Identified \$2.5 million in cost-saving opportunities through the LHIN-led Optimization Review.

Harness and Advance Technological Enablers



Implemented the E-Triage tool to support the reduction of patient wait times.

MISSION, VISION & VALUES



MISSION

WORKING TOGETHER WITH
OUR PARTNERS TO IMPROVE
THE HEALTH OF
NORTHERNERS

VISION

EXEMPLARY
CARE
TO 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.

2019-2020 AT A GLANCE

Working together with our partners to improve the health of northerners

40,309 ↑ 40,221*

Emergency Department
Visits



1,931 ↑ 1,744*

ICU Inpatient Days



2,269,142 ↓ 2,326,478*

Laboratory Tests
Completed



18,609 ↑ 17,679*

Medical
Inpatient Days



622,179 ↓ 671,591*

Pathology Specimens Tested



7,550 ↑ 7,349*

Mental Health
Inpatient Days



75,816 ↓ 78,453*

Diagnostic Imaging
Exams Completed



2,973 ↑ 2,758*

Obstetrics
Inpatient Days



3,416 ↓ 3,985*

Day Surgery Cases

1,666 ↓ 1,729*

Inpatient
Surgery Cases



798 ↓ 854*

Newborn
Inpatient Days

5,962 ↑ 5,789*

Surgical Inpatient Days

653 ↑ 613*

Pediatric
Inpatient Days



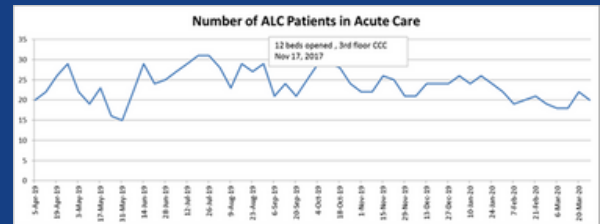
*2018-2019 Stats

CLINICAL SERVICES UPDATE



The TADH continues to experience a high number of Alternate Level of Care (ALC) patients in our hospital. At the end of March 2020, 28 ALC patients were admitted to hospital waiting for a bed in long-term care facilities.

As a result, the number of beds available for medical and surgical services was reduced, impacting timely access to care and overall patient experience.



The TADH, alongside other health care partners across the province, was greatly challenged by the COVID-19 pandemic. TADH's team provided leadership across the district and region to ensure our hospital and region was well prepared to support care delivery during the pandemic. To create capacity, we were required to reduce elective and non-urgent surgical procedures, enabling TADH to adjust staffing and increase bedded capacity in our COVID unit and increase Intensive Critical Care capacity. All staff and physicians at TADH are to be commended for their exemplary provision of crucial medical care to our community.

Key clinical highlights:

- Led the submission of the Ontario Health Team Readiness Self-Assessment with over 32 community partners.
- Increased hip and knee replacements to 260 (up from 150 in 2018-2019) while making good progress in patient wait time reductions.
- Added 12 transitional care beds, creating an additional 4,380 patient days.
- TADH co-chaired the district planning committee and participated on the regional steering table for COVID-19 response in the North.
- In response to the COVID-19 pandemic, the TADH added an additional 29 surge beds, increasing hospital capacity to meet the needs of our community throughout the pandemic.



CHIEF OF STAFF & VP MEDICINE & HUMAN RESOURCES UPDATE



CHIEF OF STAFF & VP MEDICINE

Ensuring our community continues to receive exemplary care, recruitment activities remain ongoing at the TADH. We welcomed new additions in Anesthesia with Dr. Toupin, Pediatrics welcomed the addition of Dr. McMaster and Dr. Ansari and Family Medicine welcomed the addition of Dr. Wilson. The TADH saw departures in the departments of Ophthalmology and Family Medicine.

Ongoing physician recruitment strategies are in place for the departments of Ophthalmology, Internal Medicine, Ear, Nose and Throat (ENT) and Family Medicine. We are also pleased to announce the anticipated recruitment of two new psychiatrists for the fall of 2020.

While the TADH has been challenged with the backlog of non-urgent and elective procedures due to the COVID-19 pandemic, we continue to move forward. The professionalism of the staff and physicians throughout this pandemic cannot be echoed enough. Despite numerous challenges and uncertainty the staff and physicians remained steadfast, ensuring that our community was well supported and our patients continued to receive the best care possible.

Respectfully,

Harry Mikael Voogjarv, MD, MSc, FRCSC
Chief of Staff & VP Medicine



HUMAN RESOURCES

In addition to active involvement with the Northern Ontario School of Medicine, the TADH welcomed 21 Allied Health Professionals, 52 Support Service staff and 42 Nurses to the team. The TADH employs a total of 850 staff.

Key human resource highlights:

- Supported 361 post-secondary student placements in a variety of nursing, allied health and support services roles.
- Supported seven medical students and ten Family Medicine residents from the Northern Ontario School of Medicine.
- Received the French Language Services Compliance Certificate from the NE LHIN. Of the 850 total staff at TADH 557, or 65 per cent, are designated bilingual.



FINANCE

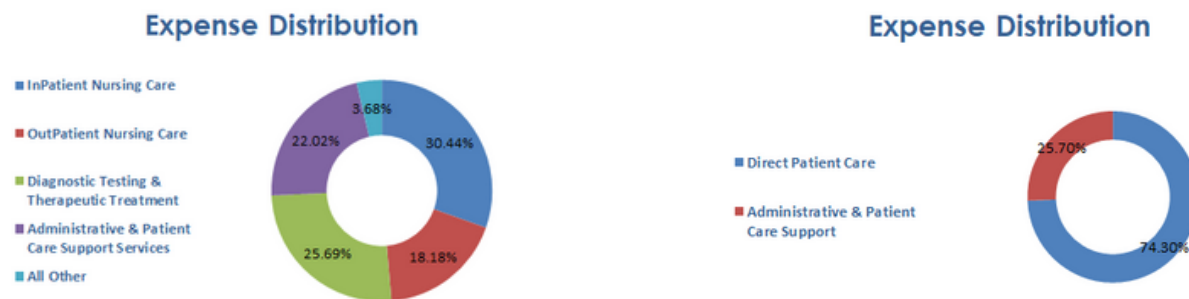
In the fall of 2019, the TADH underwent an Optimization Review to examine the revenues and expenses of our operations and develop a plan to improve our financial position. Strategies were identified in Diagnostic Imaging, Security, Laboratory, Surgery, Health Records, Food Services and other support areas.

While portions of this plan have been delayed as a result of the COVID-19 pandemic, the hospital was able to advance approximately \$1 million of the \$2.5 million identified savings in 2019-2020. A balanced budget was developed for the 2020-2021 fiscal year. TADH continues to work closely with the Ontario Health (OH) in order to address the accumulated working capital deficit.

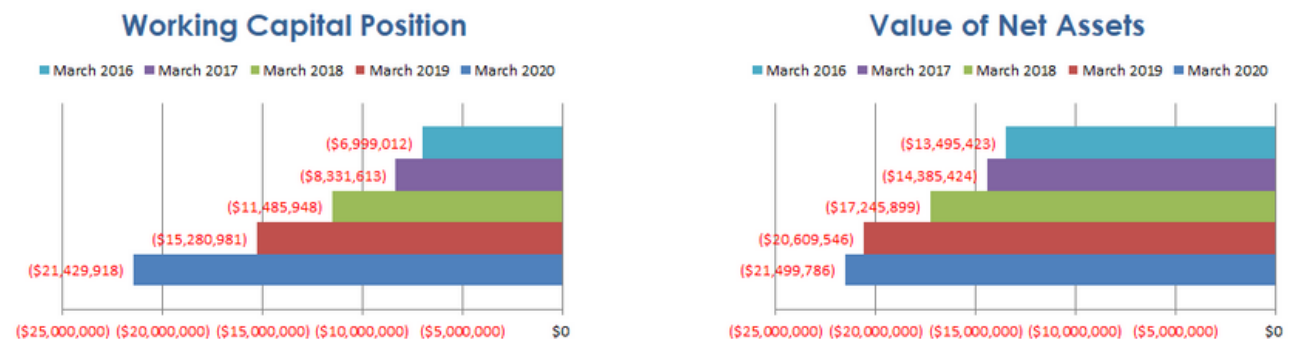
Key financial highlights:

- Completing the 2019-2020 year with an actual deficit of \$268,000 compared to a budgeted deficit of \$5.4 million.
- Reducing the 2020-2021 budgeted operating deficit by \$6.2 million.
- Reduction in the cost of surgical supplies through standardization.
- Securing additional base funding of \$2.2 million to support surge capacity and transitional beds.

HOW DO WE SPEND OUR FUNDING?



FINANCIAL HEALTH



TADH FOUNDATION AND AUXILIARY UPDATE



FOUNDATION

The Timmins and District Hospital Foundation (Foundation) has been very busy throughout the past year. Our annual events were tremendously successful, despite the COVID-19 pandemic, as we were able to adapt quickly to support virtual fundraisers.

Throughout the pandemic, the Foundation also supported the TADH as the contact for community personal protective equipment (PPE) donations.

Key Foundation highlights:

- Detour Gold and Franco Nevada Corp. combined donation of \$350,000 towards the cost of new medical equipment.
- The Foundation raised ~\$31,000 at the De Beers Diamond Draw in 2019.



AUXILIARY



Our Auxiliary is active in many roles. Our gift shop operates seven days a week. Our paid memberships are 108, with 33 life members.

Since 1993 TADH Auxiliary donations have totaled \$1,761,990. In 2019 the Auxiliary presented the TADH with \$100,000 for the purchase of: two dietary meal carts, an ECG cart, Spica Table, Glidescope, two Vital Signs Monitor, Infant Sinus Scope and a Zepto Capsulotomy.



Thank you for continuing to support the Timmins and District Hospital!

YEAR IN REVIEW

September 2019

TADH welcomes seven medical students from the Northern Ontario School of Medicine.



April 2019
TADH receives funding for improved withdrawal management, opioid addiction treatment and crisis teams.

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September 2019

Mobile Crisis Rapid Response Team launches in partnership with Timmins Police Service.

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December 2019

TADH implements Surge Learning Management System to improve staff training.



November 2019

TADH Foundation raises over \$31,000 through the De Beers Diamond Draw Raffle.

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YEAR IN REVIEW

May 2019

TADH's first Home Hemodialysis patient transitioned to home hemo.



July 2019

TADH welcomes ten family medicine residents from the Northern Ontario School of Medicine.



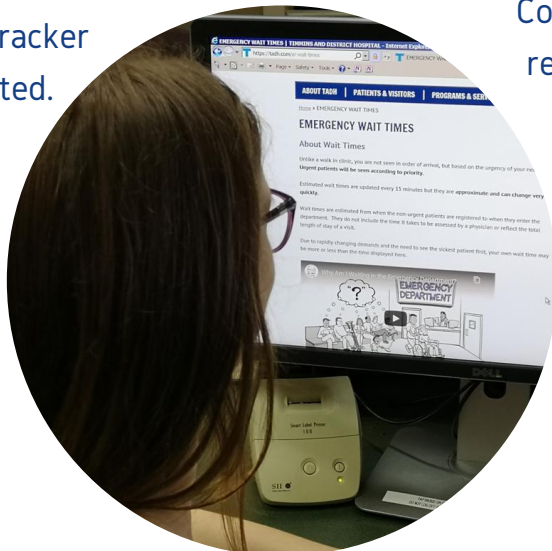
August 2019

TADH Foundation raises \$110,000 at John P. Larche Charity Golf Classic.



February 2020

Emergency Room Wait Time Tracker implemented.



March 2020

TADH implements IMS Command Table to lead response to COVID-19 pandemic.



