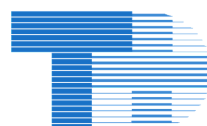




2020-2021 ANNUAL REPORT



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

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2020-2021

MESSAGE FROM THE BOARD CHAIR AND PRESIDENT AND CEO



Gaétan Malette
Chair



Kate Fyfe
President and
CEO

We are pleased to present the following report for the 2020-2021 Annual General Meeting of the Timmins and District Hospital (TADH). Despite the numerous challenges that the COVID-19 pandemic has presented throughout the year, our focus remains on ensuring the safety of our patients, staff, physicians and designated care partners.

As we adjust to the “new normal” of providing quality healthcare in a COVID-19 world, we remain committed to advancing initiatives that align with the four strategic dimensions identified within the 2016-2021 Strategic Plan.

Ensuring that our northern families continue to have access to quality health care close to home continues to remain our top priority. In addition to providing clinical leadership for pandemic response, TADH continues supporting the training development of our future health care workforce. In 2020-2021, although impacted by COVID-19, TADH supported 266 post-secondary student placements in a variety of fields. In partnership with the Northern Ontario School of Medicine, TADH provided clinical opportunities for seven medical students and ten family medicine learners.

As we develop our future workforce, work to support the optimization of patient care, while achieving financial sustainability, remains ongoing. During 2021, TADH advanced the implementation of the optimization strategies, with a focus on improving patient safety and experience, efficiency and quality measures. Of the strategies identified through the Optimization Review, we are pleased to share that TADH achieved 150% of targeted efficiencies, amounting to a savings of over \$3.5M. Finally, we are thrilled to share that, in 2021, as a result of the strong leadership, our hospital realized a significant change in financial position with the addition of \$5.5M in annual ongoing base funding and \$19.3M one-time funding enabling the return to financial stability.

As we work through the challenges presented to us in the past year, we look forward to focusing on the advancement of our strategic priorities and setting the 2022-2027 Strategic Plan. We remain committed to working with our community, health partners, staff and physicians while we set our priorities and goals and continue to providing exemplary care to Northerners.

Finally, we would like extend our deepest gratitude to our community for the continued support throughout the past year. Additionally, we would like to express our sincere thanks to our municipal and health leaders who have continued to support our community, and health care system, through these challenging times. We ask that you also please join us in extending sincere appreciation to all of the TADH staff and physicians for their continued dedication to the safety and well-being of our patients and community.

BOARD PROFILE



Gaétan Malette
Chair



Kraymr Grenke
Vice-Chair



Jean-Pierre Nadon
Vice-Chair



Melanie Verreault
Treasurer



Kate Fyfe
President and CEO



Dr. H. Voogjarv
Chief of staff & VP Medicine



Dr. S. Zilka
President of Medical Staff



Dr. Y. Raymond
VP of Medical Staff



Joan Ludwig
VP Clinical Chief Nursing Exec.



Sue Perras



Sarah Campbell



Yves Poitras



Kate Durst



Renée Maisonneuve



Dave Kohtala



Debbie Browne



Graham Jenner



Benoit Melançon



Lily Menominee-Batisse



Luc Duval

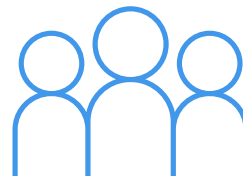
STRATEGIC DIMENSIONS



OPTIMIZE CARE WITHIN OUR NORTHERN COMMUNITIES

Provided critical human health resources for COVID-19 and outbreak response in the Cochrane District

MAXIMIZE THE POTENTIAL OF OUR PEOPLE



Provided Indigenous cultural safety training to 50 frontline healthcare workers

ACHIEVE FINANCIAL SUSTAINABILITY



Ongoing Optimization review strategies achieved 150% of targeted efficiencies with a total savings of over \$3.5M

HARNESS AND ADVANCE TECHNOLOGICAL ENABLERS



Implemented the Emergency Department electronic whiteboard. This project decreases patient wait times within the Emergency Department

BOARD GOVERNANCE COMMITTEE



Jean-Pierre Nadon



Gaétan Malette



Kraymr Grenke



Melanie Verreault



Kate Fyfe



Renée
Maisonneuve



Sue Perras



Debbie Browne

The Board governance committee is responsible for the TADH Board of Directors and its committees. The Board Governance Committee met a total of ten times in 2020-2021.

Key highlights from the TADH Board Governance Committee:

- In July 2020 TADH was pleased to welcome Kate Fyfe, as the fifth President and CEO of TADH.
- We are pleased to welcome three new elected board members, Luc Duval, Benoit Melançon and the new Indigenous representative Lily Menominee-Batisse.
- The Board Governance Committee completed a review and update of all 27 governance policies.

RESOURCE PLANNING AND UTILIZATION COMMITTEE

The Resource Planning and Utilization committee (RPUC) provides oversight and guidance for all resource planning projects at TADH.

Key highlights from the TADH RPUC Committee:

- Successfully relocated sleep lab services to the Mountjoy Mall location, creating acute care capacity while ensuring sleep lab services remain accessible to those in our community.
- Commenced operation of the Co-Generation Plant at TADH.
- Continued development of the optimization review, including recommendations for key activities, timelines and success measures. approximately 150% of targets that were set have been reached for a savings of over \$3.5M.

PATIENT EXPERIENCE ADVISORY COMMITTEE

The Patient Experience Advisory Committee ensures that first-hand patient experience and patient voice is included during the development of programs and services.

The Patient Experience Advisory Committee reviewed and approved the following projects:

- Emergency Department Electronic Whiteboard Project
- Mental Health Unit courtyard project (child and adolescent courtyard)
- TADH way-finding signage
- Centralized Scheduling Redevelopment Project
- Review and approval of the Diversity and Inclusion Policy at TADH



OUR VISION, MISSION AND VALUES



VISION

Exemplary care to
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.

2020 - 2021 AT A GLANCE

Exemplary Care to Northerners



**EMERGENCY
DEPT.
VISITS**

29,568 ↓ 40,309*



**LABORATORY TESTS
COMPLETED**
1,955,214 ↓ 2,269,142*

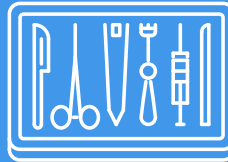


**PATHOLOGY SPECIMENS
TESTED**
507,257 ↓ 622,179*



**DIAGNOSTIC
IMAGING EXAMS
COMPLETED**

55,249 ↓ 75,816*



DAY SURGERY
2,581 ↓ 3,416*



**INPATIENT
SURGERY CASES**
1,427 ↓ 1,666*



ICU PATIENT DAYS
1,472 ↓ 1,931*



**MEDICAL
INPATIENT DAYS**
17,247 ↓ 18,609*



**MENTAL HEALTH
INPATIENT DAYS**
6,087 ↓ 7,550*

**NEWBORN PATIENT
DAYS**
1,118 ↑ 798*



OB INPATIENT DAYS
2,456 ↓ 2,973*

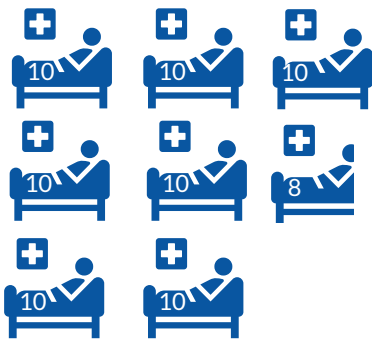
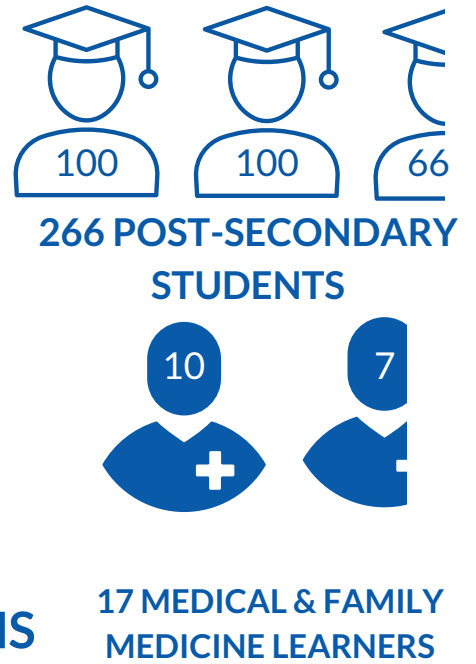
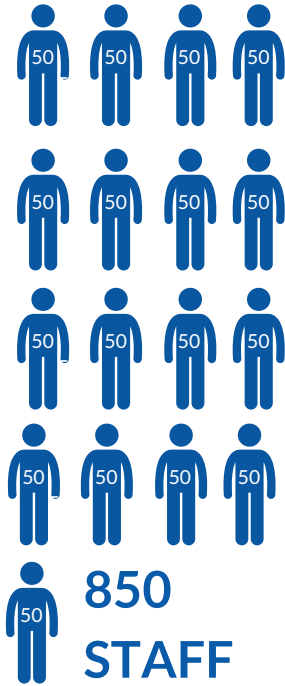


**PEDIATRIC INPATIENT
DAYS**
316 ↓ 653*



*2019-2020 Stats

TIMMINS AND DISTRICT HOSPITAL PROFILE AT A GLANCE



ACUTE CARE BEDS

*Medical, Intensive Care,
Surgical, Obstetrics, Pediatrics,
Mental Health - Child, Hospice



50

FRONTLINE STAFF
COMPLETED SAN'YAS
INDIGENOUS CULTURAL
SAFETY TRAINING



56%

DESIGNATED BILINGUAL STAFF

24/7

INTERPRETATION SERVICES

Chief of Staff & VP Medicine Update

The past year has continued to place a strain on the health care system, throughout the world and at the Timmins and District Hospital.

In addition to the additional challenges presented by the COVID-19 pandemic, our community has seen the departure of several family physicians. We are pleased to announce that our community has also gained several physicians. Please join me in welcoming:

- **Dr. Kyle Harper** who will be joining family medicine this summer as an Emergentologist.
- **Dr. Emily Mitic** who will be joining general surgery this summer.
- **Dr. Olusola Awoniyi** who joined psychiatry in the fall of 2020, with an interest in psychogeriatrics.
- **Dr. Olubunmi Awoniyi** who joined psychiatry in the fall of 2020.

In 2020 non-urgent scheduled surgery was impacted as a result of the COVID-19 pandemic. Through the implementation of appropriate precautions, 'necessary surgery' was resumed at TADH. Similarly, Diagnostic Imaging was also impacted as a result of the pandemic and they are continuing to work to correct the backlog.

Finally, I would ask that you join me in welcoming Dr. Doug Arnold, who will be stepping into the role of Chief of Staff at the Timmins and District Hospital effective July 1st, 2021.

The Timmins and District Hospital continues to be 'nimble' in our approach to medical practice during these unprecedented times. I would like to extend my deepest thanks to all of the staff and physicians at TADH, who continue to provide exemplary patient care to all of our patients.

Respectfully,

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



COVID-19 RESPONSE AT TADH

Throughout the year TADH, like many of our healthcare partners, experienced significant challenges while continuing to operate during COVID-19.

To ensure the safety of our patients, Designated Care Partners, staff and physicians enhanced measures were implemented at TADH. These included:

- Enhanced infection control measures, including frequent audits and additional staff training
- Enhanced cleaning measures throughout the hospital
- Active screening at all hospital entrances
- General visitation and Designated Care Partner visitation restrictions.



OFF-SITE HOSPITAL FACILITY IMPLEMENTATION

In February 2021, TADH opened a 30-bed off-site hospital facility at St-Mary's Gardens.

This decision allowed our hospital to preserve acute care capacity, while continuing to provide clinical care to Alternate Level of Care (ALC) patients who are awaiting placement in long-term care.

In January 2021 a total of 42 ALC patients were admitted to TADH, which created significant pressures to the availability of acute care beds. Operated independently from St. Mary's Gardens, this facility allowed TADH to quickly respond to the acute care needs of our community throughout the COVID-19 pandemic.

MOBILE ENHANCEMENT AND SUPPORT TEAMS

In January 2020 Ontario Health announced the development of MEST teams in the province. These teams were created as an urgent response to critical health human resource shortages.

The Cochrane District MEST, led by TADH, provided the framework for MEST development across the province. This team provided critical support to long-term care facilities across the Cochrane district in COVID-19 response.



COVID-19 Assessment Centre

In partnership with the Porcupine Health Unit, Cochrane District EMS and the Timmins Academic Family Health Team, TADH opened the COVID-19 Assessment Centre at 651 Ross Ave.

This Assessment Centre provides vital community testing for COVID-19.

303

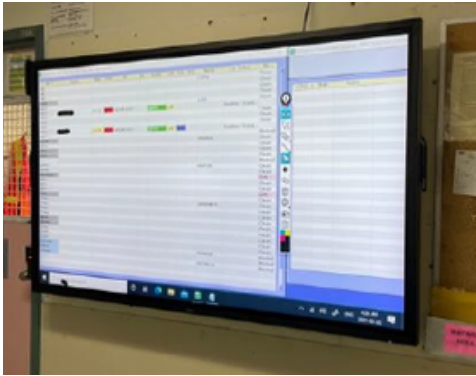
Days of operation between June 2020 - March 2021

19,400

Patients swabbed

CLINICAL SERVICES UPDATE

EMERGENCY DEPARTMENT



The Electronic Patient Tracker Whiteboard was installed in March 2021, replacing the existing manual whiteboard. This new whiteboard allows for real-time tracking of patient information, triage status and availability of diagnostic test results.

This project allows for increased patient privacy, reduced wait times in the Emergency Department and more accurate reporting of current wait times online.

SURGICAL BACKLOG PLAN

In response to the COVID -19 pandemic, and to ensure acute care capacity, hospitals across the province scaled back scheduled, non-urgent surgical procedures beginning in early 2020.

In early 2021, Ontario Health provided our hospital with approval for the submitted Surgical Backlog Plan. We are pleased to share that, through the hard work of our surgeons and staff, TADH surpassed the projected target of **169** procedures in 2020/2021.

A total of **184** joint replacements, including **58** hip and **126** knee replacements, were completed.



TADH ANNOUNCES EXPANSION OF ADDICTIONS PROGRAMS

In response to the worsening opioid epidemic and in an effort to increase community access to addictions and mental health programming, TADH announced the expansion of addiction services in late 2020. Between January 2021 - March 2021 these programs supported:

ADDICTION MEDICINE CONSULT TEAM

A specialized program available to support patients with substance use and/or opioid use disorder. This program is available 24/7 by on-call physicians.

COMMUNITY WITHDRAWAL MANAGEMENT SERVICES

A program that provides support and connection for inpatient, aiding in the transition home from an acute care setting.

IN-PATIENT ACUTE WITHDRAWAL MANAGEMENT BEDS

Increasing community access to withdrawal management services, TADH opened two acute withdrawal management beds in January 2021.

103

New Addiction
Medicine Consult Team
Patients

129

New Community
Withdrawal
Management Patients

28

New Acute Withdrawal
Management Bed patients

696

Phone Contacts

21

Community Visits Made

20

Referrals Made

HUMAN RESOURCES

CREATING JOBS

TADH continues to support our community as one of the largest local employers, employing over 850 staff.

Our hospital is also supported by approximately 74 physicians in a variety of disciplines.

In 2020-2021 TADH welcomed:

24

Nursing Staff

27

Clerical Staff

29

Allied Health Professionals

53

Support Services Staff

SUPPORTING EDUCATION

As a teaching hospital, TADH provides the opportunity for clinical placements for secondary, post-secondary and medical students.

While the COVID-19 pandemic impacted placements TADH supported:

266

Post-Secondary Student Placements

10

NOSM Family Medicine Learners

7

NOSM Medical Students



KEY HUMAN RESOURCES HIGHLIGHTS



- In December 2020, TADH was awarded the Public Services Health & Safety Association's 2020 Health and Safety Award. TADH was identified as the agency with the highest injury frequency reduction between 2018 and 2019, achieving a 70% injury frequency reduction.
- A total of 550 TADH staff and physicians were immunized during the 2020-2021 Flu Vaccine Campaign. This provided a total immunization rate of 59.6%, ahead of the 2019 provincial immunization rate for hospitals of 54.1%.
- In partnership with the Porcupine Health Unit, TADH operated two vaccine clinics for frontline healthcare workers. A total of 484 staff and physicians received their first dose of the COVID-19 vaccine through these clinics, in addition to community vaccine clinics.
- As of June 10th, 2021 a total of 86 per cent of TADH received at least one dose of the COVID-19 vaccine.

TADH FOUNDATION UPDATE

Although 2020 proved to be a challenging year, the Timmins and District Hospital Foundation was able to adapt and implement new initiatives to make up for the annual fundraising events that could not take place due to COVID-19 restrictions.

The internal staff lottery “Winning Wednesday” was a huge success raising just over \$50,000 for the Hospital. On a larger scale, the launch of the District 50/50 in September was greatly perceived and surpassed fundraising expectations. As of April 2021, it has raised \$2,000,000 for the Hospital to go toward the purchase of Hospital equipment.

KEY TADH FOUNDATION HIGHLIGHTS

- The 11th Annual John P. Larche Golf tournament was held virtually which was another first for the Foundation. It took place over a one-month period and was the first of its kind in Ontario. The online event was a great success raising approximately \$73,455 to go toward the purchase of a new Mammography Unit.
- Christmas card campaign raised \$91,361 for a new industrial washing machine.
- Lake Shore Gold made two generous donations. In 2020 they donated \$28,000 to purchase new chairs for the dialysis department as well as new meal carts. In 2021 they donated \$250,000 to go toward upgrading an operating room.
- Porcupine Miners Memorial Committee donated \$18,000 to put towards the purchase of new vital sign monitors for the Emergency Department.
- Ontario Power Generation donated \$15,000 for new stretchers, ambulatory chairs and vital signs monitors in the Emergency Department



TADH AUXILIARY UPDATE



Since 1993 the Timmins and District Hospital Auxiliary has donated over \$1.7M to support the Timmins and district Hospital.

Our paid membership is currently 55, with 51 lifetime members for a total of 106 members. For the 2020 year a total of 1868 volunteer hours were recorded.

Unfortunately, as a result of the COVID-19 pandemic, which limited fundraising efforts, no donation was made to the hospital.

We'd like to extend our thanks to the staff and administration at the Timmins and District Hospital, in addition to all those who support us.

FINANCE UPDATE



The COVID-19 pandemic resulted in significant uncertainty regarding TADH's financial situation throughout most of the fiscal year. While incremental costs associated with the pandemic were supported with additional funding, the Ministry's acknowledgment of the pandemic's impact on certain Hospital revenue streams was communicated in early 2021. This created difficulty to forecasting TADH's year-end financial position for most of the year.

We began the 2020 year with a balanced budget that was quickly adapted and altered to address the impacts of the pandemic. With the funding announcements made late in the year, we have been able to complete this unusual year with a surplus.

KEY FINANCIAL HIGHLIGHTS:

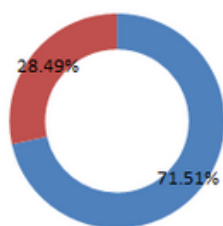
- Roughly \$6.6M in incremental costs acquired to respond to the COVID-19 pandemic, supported by additional Ministry funding.
- Transfer of 30 Alternate Level of Care (ALC) patients to an off-site hospital facility at St. Mary's Gardens resulting in the provision of patient care in a more appropriate setting, and a 25% cost per day reduction per patient.
- Continuation of optimization strategy implementation.
- March 2021 announcement of \$1.5M in annual ongoing base funding.



HOW DO WE SPEND OUR FUNDING?

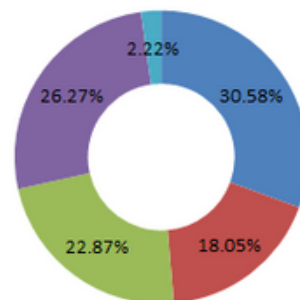
Expense Distribution

- Direct Patient Care
- Administrative & Patient Care Support



Expense Distribution

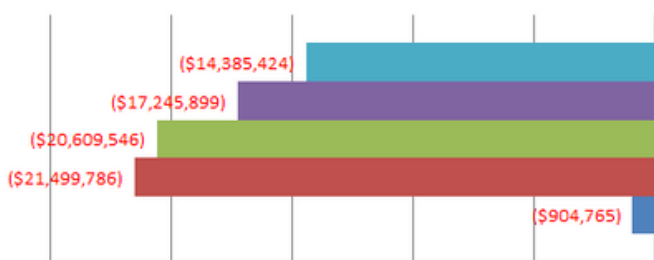
- InPatient Nursing Care
- OutPatient Nursing Care
- Diagnostic Testing & Therapeutic Treatment
- Administrative & Patient Care Support Services
- All Other



FINANCIAL HEALTH

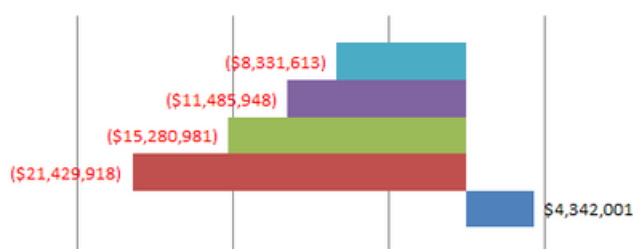
Value of Net Assets

- March 2017
- March 2018
- March 2019
- March 2020
- March 2021



Working Capital Position

- March 2017
- March 2018
- March 2019
- March 2020
- March 2021



2020 - 2021 YEAR IN REVIEW



JULY 2020
TADH Welcomes Kate Fyfe as the Fifth President and CEO of TADH



OCTOBER 2020
Cochrane District MEST Team Recruitment begins



JANUARY 2021
TADH deploys 16 frontline healthcare workers to support outbreak response at Kapuskasing Extendicare



MARCH 2021
TADH surpasses projected target set in Surgical Backlog Plan

JUNE 2020
COVID-19 Assessment Centre opens in Timmins



SEPTEMBER 2020
TADH Foundation 50/50 Draw Launches



DECEMBER 2020
TADH announces expansion of Addictions Services to support those living with substance and/or opioid use disorders



FEBRUARY 2021
TADH opens the 30-bed off-site hospital facility at St. Mary's Gardens

