



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

Exemplary Care to Northerners

Annual Report | 2021 - 2022



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A Message from the TADH Board Chair

As we look back on the past year, I am very proud of the dedication, hard work and passion shown by all of the staff and physicians at the Timmins and District Hospital (TADH). Despite the significant challenges, our hospital and its staff have continued to rise to the occasion and ensure the health of our community.

I wanted to extend my sincere thanks to our business and community members who have continued to support our hospital. Throughout the past year you've helped keep our community and hospital safe by following the public guidance. Your patience and adherence to the safety guidelines at TADH kept our patients, staff and physicians safe. You've helped raise over \$6.9M with the Timmins and District Hospital Foundation, which enabled the purchase of state of the art equipment to improve patient care.

Our patients are the heart of our hospital, and keeping them safe and healthy is our top priority. The incredible staff, physicians and volunteers at TADH continue to go above and beyond every day. Together, our hospital has accomplished many things including:

- Launching the Meditech ONE Expansé Project, a collaborative project to implement an electronic medical record across all 22 Northeast partner hospitals. This project will help streamline healthcare in the North.
- Advanced the Stage 2 Capital Planning submission to support our Emergency Department expansion and redevelopment.
- Secured expanded Mental Health and Addiction services at TADH.



I would like to encourage every member of our community to continue to keep doing their part to keep our community safe and healthy. Thank you for your ongoing feedback and support of our hospital and Foundation.

Sincerely,

Gaétan Malette
Chair, TADH Board of Directors



A Message from the President and CEO

I am pleased to present the following report for the 2021-2022 Annual General Meeting of the Timmins and District Hospital (TADH).

If the past few years have taught us anything it's that the North is stronger when we work together. Ensuring that our northern families continue to have access to quality health care, close to their home remains a top priority for our hospital. Throughout the pandemic TADH has continued to work collaboratively with our partners across the district providing leadership and resources to improve access to care and safeguard the health of our northern communities.

Despite the challenges of working in a pandemic world, the staff and physicians continued to provide compassionate care in extremely challenging circumstances. During 2021-2022, TADH operationalized several programs aimed to optimize care within our community, including the rollout of Seamless MD across our surgical programs. TADH also operationalized the OCEAN eReferral system, a modern referral program that will help streamline referral processes, reduce wait times and phase out faxed referrals.

Responding to the need of our community, our hospital further expanded our mental health and addiction services. Committed to out of the box solutions, TADH stepped in to the role of operator of the Safe Health Site Timmins, an Urgent Public Health Needs site in Timmins. Our hospital continues to support our community and health partners as we work together to support the most vulnerable in our community.

Throughout the past year we have focused 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 in keeping with our vision to provide exemplary care to Northerners.

Finally, I would like extend my deepest gratitude to our community for the tremendous support throughout the past year. It has not been an easy year but I've sincerely appreciated every one who has come forward with feedback or kind words. I would also like to express my thanks to our patient and family advisors, and all those who have shared their suggestions for improvement with our team.

I'd be remiss if I did not ask you to join me in thanking all of our frontline staff and physicians, who remain the cornerstone of exemplary care. Thank you all for your passion, dedication and commitment to patient care in the north.

Sincerely,

A handwritten signature in black ink that reads "Kate A. Fyfe". The signature is written in a cursive, flowing style.

Kate Fyfe
President and CEO

Board Profile & Strategic Dimensions



Gaétan Malette
Chair



Kraymr Grenke
Vice-Chair



Graham Jenner
Vice-Chair



Melanie Verreault
Treasurer



Sue Perras



Sarah Campbell



Yves Poitras



Kate Durst



Renée Maisonneuve



Dave Kohtala



Debbie Browne



Benoit Melançon



Lily Menominee-Batisse



Luc Duval



Luc Murray



Kate Fyfe
President and CEO



Dr. D. Arnold
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.

STRATEGIC DIMENSIONS



OPTIMIZE CARE WITHIN OUR NORTHERN COMMUNITIES

The average wait time for service with the Community Withdrawal Management Service was under one (1) day in 2021-2022.



MAXIMIZE THE POTENTIAL OF OUR PEOPLE

TADH launches the Equity, Diversity and Inclusion Policy and Diversity Education Initiative.

A total of 119 diversity training courses were completed in July/August.



ACHIEVE FINANCIAL SUSTAINABILITY

Received the Surgical Innovation Fund, totaling \$1M, which allowed us to upgrade operating rooms at the Timmins and District Hospital.



HARNESS AND ADVANCE TECHNOLOGICAL ENABLERS

TADH is moving forward with implementing the OCEAN eReferral system. This system will look to modernize the referral process and help us phase out fax referrals.



Committee Updates

Patient & Family Advisory Committee

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

Although meetings moved to virtual platforms, TADH's PFAC volunteers remained hard at work throughout the year. Through 2021-2022, PFAC accomplished the following:

- Welcomed two new co-chairs, Joanne Hagger-Perritt and Chantal Yu.
- Reviewed and provided feedback on the Finance Department construction project, improving accessibility for patients.
- Participated in the 2021 Accreditation Canada onsite evaluation in September 2021 and provided valuable feedback.
- Participated on the Steering Committee guiding the development of the 2022-2027 Strategic Plan.



Joanne Hagger-Perritt
Co-Chair



Chantal Yu
Co-Chair

Indigenous Advisory Committee

The Indigenous Advisory Committee (IAC) ensures that the Indigenous patient voice is reflected in all aspects of program and service development and delivery. The IAC provides recommendations for improving the quality of Indigenous patient care at TADH.

The IAC reviewed and explored opportunities to:

- Increase participation and membership on the committee.
- Identify an IAC representative to sit on the Strategic Plan Steering Committee.
- Expand land-based healing and cultural spaces at TADH.
- Increase access to translation and interpretation services, including improving signage and patient information.



Committee Updates

Board Governance Committee



Gaétan Malette



Kraymr Grenke



Debbie Browne



Renée
Maisonneuve



Sue Perras



Melanie
Verreault



Kate Fyfe

The Board Governance Committee is tasked with the oversight of governance issues for the hospital board and its committees in accordance with our Board Policies and Bylaws. The Board Governance Committee met a total of ten times in 2021-2022.

- In July 2021 the Board Governance Committee accepted the resignation of Jean-Pierre Nadon from the Board of Directors. We would like to extend our sincere thanks and best wishes to Jean-Pierre for his dedication to our hospital, community and district.
- We are pleased to welcome one new elected board member, Luc Murray to the Timmins and District Hospital Board of Directors.
- In 2021-2022, the Board Governance Committee commenced a review of the Administrative and Professional By-Laws for the Timmins and District Hospital's Board of Directors.

Board Quality Committee

The Board Quality Committee (BQC) analyzes and monitors key information on the overall quality of services provided by our hospital. The BQC ensures safe, quality healthcare is provided to all patients.

- Reviewed all discharge phone call and complaint information in 2021-2022.

2,946

Discharge follow-up calls made

99.6%

Were satisfied with the care they received

- Provided guidance and review through the Accreditation Canada review, achieving 98 per cent compliance.

Resource Planning and Utilization Committee

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

- Provided review for the Stage 1 and Stage 2 submission for the Emergency Department redevelopment project.
- Reviewed and approved the MOU for the Meditech Expanse Project.
- Provided review and approval on Automated Dispensing Units being placed on every unit at TADH.
- Achieved a balanced position for 2021-2022.



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.



2021-2022 At a Glance

*2020-2021 Stats



EMERGENCY DEPT. VISITS

37,221 ↑ 29,568*



DAY
SURGERY
2,635



2,581*



INPT.
SURGERY
1,419



1,427*



ICU PT.
DAYS
1,453



1,472*



LABORATORY TESTS COMPLETED

2,082,785 ↑ 1,955,214*

PATHOLOGY SPECIMENS TESTED

599,039 ↑ 507,257*



DIAGNOSTIC IMAGING EXAMS COMPLETED

66,943 ↑ 55,249*

BABIES BORN AT TADH 580



NEWBORN PATIENT DAYS

935 ↓ 1,118*



Mental Health Inpt. Days 5,962



6,087*



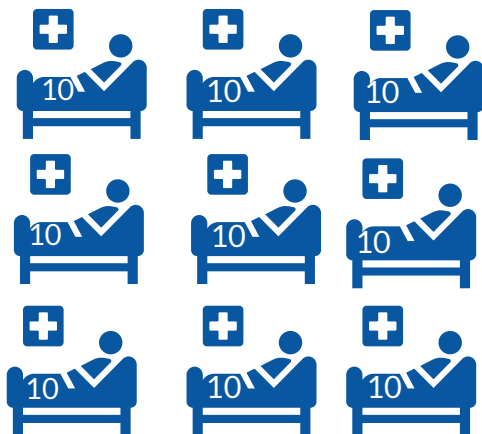
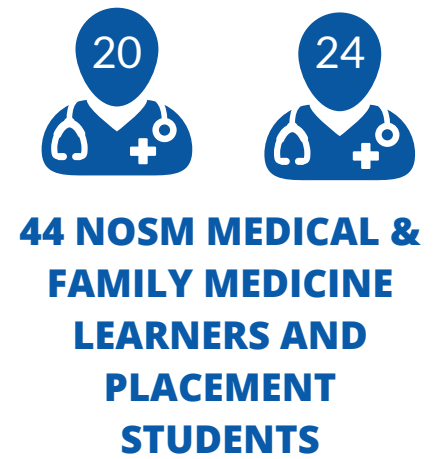
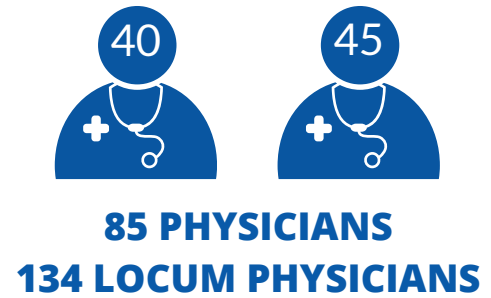
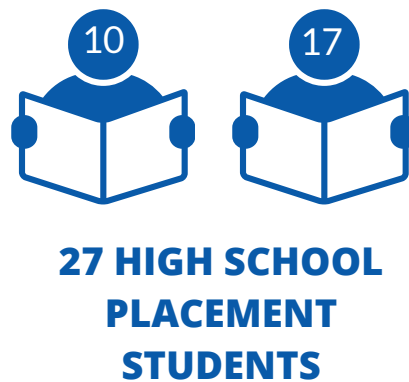
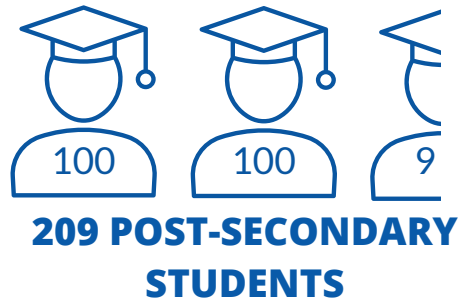
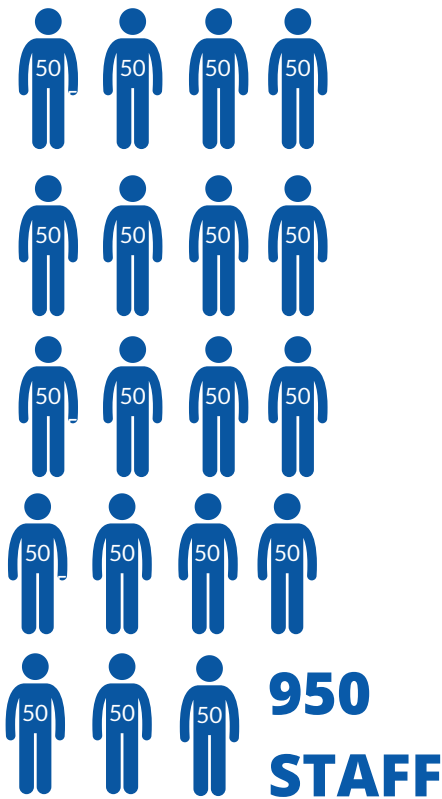
Medical Inpt. Days 18,294



17,247*



Timmins and District Hospital At a Glance



**102*
ACUTE CARE BEDS**

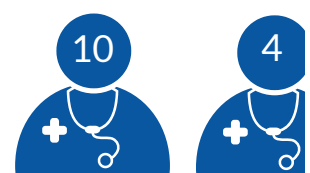
*Medical, Intensive Care,
Surgical, Obstetrics,
Pediatrics, Hospice



**22 ADULT MENTAL
HEALTH BEDS**



**2 CHILD MENTAL
HEALTH BEDS**



**14 WITHDRAWAL
MANAGEMENT BEDS**

195 TOTAL BEDS AT TADH



A message from the Chief of Staff & VP Medicine

Where to begin? This year has again been a tiring, demanding year on all of us. Since mid-December 2021, we have seen the highest number of physicians with high-risk contacts and household members testing positive. Inevitably, but not always, the majority of these contacts have resulted in positive COVID test results of the Medical Staff.

The entire Medical Staff has worked tirelessly to provide the highest standard of care while being severely under manned, both with our physician manpower and with health care workers. In the fall, TADH management decided, with support from the Board of Directors, to roll out a mandatory vaccination policy for COVID-19. The Medical Staff with Active, Associate and Locum privileges were 100 per cent compliant. As science has shown convincingly, the COVID vaccine has proven effective in preventing severe illness and death.

In addition to the additional challenges presented by the COVID-19 pandemic, our community has seen the departure of several physicians. Thank you to all these physicians for the care they have provided over the years. We are pleased to announce that our community has also gained several physicians. Please join me in welcoming:

- **Dr. Chinyere Nwogbunyama**
- **Dr. Isabelle Zheng**
- **Dr. Marc Roy**

In July 2021, Dr. Voogjarv was responsible for 25 per cent of the duties of the CoS/VP Medicine, and Dr. Arnold for 75 per cent. The plan had been for Dr. Arnold to assume 100 per cent of that role in July 2022. In the fall of 2021, Dr. Voogjarv accepted a full-time position as the Regional Supervising Coroner of Sudbury/Northeast Ontario. The position started on January 1, 2022, and Dr. Voogjarv officially stepped down in his 25 per cent role of CoS effective January 1, 2022, and Dr. Arnold assumed 100 per cent of the role.

Dr. Voogjarv provided many years of service as the Chief of Staff and the Board and Medical Staff benefitted greatly from his expertise and tireless efforts.

In closing, it has been a very interesting year as the Chief of Staff. Having assumed 75 per cent of the role in July, and then 100 per cent of the role, less than 5 months ago, the learning curve has been steep. Thank you to the hospital administration for their support and to the Board of Directors for their support as well.

Respectfully submitted,

Doug Arnold, MD
Chief of Staff & VP Medicine



COVID-19 Response & Community Opioid Crisis Response

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.

COVID-19 ASSESSMENT CENTRE

355

Days of operation between April 1st, 2021 and March 31st, 2022

24,785

Patients swabbed

TADH continued to support access to COVID-19 testing through the Emergency Department on days where the Assessment Centre was closed.

TADH EXPANDS ADDICTIONS PROGRAMS AND SERVICES

TADH is supported by:

ADDICTION MEDICINE CONSULT TEAM

525

Patient
Contacts

17

Unique
Patients

1 day

Avg. Wait time
for service

COMMUNITY WITHDRAWAL MANAGEMENT SERVICES

3,782

Patient
Contacts

208

Unique
Patients

>1 day

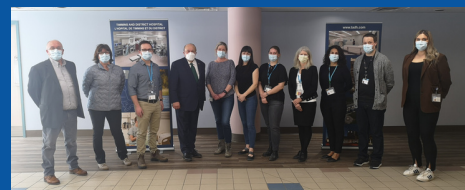
Avg. Wait time
for service

ANNOUNCEMENT OF ADDICTION RECOVERY FUND

In March 2022 the Ontario government announced additional investment in the Timmins and District Hospital through the Addictions Recovery Fund.

With that funding, TADH will open two Residential Treatment beds, two Residential Supportive Treatment beds and three Withdrawal Management Service beds.

TADH also received \$880,000 in base funding for seven additional withdrawal management beds.





Clinical Services Update

ÉQUIP SANTÉ ONTARIO COCHRANE DISTRICT ONTARIO HEALTH TEAM

On March 21st, 2022, TADH in collaboration with our Cochrane District partners submitted an Expression of Interest to join together and form one Ontario Health Team (OHT) .

The Équipe Santé Ontario Cochrane District, within the Porcupine Health Unit district, will include Hearst, Kapuskasing, Hornepayne, Matheson, Iroquois Falls, Cochrane, Smooth Rock Falls, Timmins and Chapleau. Intersecting patient care paths will also be established with the James Bay Coast, Kirkland Lake and regional specialized services.

We would like to extend our deepest thanks to all of our district health partners who continue to help move this important work forward. Together, we will provide exemplary care to northerners.

SURGICAL INNOVATION FUND

TADH received \$968,000 through the Surgical Innovation Fund, capital funding that allowed our hospital to upgrade our existing operating rooms, improving surgical efficiency.

TADH received additional funding for the Hospital-led Operating Room (OR) Training Program in 2021-2022. This program will directly support our northern communities, working in partnership with MICs Group of Health Services, Weeneebayko Health Authority, Hopital Notre-Dame Hospital Hearst and Sensenbrenner Hospital.

The expansion of the onsite training of district OR nurses at TADH is being scheduled following the full reopening of surgical services.

1.7 Hours

Average length of stay in the Emergency Department for minor concerns

2.4 Hours

Average length of stay in the Emergency Department for complex concerns

Additional key clinical program highlights from 2021-2022:

- The Seamless MD Project received \$181,770 in funding, allowing the addition of a Registered Nurse Surgical Lead. The program, originally implemented in the joint replacement program is growing to include Ears, Nose and Throat (ENT), gynecology and several general surgery procedures. All pathways which provide education and self-monitoring have been funded for French translation.
- In October 2021, TADH received confirmation of becoming a Service Delivery Site (SDS) to provide structured psychotherapy services as part of Ontario's Structured Psychotherapy Program. This program provides free short-term, face-to-face Cognitive Behavioural Therapy for adults experiencing depression, anxiety disorders, obsessive-compulsive disorder and/or post-traumatic stress disorder.
- Improved wait times for MRI scans:
 - Q4 2021-2022 - 96 per cent within access targets; compared to
 - Q4 2020-2021 - 91 per cent within access targets



Human Resources Update

The Human Resources Department has continued to work tirelessly throughout the past year to both support our staff and move forward important recruitment and retention efforts.

Key highlights from 2021-2022 include:

- The Occupational Health team at TADH championed several onsite COVID-19 vaccination clinics, providing the staff and physicians at TADH quick access to their COVID vaccines. TADH also supported the vaccination access for inpatients, families and Designated Care Partners.
- Committed to safety, TADH implemented the COVID-19 Immunization policy, which requires all new and existing staff to have at least two doses of an approved two-dose COVID-19 vaccine.
- Focusing on recruitment and retention, TADH continues to participate in many virtual post-secondary employment fairs across Ontario.



SUPPORTING JOBS IN OUR COMMUNITY

In 2021-2022 TADH welcomed 150 new staff, including:



32

Nursing Staff



46

Allied Health Staff



40

Support Services Staff



32

Clerical Staff



20

Screening Staff

SUPPORTING BUSINESSES IN OUR COMMUNITY

The Timmins and District Hospital remains committed to supporting our local business community.

In 2021-2022 a total of

\$3,470,325

was spent through local business and service providers.





TADH Foundation & Auxiliary Update

The Timmins and District Hospital Foundation continues to ensure that your gift makes the greatest possible impact in areas across the hospital. In 2021 we are proud to say that we transferred **\$1.8M** to the hospital for the purchase of medical equipment and infrastructure renewal.

Key highlights from 2021-2022 include:

- The District-wide 50/50 Lottery continues to see ongoing success, raising approximately \$6M to date. Proceeds from the lottery have allowed us to purchase the following:
 - Seven 4K Laparoscopic Scopes, Med Carts, Small Bone Power Tool, Cardiac Stress Testing System, Narcotic Cart, Sterilizer, 13 Defibrillators, Nurse Call Bell System, Transfer Carriage and Loading Cart, two Electrocardiogram Machines (ECG), Simulation Lab, Ventilator
- The staff 50/50 lottery continues to see significant use, with over 550 players in 2021 who raised over \$92,000.
- In August 2021 the John P. Larche Charity Golf Classic happened in person, raising over \$59,000 for our hospital!
- The vision of Gabriel Provost, the Hospital Hero program was launched in 2021. Aimed at recognizing the important work of our frontline staff and physicians this program has recognized 81 hospital heroes, raising over \$8400!



**TIMMINS AND DISTRICT
HOSPITAL FOUNDATION**
LA FONDATION DE L'HÔPITAL
DE TIMMINS ET DU DISTRICT

TADH Auxiliary

The Timmins and District Hospital Auxiliary continues to support our hospital, despite continuing to be impacted by COVID-19.

Key highlights from 2021-2022 include:

- 2643 volunteer hours were recorded for 2021-2022, with a total of 94 Auxiliary members.
- The Auxiliary presented the TADH Foundation with a cheque for \$42,000, which was used to purchase a new humidifier for the hospital.
- Our Auxiliary continues to support two annual bursaries of \$300 each for students entering the medical field.

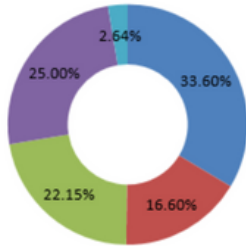


Finance Update

HOW DID WE SPEND OUR FUNDING?

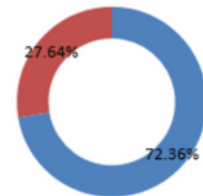
Expense Distribution

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



Expense Distribution

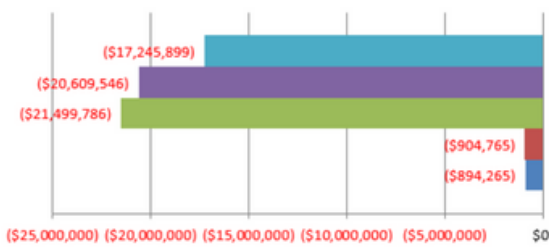
- Direct Patient Care
- Administrative & Patient Care Support



FINANCIAL HEALTH

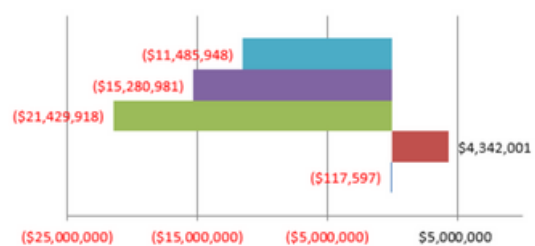
Value of Net Assets

- March 2018
- March 2019
- March 2020
- March 2021
- March 2022



Working Capital Position

- March 2018
- March 2019
- March 2020
- March 2021
- March 2022



The COVID-19 pandemic continued to result in significant uncertainty regarding TADH's financial situation throughout most of the fiscal year. One of the largest challenges our hospital faced was due to staffing shortages resulting in the use of agency nurses. This created difficulty to forecasting TADH's year-end financial position for most of the year.

New collaborative partnerships, particularly in the area of Addiction and Mental has helped strengthen our service delivery capacity, while bringing financial resources to our region to address this urgent priority.

Key highlights from 2021-2022 include:

- TADH has continued to work to maintain a positive balance while attempting to return to pre-COVID activity levels, respond in all aspects to the multiple waves of COVID that occurred in Ontario and advancing our efforts in patient care.
- TADH received \$968,000 for the Surgical Innovation fund, which supports our work towards returning to pre-COVID surgical activity levels.
- Operating the TADH offsite facility at St. Mary's Garden, TADH received over \$5M in funding to support alternate level of care (ALC) patient care in Timmins.



2021-2022 Wrap Up



July 2021

TADH launches our Equity, Diversity and Inclusion Policy and Diversity Education Initiative. A total of 119 diversity training courses were completed through July and August.



April 2021

Through the TADH Foundation, TADH purchases new defibrillators!



September 2021

TADH receives notice of selection to become a Service Delivery Site as part of Ontario's Structured Psychotherapy Program.



October 2021

TADH welcomed Premier Doug Ford, along with Ministers Romano, Rickford, Fedeli and Associate Minister Tibollo.



October 2021

In October, TADH received the Trillium Gift of Life Achievement Award for Eligible Approach Rate (EAR). TADH is proud to have an EAR of 100 per cent!



**ACCREDITATION
AGRÉMENT
CANADA**
Qmentum

November 2021

Following an Accreditation review in September 2021, TADH is pleased to share that our hospital has been Accredited with Commendation under the Qmentum program.



March 2022

TADH hosts Associate Minister Tibollo to announce receipt of Addictions Recover Fund funding, along with over \$880,000 in base funding for addiction services.



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



**Working together with our
partners to improve the
health of Northerners.**