



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

2022-2023 ANNUAL REPORT



Exemplary Care to Northerners



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A MESSAGE FROM OUR BOARD CHAIR



On behalf of the Board of Directors of the Timmins and District Hospital, I'm proud to share our 2022-2023 Annual Report. Despite the challenges our health system faced, the team at TADH accomplished amazing things, working tirelessly to ensure the health and wellness of our community and district.

Exemplary patient care is at the core of every decision we make as a hospital. I cannot express enough how incredibly fortunate we are to have this team of staff, physicians and volunteers at TADH. Their dedication, selfless work and passion continues to keep our loved ones safe and healthy. In collaboration with our partners, the team at TADH has accomplished amazing things this year, including:

- The launch of the Locum Ophthalmology Clinic in Timmins, ON. This unique service model expands the availability of ophthalmological services to our community and district. This important resource will help reduce service wait times, reduce long-distance travel for patients in the Cochrane District and aid in the recruitment of Ophthalmologists in the North.
- Continued advancement of Capital Planning Submission to support the Emergency Department Redevelopment Project. This project looks to redevelop our existing Emergency Department, creating a state-of-the-art 23,000 sq. ft. space. This project will improve patient privacy, safety and see the development of trauma-informed, culturally-safe spaces.

I would like to extend my sincere thanks to our business community and community members who have continued to support our hospital. Your support and continued feedback are greatly appreciated.

A handwritten signature in black ink, appearing to read "Kraymr Grenke". The signature is fluid and cursive.

Kraymr Grenke
Chair, TADH Board of Directors



A MESSAGE FROM OUR PRESIDENT AND CEO



As I reflect on the past year I continue to be amazed by the strength and resiliency of our Northern communities. As we began to step out of our pandemic response, embracing our "new normal" operations, our team has moved forward and accomplished so much in the past 365 days.



Starting off the year, our team launched the OCEAN eReferral system in our Fracture Clinic, Rehab and Specialty Clinics. As the year progressed, this system was expanded to many other programs at TADH, streamlining the referral process and helping reduce wait times.



On July 4th, 2022, our hospital in partnership with our municipality and service providers, opened the doors to the Safe Health Site Timmins. These life saving resources have reversed 76 overdoses and provided the opportunity for direct admission for 14 clients to our Inpatient Withdrawal Management Program. In January, our team supported CMHA in the application for a permanent Supervised Consumption Site, and secured additional temporary funding to allow for a seamless transition of services



Throughout the year, our team connected with over a thousand people as we developed and launched the 2022-2027 Strategic Plan. Building on our collective strengths, the foundation of this road map is informed by the stories of resilience, compassion and collaboration. We look forward to sharing our progress, and with your help, creating a healthier Northern Ontario.



We are grateful for the support and leadership from our partners and the province, which enabled us to respond to the ever-changing care needs of our community over the past year. The opportunity to meet directly with provincial leaders to share challenges and strategize on opportunities for investment has lead to unprecedented resource investments directed to reduce wait times, enhance training, and improve patient outcomes.



Finally, I would like to extend my deepest gratitude to the incredible staff, physicians and volunteers that support TADH. Thank you for your passion, your dedication and your commitment to patient care in the North.



Kate A. Fyfe

Kate Fyfe
President and CEO, Timmins and District Hospital

TIMMINS AND DISTRICT HOSPITAL BOARD OF DIRECTORS



**Kraymr
Grenke**
Vice-Chair



**Graham
Jenner**
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**Renée
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and CEO



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Medical
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Staff



Joan Ludwig
VP Clinical &
Chief Nursing
Executive

2022-2027 STRATEGIC PLAN AT-A-GLANCE

WE WILL IMPROVE THE EXPERIENCE OF OUR PATIENTS

- We will help lead the implementation of the **Équipe Santé Ontario Cochrane District Health Team (ESOCDHT)**.
- We will place the patient voice at the center of all program design, delivery and review.
- We will lead and implement key projects aimed at improving patient safety, quality of care and reducing service wait times.

YEAR ONE MILESTONES

- Through the work of the **Cochrane District Capacity Access and Flow Table**, TADH led the development and submission for the ESOCDHT to Ontario Health.
- In partnership with **Mushkegowuk Health Services**, created on-site space for an **Indigenous Patient Advocate**.
- TADH improved access care, built clinical resources and bed capacity to support **Alternate Level of Care (ALC)** patients, including:
 - The addition of five beds at TADH's off-site facility at **St. Mary's Gardens** and the addition of a **Transitional Activation Therapist and Patient Engagement/Safety** supports.
 - The addition of **Physiotherapy, Occupational Therapy, Social Work, Rehab Assistant, Activation Therapist and a Geriatric Emergency Medicine Nurse** in the **Emergency Department**.
 - Addition of five **Rehab beds** at TADH to support **ALC** patients.
- At the end of 2022, the TADH Emergency Department was reported as **4th out of 75 hospitals** for **ED Wait Times**.
- Continued to lead the development of the **Meditech ONE Expanse Project**, which will go live in **Spring 2024**.
- Supporting the reduction of service wait times, expanded service hours **Magnetic Resonance Imaging (MRI)** to **24/7**.
- Through the extensive work of our team, made extensive strides in reducing surgical wait times, achieving or achieving close wait time targets.



2022-2027 STRATEGIC PLAN AT-A-GLANCE

WE WILL IMPROVE THE EXPERIENCE AND WELLBEING OF OUR HEALTH PROVIDERS

- We will lead the facilitation of the retention and recruitment of health human resources (HHR) for the North.
- We will create a culture of support and wellness within our hospital and across the district.
- We will amplify the voices of our staff and our physicians.



YEAR ONE MILESTONES

- TADH welcomed 211 new staff to our team, an increase from 150 staff hired in 2021-2022. This includes:
 - 41 Registered Nurses and Registered Practical Nurses;
 - 21 Personal Support Workers;
 - 22 Clerks and Program Secretaries;
 - Eight Social Workers (BSW and MSW); and
 - 23 Environmental Services, Laundry and Retail Aide Workers.
- Increased physician recruitment capacity through the onboarding a fulltime Physician Recruiter in July 2022.
- Developed and launched the TADH Recruitment and Retention Committee. This committee has:
 - Completed a baseline survey to identify opportunities to increase recruitment and enhance retention.
 - Increased frontline staff participation in career/job fairs.
 - Increased frontline staff participation in career/job fairs.
- Through collaboration with NOSM University, supported the academic appointment of an Emergency Medicine Physician at TADH.
- Facilitated six Virtual Resiliency Training Sessions to over 250 health care workers, social service workers and first responders across Timmins and the Cochrane District.



2022-2027 STRATEGIC PLAN AT-A-GLANCE

WE WILL IMPROVE POPULATION HEALTH

- We will collaboratively with our partners to develop and implement innovative ways to improve health and health service delivery.
- We will become a placement and residency destination of choice for future physicians in close collaboration with NOSM University.
- We are going to enhance our ability to provide equitable, evidence-based and quality patient care.
- We will take a proactive approach and connect with our community, district and leadership to pinpoint the most prevalent population health issues.

YEAR ONE MILESTONES

- On July 4th, 2022 TADH officially opened the doors to the Safe Health Site Timmins (SHST). Between July 2022 and March 2023 the SHST:
 - Intervened in **76** overdoses with **no** on-site fatalities. Through clinical supports available at SHST, **90%** of overdose interventions did **not** require EMS.
 - Accommodated over **17,000** visits to the site.
 - **51%** of visits were to consume pre-obtained substances.
 - **49%** of visits were requests to connect with our care system, which included:
 - **14** clients being admitted directly from the site to Inpatient Withdrawal Management Services at TADH.
 - **Basic medical care** provided **171** times.
 - **Counselling** provided **691** times at SHST.
 - **38** referrals sent for addiction and social service supports.
- On March 31st, 2023, TADH opened the doors to the Locum Ophthalmology Clinic. The clinic is currently offering laser procedures and assessments for general concerns, with ongoing recruitment to develop a cataract surgical team.
- Following a significant increased presentation of respiratory illness in late 2022, the COVID-19 Assessment Clinic began offering physician assessments for those with mild to moderate respiratory illnesses. This service was available for individuals with and without primary care providers.
- TADH partnered with Living Space, Golden Manor and East End Family Health Team to provide executive leadership secondments.
- Partnered with NOSM University, the City of Timmins, Northern College, Collège Boréal, primary care, health and public health partners for the alignment of effort, identification of strategic opportunities to improve health outcomes and build a healthier community.



2022-2027 STRATEGIC PLAN AT-A-GLANCE

WE WILL SUSTAIN THE FINANCIAL HEALTH OF OUR HOSPITAL

- We are going to be leaders in defining what it means to be an Ontario Health Team in the Cochrane District.
- We are going to invest and advocate for investment of provincial health spending in the North.

YEAR ONE MILESTONES



- TADH continued to ramp up services with the goal of reaching and/or exceeding pre-pandemic levels of activity. Some highlights include:
 - Returned to a pre-pandemic level of Diagnostic Imaging tests completed with 95,334 tests provided.
 - Returned to a pre-pandemic level of laboratory tests completed with over 2.8M tests completed.
 - Pathology specimen testing returned to pre-pandemic levels with over 850,000 specimens tested.
- TADH worked diligently to improve access to services closer to home. Our hospital is grateful for the continued collaboration with Ontario Health and the Ministry of Health to support:
 - The offsetting of staffing shortage pressures.
 - The enhancement of ophthalmological service delivery in the North with the launch of the Locum Ophthalmology Clinic.
 - Additional bedded capacity to improve patient flow, reduce wait times in our Emergency Department and support patients in the most appropriate care setting for their needs.
 - Additional capacity to support those awaiting placement to Alternate Level of Care (ALC) facilities through the expansion of rehabilitative care to improve care outcomes.
 - Continued expansion of mental health and addiction services to meet the needs of our community and district, including the expansion of our eating disorders and psychotherapy programming.
- Continued to implement strategies to reduce the utilization of agency nurses through the enhanced recruitment efforts and collaborative partnerships.

2022-2027 STRATEGIC PLAN AT-A-GLANCE

WE WILL FOCUS ON EQUITY AND SOCIAL ACCOUNTABILITY

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

YEAR ONE MILESTONES

- The Timmins and District Hospital is committed to action, initiating several important first steps towards permanent, meaningful change. One important step on this journey is the establishment of the Diversity, Equity and Social Accountability Committee at TADH. This committee will begin meeting in late Spring.
- Appointment of a clinical equity lead to support the continued work to meet our goals around equity, diversity and social accountability.
- Active participation and leadership on the Cochrane District System of Care's Community Advisory Board (CAB), Fierté Timmins Pride Steering Committee, Living Space Board of Directors, Cochrane District Mental Health and Addictions Table and many others.
- Participated in the Keys Equity Review process, which provided a high level evaluation of internal strengths and opportunities in diversity and equity at TADH.
- In January 2023, three TADH staff participated in the Advancing Health Equity course, hosted by Harvard Medical School. This course focused on how organizations can improve access to equitable care and discussed how these improvements contribute to overall population health.
- Thanks to the creative leadership of The Garden, launched the "Let's Talk SHST" campaign in our community. This marketing campaign focuses on addressing the myths and stigma around supervised consumption sites and those living with substance and/or opioid disorders.



COMMITTEE UPDATES

INDIGENOUS ADVISORY COMMITTEE



The Indigenous Advisory Committee (IAC) provides vital guidance and feedback on program and service development and delivery at the Timmins and District Hospital. Passionate about ensuring culturally-safe services, our IAC was hard at work in 2022-2023!

This committee met three times and some of the highlights include:

- Developed strategic partnerships, increasing representation and engagement through the IAC.
- Reviewed opportunities to expand land-based healing and cultural spaces at TADH.
- Through engagement with IAC, purchased a teepee for the creation of land-based space at TADH for program and service delivery.

FRENCH LANGUAGE SERVICES COMMITTEE

As a fully designated agency under the French Language Services Act, the Timmins and District Hospital must ensure it meets all French Language Services criteria to maintain its designation

The French Language Services Committee met once in 2022-2023:

Milestones

- As per Ontario Health, the Timmins and District Hospital was advised that we remain compliant with all French Language Services criteria and maintain our FLS designation.
- Monitored efforts to improve access to French Language Services within the hospital.
- Reviewed the vision of the future, including:
 - French language education opportunities for staff.
 - FLS data collection methods.
 - Recruitment of French-speaking designated professionals.

PATIENT AND FAMILY ADVISORY COMMITTEE

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

In 2022-2023, PFAC accomplished the following:

Milestones

- Provided feedback in the Emergency Department Patient Flow Quality Improvement Project.
- Completed a walkthrough of the hospital, focusing on improving signage and wayfinding for patients.
- Participated in the redevelopment of the video and photography for marketing and communications material for TADH.
- Provided feedback on various policies, patient handouts and clinical program/service delivery updates.
- Represented Timmins and the Cochrane District on the North East Patient and Family Advisory Committee.

BOARD GOVERNANCE COMMITTEE

Following the established board policies and bylaws, the Board Governance Committee is tasked with the oversight of governance related issues for the hospital board and its committees. The Board Governance Committee met five times in 2022-2023.

Milestones

- In December 2022 the Board Governance Committee accepted the resignation of Kate Durst from the Board of Directors. We would like to extend our heartfelt thanks and best wishes to Kate for her dedication to our hospital and community.
- The Board Governance Committee also wants to thank Sue Perras for her time as our NEOMA representative, whose tenure ended December 2022. Her contributions and district perspective has been incredible over the last 10 years.
- The Board undertook extensive review and modernization of the TADH Articles of Incorporation, Administrative By-Laws, Professional Staff By-Laws and associated Board Policies.
- Developed the Emergency Department Subcommittee, with the primary focus of advancing TADH's Emergency Department Redevelopment Project.



Renée Maisonneuve
Chair, Board
Governance Committee

Vice-Chair, Board of
Directors

BOARD QUALITY AND SAFETY COMMITTEE

The Board Quality & Safety Committee (BQSC) analyzes and monitors key information about quality of services at our hospital. The BQSC helps ensure the continued provision of safe, quality care for all Northerners.

Milestones

- Reviewed discharge phone call and patient feedback information in 2022 - 2023.

2,787	98.8%
Discharge Follow-Up Calls Made	Were satisfied with the level of care they received

- Reviewed all Patient Safety Walkabout information.
- Reviewed Patient Satisfaction Surveys, including Emergency Dept. patient surveys.



Graham Jenner
Chair, BQSC
Vice-Chair, Board of
Directors

RESOURCE PLANNING AND UTILIZATION COMMITTEE

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

Our RPUC team met a total of five (5) times between April 1st, 2022 and March 31st, 2023.

Milestones

- Continued work efforts through our core hospital team and consultants in supporting the Stage 2 submission for the Emergency Department Redevelopment Project.
- Provided continued support and oversight to the Meditech Expanse Project.
- Provided a review of the 2022-2023 Operating Budget.
- Continued with advocacy efforts with government to bring our hospital to a balanced position.



Melanie Verreault
Chair, RPUC
Treasurer, Board of
Directors

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.

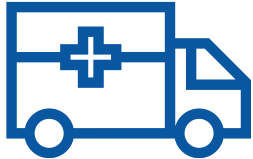
Responsiveness We anticipate the needs of our patients and community.

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

2022-2023 AT-A-GLANCE

44,420 ↑ 37,221*

EMERGENCY DEPT. VISITS



AVERAGE LENGTH OF STAY
IN THE
EMERGENCY DEPT.

1.9 Hours

Minor
concerns

2.6 Hours

Complex
concerns

532 ↓ 580*

BABIES BORN AT TADH



2,873,495 ↑ 2,082,785*

LABORATORY TESTS
COMPLETED



856,736 ↑ 599,039*

PATHOLOGY SPECIMENS
TESTED



95,334 ↑ 66,943*

DIAGNOSTIC IMAGING
EXAMS COMPLETED



787 ↓ 935*

NEWBORN PATIENT
DAYS



6,862 ↑ 5,962*

MEDICAL INPATIENT
DAYS



21,811 ↑ 18,294*

MENTAL HEALTH INPATIENT
DAYS



2,511 ↓ 2,635*

DAY SURGERY
CASES



1,408 ↓ 1,419*

INPATIENT
SURGICAL CASES



1,443 ↓ 1,453*

ICU PATIENT
DAYS

*2021-2022 DATA

TIMMINS AND DISTRICT HOSPITAL AT-A-GLANCE



 **981**
STAFF



**216 Post-Secondary
Placements**
NP, RN, RPN, PSW, Social
Work, RT, MLT, MRT,
Ultrasound, MRI Tech, Physio



18
**HIGH SCHOOL
PLACEMENTS**



82 PHYSICIANS
117 LOCUM PHYSICIANS



**7 NOSM UNIVERSITY FAMILY
MEDICINE RESIDENTS**
17 LEARNERS



 **112***
ACUTE CARE BEDS

*Medical, ICU, Surgical, OB,
Pediatrics, Hospice

214

TOTAL BEDS



35 OFF-SITE ALC BEDS



**5 COMPLEX
CONTINUING CARE BEDS**

10 ASSESS/RESTORE

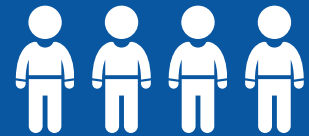


8 REHAB BEDS

4 STROKE BEDS



**22 ADULT MENTAL
HEALTH BEDS**



**4 CHILD MENTAL
HEALTH BEDS**



**14 ADDICTION
SERVICES
BEDS**

INCLUDING:
WITHDRAWAL MANAGEMENT
BEDS
RESIDENTIAL TREATMENT
RESIDENTIAL ADDICTIONS
SUPPORT SERVICES



MESSAGE FROM THE CHIEF OF STAFF

As we have moved from a pandemic to an endemic state, or if we even have, the reality is that this year has been another year of adjustments. In the coming weeks, the Assessment Centre will be closing its doors. I want to thank our Medical leadership and the numerous physicians who have faithfully staffed this centre and provided invaluable support to the hospital and the community. Thankfully we are learning how to live and work within our current “low risk” setting.

Most communities across Canada have seen a reduction in physician availability as we came through the pandemic and Timmins has seen a similar reduction. We have challenges with many of our programs. Our district partners are also experiencing shortages and it is very apparent that a gap in one hospital has an impact on all the hospitals. We are working as district to address these challenges. This year has seen some changes within the support provided by the hospital to the medical staff. The hospital hired our physician recruiter in July 2022 who has done a fantastic job working to create this role and establish priorities and networks for recruitment. Building on the foundation established this year, there are high expectations that together we will continue to build on the successes of this year.

In closing, I want to express my gratitude to all the physicians, Active, Associate, Locum and Courtesy who have provided medical care in our hospital and city over the last year. Each year I marvel at the work and dedication of our physicians. On behalf of everyone in Timmins, thank you for the care you provide at all hours of the day and night to those in medical need. We are all working together to continue to provide excellent care and advance care options within our hospital and for our community.

Respectfully submitted,

A handwritten signature in white ink, appearing to read 'Doug Arnold'.

Dr. Doug Arnold
Chief of Staff & VP Medicine

PHYSICIAN RECRUITMENT

Supporting the enhancement of physician recruitment efforts for Timmins and the Cochrane District, TADH has implemented several important initiatives. These have included increased program stipends/honorariums, new hire incentives and relocation packages, interest-free repayable loans, hiring a physician recruiter and leasehold support to name a few.

As in-person gatherings became more available, it opened the door to attending Recruitment Fairs. TADH participated and hosted the following events in 2022-2023:

- Rural Family Medicine and PGY3 Emergency Medicine Resident Recruitment Fair
- Society of Rural Family Physicians of Canada Recruitment Fair, in partnership with the Timmins Economic Development Corporation
- NOSM University Regional Social Event
- Third Year NOSM University Student Welcome Event



It Takes a Community

Recruitment efforts would not be successful without the support of our community and district. We continue to work collaboratively with our partners to successfully recruit physicians to Timmins and the Cochrane District. Some of these activities included:

- The City of Timmins reception for medical learners at the Timmins Museum
- The development of new marketing materials in partnership with the Timmins Economic Development Corporation
- The development of a Physician Recruitment and Retention Committee with representation from the City of Timmins
- The development of a common credentialing policy through the Cochrane District Planning Table, allowing locums to be credentialed once to work across the district.

AUXILIARY UPDATE

Like many profit and non-profit organizations, the TADH Auxiliary was met with many challenges as we began the reopening process in 2022. It is our hope that eventually we may be able to operate the Gift Shop with hours of operation as in pre-pandemic times.

In addition, we continue to provide 2 scholarships valued at \$300 to graduates from the Timmins Campus in Health Sciences. In June the T&DH Auxiliary Award in Memory of Winnifred Kremer is presented to a student graduating in the BScN Program while the T&DH Auxiliary Award in Memory of Eva Scully is presented to a student graduating in the Practical Nursing Program.

In conclusion, in 2022, to reach our objective of a \$40,000 donation made to the Timmins and District Hospital, 2 scholarships presented to Northern College, and Christmas and Easter favours provided to patients, the Timmins and District Hospital Auxiliary volunteer hours totaled 2,453.



FOUNDATION UPDATE

Since 1985, the Timmins and District Hospital Foundation has transferred more than \$53,200,000 to our hospital. These funds allow for the purchase of state-of-the-art equipment and renovations.

Thanks to the commitment of our community and district a total of \$5,855,789 was raised in 2022. Some of the highlights included:

- The John P. Larche Charity Gold Classic at Spruce Needles, which raised over \$64,000. The proceeds from this event allowed for the purchase of a Nuclear Medicine Dose Calibrator and a TIMS Unit.
- The first annual Dueling Pianos was hosted on May 22, 2022! Presented by Newmont Porcupine, this event raised over \$62,000.
- The TADH Staff 50/50 continues to support our Foundation. A total of 450 staff members are registered, with over \$78,000 raised!



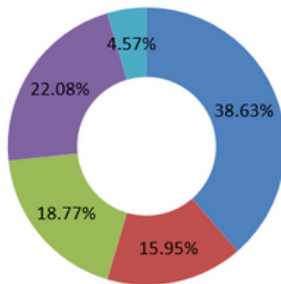
FINANCIAL HIGHLIGHTS

The continued impacts of the COVID-19 pandemic as well as health human resource shortages placed a significant amount of financial pressure on the hospital.

TADH was able to acquire funding pressure relief to help restore financial health. As a result of unanticipated wage settlements related to Bill 124 and pay equity, the Timmins and District Hospital ended the year in a financial deficit.

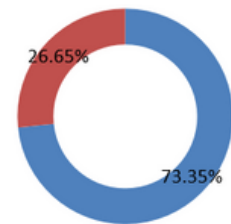
Expense Distribution

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



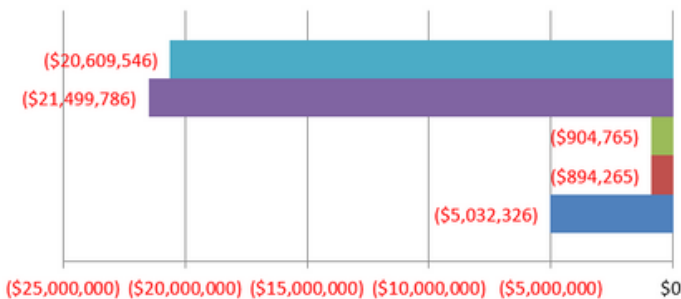
Expense Distribution

- Direct Patient Care
- Administrative & Patient Care Support



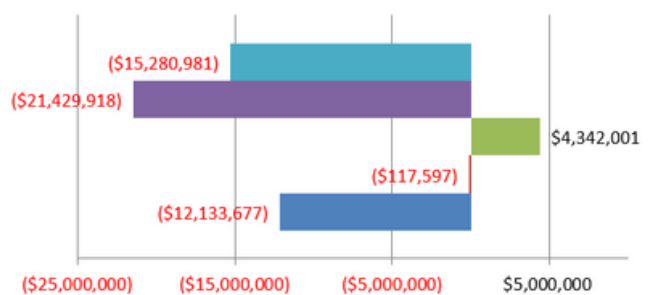
Value of Net Assets

- March 2019
- March 2020
- March 2021
- March 2022
- March 2023



Working Capital Position

- March 2019
- March 2020
- March 2021
- March 2022
- March 2023





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



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