

LAKE OF THE WOODS
DISTRICT HOSPITAL

ANNUAL REPORT

2018-2019



Lake of the Woods District Hospital

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Message from the Board Chair, Wendy Cuthbert

It has been a busy year. We ended our last year waiting for the results of our Operational Review, living with a vote of non-confidence from the medical staff, and searching for a new Chief Executive Officer (CEO) to fill the vacancy from Mark Balcaen's retirement on June 29, 2018. It was daunting to say the least. However, there were new opportunities as well. We rallied and embraced those opportunities, knowing that there was a lot of work to do.



The Operational Review and its 74 recommendations has provided us with information to formulate a plan that will improve the operations at our hospital. It has given us a good third-party look at ourselves; a valuable tool for sure. A tool that our new CEO, Ray Racette, has used to learn from and work with management, staff, medical staff, health partners, and the Board to implement those recommendations in an organized and thoughtful way. With everyone working together we have had success in making many positive changes and we are on track to meet our two year goal to implement the recommendations from the Operational Review. Thank you to everyone for learning, listening, and sharing to make this possible. A great team spirit and it is appreciated!

Some of the changes we made are to our Board's governance model. We no longer use the Carver Model and we have adopted a Board Charter. This allows us to be more involved in discussions on issues that we deem important and to learn more about the needs of our patients, staff and medical staff. We have expanded our board size from nine to twelve directors, and stream-lined our committees and their terms of reference to give clear direction for the members. We have added members from the public, and previous patients of our hospital, to some committees to help us do our work and we now have a Board Director sitting on the Patient and Family Advisory Committee as well. It is important to us to reach out and build relationships.

We have been working hard on repairing relationships between the Board of Directors, management and the medical staff. We are learning to be better listeners, working towards providing better patient-centred care. We were pleased to have the vote of non-confidence from the medical staff rescinded and to have them back at our Board table. Thank you to Dr. Tim Wehner and Dr. Jillie Retson for their help in bringing us together. As well, we have a Medical Staff Guiding Coalition which meets with our CEO directly, providing a vessel for open and clear communications.

We have moved into Stage 1 & 2 of the planning for the All Nations Hospital. No words can express the excitement of the Board. Our partnership with Kenora Chiefs Advisory is an integral part of this project and we consider ourselves very fortunate to be working with them. This will be a hospital that serves all people of the human family – an All Nations Hospital. It will contain traditional and western medicine, and it will provide a place where the physical, emotional, mental, and spiritual well-being of each individual is considered. It will be a place that is welcoming. We need your help to make this happen. As we begin to plan we will need your participation and will be reaching out.

We will be starting to develop a new strategic plan in the late summer/early fall. We will be looking at our mission statement, visions and values, setting goals and prioritizing our work. We will be reaching out to hear your ideas.

I predict another busy year. We are ready and eager to get started. Thank you from the Board of Directors to all our staff, managers, medical staff, and health partners for your dedication. To my fellow Board Directors, thank you for your support and patience as we transitioned into a new governance model.

Meegwich – Marsee – Thank you.

Message from the President & CEO, Ray Racette



It is a privilege to be leading Lake of the Woods District Hospital at such a pivotal time in its history. As evidenced in the Operational Review and other insights gained through my orientation discussions with staff, physicians and community partners, there are important changes needed that are fundamental to the hospital's future success. The majority of our focus is within these areas of improvement. The core strength of our hospital is important to recognize - a highly talented, knowledgeable and committed hospital and professional staff providing high quality care in a very complex environment.

I congratulate the Board for adopting a new governance model that is more engaging and effective in guiding the governance oversight of the hospital. This change positions the Board well for tackling key challenges the hospital will face in the near future - the Ontario health system restructuring and the hospital's evolving role within an All Nations health care system and All Nations hospital plan. The Board's insight will be critical for overseeing with its' All Nations partners the careful planning of a new hospital and campus that must serve the region well for the remainder of the 21st century.

Many changes have been made to improve how we collaborate within the hospital family. I actively participate on the Hospital Foundation Board, participate in donor meetings, and meet periodically with the Hospital Auxiliary Board to recognize their essential roles in supporting patient care at LWDH. I attend all Medical Staff and Medical Advisory Committee meetings and through an energetic team of professional staff, are identifying and resolving issues that have impaired relationships with, or the functioning of, the professional staff. Within our leadership team which includes all leaders in the hospital, we have adopted a common language for how leadership works across the hospital called the LEADS framework, the most effective leadership framework in Canada. To improve communication on our change agenda, Hospital Forums are being held on a regular basis to keep hospital and professional staff informed. These efforts, collectively, are improving our work culture and engagement throughout the hospital.

As an All Nations Partner, we recognize our obligation to work collaboratively. We are making good progress in being actively engaged with our Indigenous Partners. This includes working in close partnership with Kenora Chiefs Advisory (KCA), Grand Council Treaty #3, WHNAC and the Kenora Metis Council in the All Nations Health System planning. For the All Nations Hospital project, KCA, Grand Council Treaty #3, the Kenora Metis Council and the City of Kenora will be represented on the Project Steering Committee. We have expanded our patient service collaboration with both KCA and WHNAC which is improving services to our communities.

Working collaboratively, however, will not be sufficient in itself. In order to address perceptions of racism, as referenced in the Operational Review, or as demanded in the Calls to Action under Truth and Reconciliation, we must work more respectfully when serving Indigenous patients and their families. To this end, we have partnered with the Seven Generations Educational Institute, an Indigenous training organization in Kenora, to develop a unique cultural safety and humility training program for our use. This new program which began implementation in May, will be mandatory for all hospital, medical staff and the Board, with a requirement that all training be completed within two years.

We are also making very good progress in reducing nursing vacancies in our patient care areas and within

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most of our physician vacancy areas, particularly Emergency. This reflects improvement in our recruitment practices and strategies led by our leadership team, physician leaders and the guidance of our regional recruiter. We have also suffered losses, most particularly with our Psychiatric Team, but we are resilient. To address the collapse of that program we collaborated with partners across North West Ontario and developed a new model of Psychiatric Services which is now regional and includes the Psychiatric Programs at the Thunder Bay Regional Health Sciences Centre and St. Joseph's Care Group. This innovative approach creates stability, improves knowledge exchange, patient access and ultimately, the quality of patient care.

In closing, I would like to thank the Board for their support and endorsement of a demanding agenda to reposition the hospital. Change is not easy and I acknowledge the commitment of my talented senior leadership and support team and the collaboration of leaders across the organization with their staff to support these initiatives. I also recognize that our health system in the Kenora Region is successful because of its partnered approach and I thank all the Partner organizations and their leadership for their collegiality and collaboration in serving our community.



Summary of Operating Results

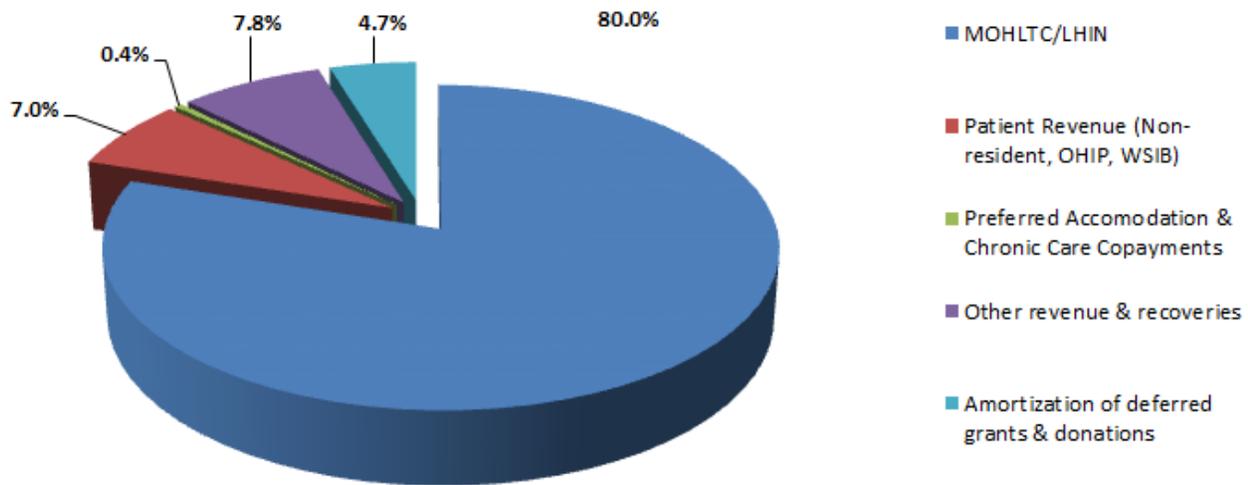
For the Period Ended March 31, 2019

	<u>2019</u>	<u>2018</u>
REVENUE		
Ministry of Health and Long-Term Care/LHIN	37,389,968	35,173,610
Patient revenue from other payors	3,912,435	3,697,930
Preferred accommodation and co-payment revenue	241,472	259,510
Other revenue and recoveries	3,427,673	3,092,706
Amortization of grants & donations for equipment	829,166	843,316
Total Hospital Operating Revenue	\$45,800,714	\$43,067,072
Other programs administered by the Hospital	8,047,252	7,863,502
	\$53,847,966	\$50,930,574
EXPENSES		
Salaries, wages and employee benefits	26,927,844	26,365,580
Medical staff remuneration	7,806,781	7,666,468
Supplies and other expenses	6,412,655	6,351,041
Medical and surgical supplies	1,275,220	1,075,004
Drugs	1,953,404	1,286,934
Amortization of Equipment	995,041	886,632
Bad Debts	33,560	29,920
Total Hospital Operating Expenses	\$45,404,505	\$43,661,579
Other programs administered by the Hospital	8,047,252	7,863,502
	\$53,451,757	\$51,525,081
Surplus (deficit) before amortization related to buildings	396,209	(594,507)
Amortization of buildings	(1,947,088)	(1,249,647)
Amortization of deferred contributions for buildings	1,798,957	883,385
Surplus (deficit) for the year	\$248,078	(\$960,769)

The audited financial statements are available in their entirety on the Lake of the Woods District Hospital website at www.lwdh.on.ca

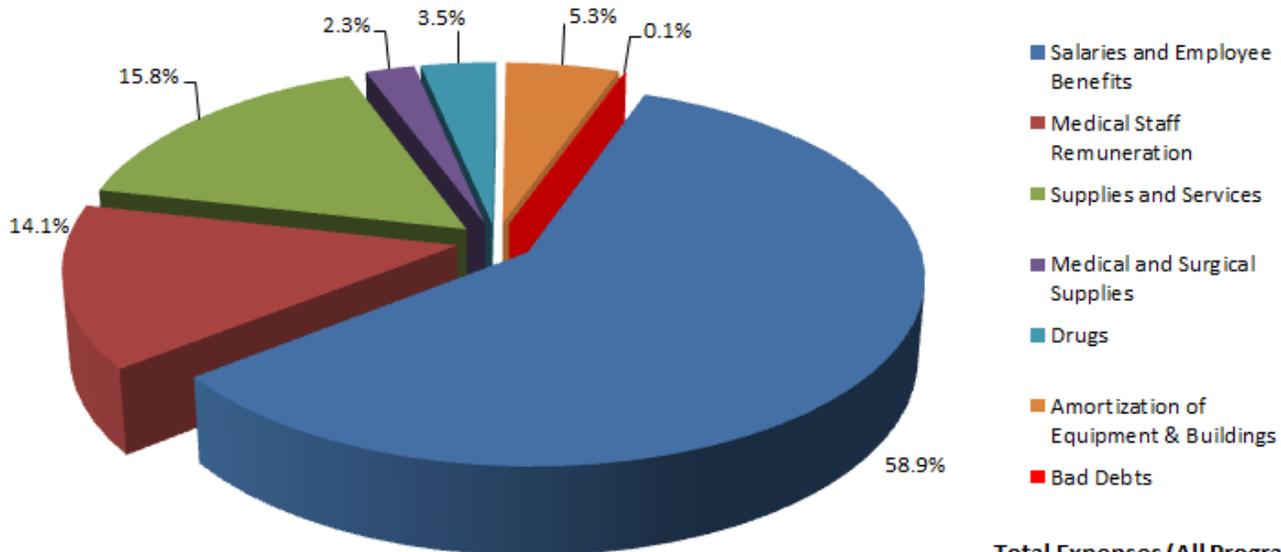
Financial Facts at a Glance

2018-19 Operating Funding Sources



Total Revenue (All programs)
\$55,646,923

2018-19 Operating Expenses



Total Expenses (All Programs)
\$55,398,845

Hospital Admission and Treatment Statistics

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Adults & Children Admitted During the Year	2,307	2,280	2,270	2,314	2,372	2,336
Babies Born in the Hospital	179	207	235	177	197	196
Days of Hospital Care - Adults & Children	17,216	19,021	16,786	17,764	17,687	17,256
Days of Hospital Care - Newborns	384	369	446	357	360	337
# Inpatient Admissions to ER	12	22	16	29	22	20
Ambulatory Day Clinic Visits	1,610	2,872	2,215	2,071	1,912	2,002
Out-Patient Visits	18,576	17,891	19,081	18,594	18,974	20,215
Paid Hours of Work	704,765	719,352	691,383	677,689	700,706	706,538
Beds in Service	84	84	71	71	71	69
Emergency Visits	19,020	18,111	18,693	18,894	19,840	20,601
Operations Performed - Inpatient	335	333	399	352	335	367
Operations Performed - Outpatient	2,026	1,940	2,034	1,790	1,646	1,909
X-Ray Examinations	14,119	18,072	13,353	13,540	13,157	13,350
Ultrasound Examinations	4,862	4,385	5,633	5,593	5,220	5,350
Mammograms	1,155	2,419	2,189	3,443	1,735	1,780
Computed Tomography Exams	3,937	4,018	4,341	4,998	6,062	6,677
Electrocardiographic Examinations	5,972	5,839	6,062	6,140	5,706	6,106
Laboratory Procedures	303,201	586,846	677,257	721,262	762,936	762,710
Laboratory—Standard Units	947,375	997,430	1,465,427	1,489,016	1,485,817	1,533,298
Physiotherapy - Patient Attendances	12,097	12,241	11,880	11,401	10,916	11,260
Chemotherapy Treatments	581	451	484	416	291	453
Dialysis Treatments	2,893	2,966	2,784	2,947	2,849	2,829
# Kgs. Laundry	171,213	208,983	194,991	181,484	179,157	183,640



Lake of the Woods Hospital Auxiliary 2019 Report

This is the 51st Anniversary of the Lake of the Woods District Hospital Auxiliary. Seven years ago, the Auxiliary was without a President and Vice-President. A discussion with HAAO resulted with us forming a restructured group of three (3) with a Secretary and Treasurer. Now we have a President, Secretary and Treasurer so the restructured group can retire. As HAAO disbanded in December 2018, we are not associated with any other organization.

- The gift Shop is open three (3) shifts a day (Monday to Friday) and one shift on Saturday.
- We hold an Appreciation Day in June in the Hospital Lobby as a thank you to the hospital staff. Coffee and dainties are served with a sale in the Gift Shop.
- Snack foods, purses, scarves, earrings and giftware are popular.
- Cards of sympathy, get well and thinking of you are sent to members of the Auxiliary or their families.
- We hold three (3) luncheon meetings where there is a guest speaker or musical entertainment. The tables are decked with themed centerpieces. After an event, a picture and write-up are published in the local paper.
- Magazines and pocket books continue to sell and thanks to anyone who donates them.
- A \$500 bursary from the Auxiliary is awarded to a student in the medical field.
- The phoning committee notifies members of future happenings.
- The minutes of each meeting are recorded and financial statements balanced.
- The staff at Lake of the Woods Hotel sold break-open tickets with profits going to the Auxiliary.
- T.V. Bingo was held on C.J.B.N. at the Keewatin office.
- Tag Day was cancelled due to shortage of taggers and most people only carry plastic.
- A successful shortbread sale is held at the end of November.
- Membership fees remain at \$5.00. Volunteer hours are still recorded.
- With profits from the Auxiliary, Gift Shop, Lottery Sales and Bingo, we donated \$48,000 to the hospital towards the purchase of new Stryker beds.

Many thanks to anyone who contributed to the success of the Auxiliary in the past year.



Dialysis

In the fall of 2018 the Lake of the Woods District Hospital wrote an expansion proposal for the Dialysis Unit for one additional chair for the department. This proposal was approved which then allowed for four additional patients to receive their treatment in their home community. Receiving service close to home with family supports, a reduction in travel and less expense is important in the lives of all patients. This is a wonderful opportunity for our community. This expansion has also enabled our Dialysis department to accommodate transient patients who would like to vacation on beautiful Lake of the Woods. Again creating an opportunity for patients to live life to the fullest.



Submitted by Denise Forsyth, Schedule 1 Psychiatry & Dialysis Manager

Wound Clinic: Total Contact Cast



This is Phyllis. Phyllis lives with her family in Wabaseemoong Independent Nations (Whitedog). She has had a diabetic foot ulcer (DFU) since November 2017. This is not her first DFU but it has been her worst. She has been coming to the Wound Clinic (travelling 1 hour by car, there and back) once every 3-4 weeks for ulcer debridement and/or changing therapy to help preserve her limb. Limb salvage is paramount to her independence as well as quality of life. Some of the barriers she has faced have been wound product selection approval from First Nations and Inuit Health Branch (FNIHB) so that she can have her every other day (EOD) dressings changed in her home community as well as accessing proper footwear to help prevent recurrence.

On February 5th with Phyllis's approval, the multi-disciplinary team decided to try off-loading with a total contact cast (TCC). This is a weekly appointment in the Wound Clinic taking up approximately 45 minutes to: remove an old cast, provide local wound care (cleaning/debridement), and apply a new dressing and new cast. It is a two person job in a clinic that is only staffed once a week: time is donated by Sunset Country Family Health Team (SCHFT) Chiropody & LWDH Infection Control RN and is overseen by Dr. Ben Wykes (all of whom have advanced wound care training). We only began doing TCC in July 2018. Because of the time/"woman" power it takes to have someone in a TCC and the limitation of a once a week clinic, we can only have one patient in a cast at a time.

Phyllis is a perfect case to display the importance of access to off-loading. By April 23rd Phyllis's wound had closed 98% with the TCC treatment. Wound care staff made her a referral for custom shoes and we were only covering her wound with a dry dressing. In a matter of two weeks, without proper offloading, she came back with an infection and her ulcer was back to the size of a toonie. This will require additional months of wound care/treatment to resolve.

Submitted by Janet Paulson, RN, Infection Prevention & Control

2018-19 Beyond Expectations Award Winners

Every employee at the Lake of the Woods District Hospital is a leader in the work they do. The **Beyond Expectation Award** honours and recognizes an LWDH employee who demonstrates exceptional commitment to improve the quality of care and work life at the Lake of the Woods District Hospital. The Beyond Expectations Award is presented six (6) times per year, every second month.

June 2018

Dawna White, Quality Assurance Coordinator & Senior MLT, Laboratory

Dawna was nominated by her peers for her commitment to best practices and dedication to excellence in patient care. Dawna trains new staff, mentors students and always demonstrates incredible patience and kindness to those who are learning the ropes. Dawna is an excellent, clear communicator who ensures changes and information are communicated timely and accurately to everyone.

August 2018

Angela Davidson, RN, ER

Angie was nominated by her peers for her outstanding dedication to LWDH and the ER Department. No matter how tough the day may be, you can count on Angie to strongly perform her duties with an incredible work ethic, showing respect to all. She is a clear and concise communicator, provides compassionate patient care on every shift she works, and is always willing to change her schedule to help out co-workers as well as meet the needs of the hospital.

October 2018

Carolyn Voort, Social Worker, Mental Health & Addictions

Carolyn's communication style can be described as "compassionate, kind and honest." Carolyn is almost always the first to volunteer for tasks associated with work as well as the community. Carolyn takes the initiative and the time to organize education opportunities and materials for all staff. She is highly aware of community resources, people, and agencies and uses this knowledge to support her co-workers and clients alike.

December 2018

Dana Albert, RPN, 2 East

Dana's admirable work ethic was highlighted in the nomination, pointing out that it is comforting to have Dana on the team, knowing she will assist in any way possible. Dana embodies Second East as one unit, and will step up to the plate wherever she can. She consistently supports new learners and students, and is recognized for her honesty and sincerity. Dana is very attentive and thorough in her patient care. She is compassionate and is able to form a strong rapport with patients.

February 2019

Tanya Laewetz, Inpatient Dietitian

Tanya was nominated for her outstanding dedication to her profession. In fact, she became a faculty member with the Clinical Sciences Division at the Northern Ontario School of Medicine on her own time to ensure the best clinical care is provided and the best practices are followed. You can count on Tanya to mentor students in the field of dietetics every year. She is committed to taking the time for new learners, and sharing her skill and knowledge with them.

April 2019

Charlene Melillo, RPN, 3 East

Char was nominated by several co-workers. She sets high standards for herself and her dedication is an inspiration to others. Her willingness to always help a co-worker, her exceptional patient care, and leadership style were just a few of Char's qualities that were highlighted in her nominations. A co-worker said "If I ever end up a patient in this hospital, I want Char taking care of me."

Usama and Patti

2019 marked the end of an era. Two amazing leaders in the Addictions and Mental Health arena retired.

Dr. Usama Zahlan retired after 23 years of psychiatric service to Northwestern Ontario. He was an impressive educator, mentor and clinician. He served our communities and organization well during his tenure with us. Dr. Zahlan's compassion, strong work ethic, and commitment to his clients are qualities that exemplify his character. We extend to him much appreciation for his years of dedicated service to his clients, his teams, and the communities in which he worked.

Patti Dryden-Holmstrom has been a trailblazer in advocating for the needs of the most vulnerable. Patti's passion and her out of the box thinking has resulted in the development of new programs, new partnership arrangements, better patient care, and better patient outcomes. Patti's belief in client change was the fuel that kept her highly motivated to assist clients at the grassroots level. She has truly made a difference in the lives of many. We wish for her a happy and healthy retirement and thank her for her many years of dedicated service.



Submitted by Denise Forsyth, Schedule 1 Psychiatry & Dialysis Manager

4th Floor Gym

In the Fall of 2017 the Lake of the Woods District Hospital Schedule 1 Program, in partnership with CMHA Fort Frances, sponsored mental health training for mental health services in Northwestern Ontario. This conference generated revenue that enabled our program to purchase new gym equipment for patient and staff use. The gym restoration project became a collaborative effort with the Wellness Committee, the Rehabilitation Department, Peer Support, the Maintenance Department and 4 North. It was impressive to watch staff and clients provide feedback about the gym and for the leads of the project assimilate all the information that they had gathered. The final project became a highly functional gym that staff and patients could use. It is impressive what we can accomplish when we work together.



Submitted by Denise Forsyth, Manager of Schedule 1 Psychiatry & Dialysis

Kenora Chiefs Advisory First Nations Client Navigator



The Kenora Chiefs Advisory (KCA) secured funding for a First Nations Client Navigator. Although employed by KCA, the Client Navigator, Jim White, has worked predominately in hospital alongside our Discharge Planner/Utilization Coordinator since December, 2018.

Jim is working collaboratively with the Interprofessional team on a daily basis and is in hospital five days/week. He participates in rounds and supports our First Nations clients with his primary focus currently being inpatients.

The Client Navigator has been a valuable link for us to accessing services in First Nations communities on discharge. The position also supports and ensures access to care through arrangements for accommodations, medical transportation, and equipment. Jim is also able to support translation services when needed. He endeavors to meet with all First Nations inpatients supporting Hospital Staff in providing culturally safe care.

Lake of the Woods District Hospital Staff and Medical Staff are appreciative of the opportunity to collaborate with the Client Navigator and KCA.

Submitted by Donna Makowsky, VP of Patient Care Services and Chief Nursing Officer

LWDH Partners with Borrowing Cupboard to Honour Patient's Legacy and Wishes

For over 15 years the Kenora Borrowing Cupboard loaned mobility and rehabilitation equipment free of charge to those who couldn't afford it. With the death this past March of owner/operator Susan Treleven, the Borrowing Cupboard's future was uncertain. The impact to the hospital was significant, with hospital staff regularly scrambling to help find necessary equipment for patients as part of their successful discharge planning.

Fortunately, a volunteer Board of Directors consisting of Susan's friends was developed with the sole purpose of keeping her legacy alive and well. Board Chair Kim Beach immediately recognized the symbiotic relationship that the LWDH and the Borrowing Cupboard has, and started the ball rolling by working with LWDH staff to locate a base of operations in St. Joseph's Health Centre. This site is optimal as it has a loading dock, secure access, easy parking and access, and it is in close proximity to the hospital main site. The Board has been actively developing forms, processes, charitable organizational status and equipment inventory, and is now training a group of front line volunteers who can keep the Borrowing Cupboard functioning as it was always intended.

When the new Borrowing Cupboard opens June 1, 2019, the strong partnerships between the hospital and the Borrowing Cupboard will be further developed, as LWDH Rehabilitation Department staff will be active volunteers with ready access to urgently needed equipment. This relationship will be a win-win for both the Borrowing Cupboard and the LWDH, and especially for the residents of the Kenora region and the discharged patients of the LWDH.

Those looking to access equipment or donate equipment or money can contact the Borrowing Cupboard by phone at 1-807-456-9500 or by email at borrowingcupboard@gmail.com.



Submitted by Brock Chisholm, Rehabilitation Department Manager

Pharmacy Department News



Lake of the Woods District Hospital is committed to the continued development of its Antimicrobial Stewardship program as a patient safety and public health initiative. The Pharmacy Department is very involved in this program, with one of our Pharmacists, Lindsay Williams co-chairing our Antimicrobial Stewardship Committee. In May 2018 Lindsay was able to attend the Making a Difference in Infectious Diseases (MAD-ID) meeting in Orlando, Florida to enhance our Antimicrobial Stewardship training and services.

The Ontario College of Pharmacists has decided to adopt new standards regarding sterile compounding of medications in all hospital pharmacies across Ontario, to improve both patient and staff safety. Our department was able to meet the deadline of January 1, 2019 for implementation of these standards, specifically staff training and quality assurance surrounding sterile compounding of medications at LWDH. Our hospital was part of a regional initiative to implement a program called QUESS. This program has allowed us to implement a standardized and accredited training and quality assurance program.

Our Pharmacy Department received regional funding from the Small Hospital Transformation Fund to implement a new product called Phaseal®. Phaseal is a closed system transfer device product that allows pharmacy and nursing staff to make and administer chemotherapy medications in a manner that is safer for staff and patients. This initiative was supported by the Ontario College of Pharmacists as a strategy to mitigate risk to staff and patients when making and administering chemotherapy medications.

We had many other successes in this fiscal year. The Pharmacy department supported a hospital wide change in our insulin delivery system, moving to a device that has been supported as safer for patients. The Pharmacy department supported a hospital wide change in our Total Parenteral Nutrition Program changing to a product that simplifies the process of administering TPN and improves patient outcomes. Two additional Med Dispense Machines were implemented, one in our Operating Room and one in our Pharmacy department, making nursing access to medications easier and safer. All of our LWDH pharmacists completed an intermediate and advanced Oncology course to enhance our knowledge in chemotherapy medications and treatments.

Submitted by Tavia Tivy, Pharmacy Manager



I'd like to tell you about George's life.

George is a 54 year old First Nations man from a community surrounding Kenora. He was placed in the foster care system at the age of 2 after he was discovered abandoned at home alone. It is unclear how long he was left by himself and the events that led up to him being left alone at home.

George was raised by a First Nations foster family until he was placed in residential school at Cecilia Jeffrey at the age of 5. George isn't able to talk about his experience at residential school. Recently he went back to the site of Cecilia Jeffrey with Managed Alcohol Program (MAP) staff and to visit the graveyard across the lake on the Homestake Road. George told staff that he had several cousins and a brother that were buried there. He laid tobacco and said a prayer by the graveside and thanked staff for arranging the visit.

George was a school age child, without the support of his family; he was left alone to suffer the loss of his brother and cousins. George was very quiet on the ride back to the center; it is understandable that as an adult, he struggles with verbally sharing his feelings. George completed his residential school experience at the age of 16, and then he returned home to his biological family. He enjoyed spending time with them and his family supported his connections to his community and helped him navigate the challenges of becoming an adult and living more independently. His shyness and anxiety made it very difficult, if not impossible, for him to function independently. Within a short period of time George, joined his older brother who was living on the street in Kenora.

Over the years of ongoing traumatic experiences and compounded losses, George's anxiety increased. His anxiety, which went untreated, literally crippled his ability to communicate and he became more isolated. He lived on the streets of Kenora for over 20 years. He utilized the Morningstar Centre acute units and the Fellowship Center for support. He became part of the invisible tapestry of our community. He was so shy that he wasn't able to verbalize his concerns or even ask for help. He developed health issues due to his abuse of non-beverage alcohol products. He had issues with his thyroid, pancreatitis and ongoing respiratory concerns which often lead to pneumonia. George was a frequent user of the Emergency Department of the Lake Of the Woods District Hospital and he had regular contact with the Ontario Provincial Police (OPP).

The MAP staff supported him so that he could meet with Dr. Bozyk and had George setup for tailored dosing. Staff engaged with him during our morning continental breakfast at the Morningstar Center and supported his transition into the MAP program. He worked with staff and applied for ODSP, he obtained new ID, health card and a status card. Staff are also assisting him in establishing a bank account. George has established a relationship with Dr. Bozyk and staff and he has become more verbal. He has a quiet presence about him. He is supportive of his street family, and often shares his cigarettes, the limited items of clothing he has and food. He remains very wary of any strangers that come into the building and when he becomes overwhelmed, he can be found hiding in the closet of the men's MAP dorm. The staff has helped him reach out to some of his family members and assisted him in rebuilding severed relationships.

The MAP program has provided George the opportunity to stabilize his physical health, acknowledge and support his emotional wellbeing and reconnect with his family.

Submitted by Patti Dryden-Holmstrom, Mental Health & Addictions Programs Manager (Retired)

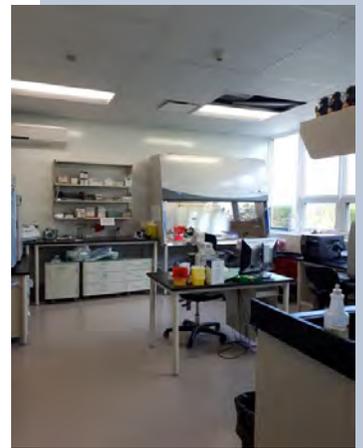
Laboratory Department News

The laboratory had an extremely busy year which began with onsite IQMH ISO 15189 Plus Laboratory Accreditation visits conducted April 9- May 4, 2018. 400 of 438 mandatory standards were met which resulted in a 91% compliance rate. The laboratory did very well and received a four year accreditation certificate. A mid-cycle surveillance visit with IQMH is scheduled for May 2020.

The department received an incredible gift during the summer in the form of a substantial financial donation from a very private donor. This gift allowed the hospital to proceed with a lab renovation project that was essential in order to meet laboratory accreditation standards requiring that “incompatible activities be effectively separated from one another.” In November the separation and renovation of the Microbiology and Transfusion Medicine departments began. It was a massive undertaking by the entire department as half the work area was unavailable. Minimizing the impact on patient testing remained a crucial element in the plan to relocate and maintain equipment during the downtime. Microbiology testing was referred out to a regional facility and the staff were very proficient at relocating the Transfusion Medicine department, inventory supplies and smaller testing platforms prior to the start of the project. It was extremely demanding to work in only half the space but the staff knew that a new lab was being created on the other side of the orange wall. The renovated departments were unveiled 4.5 months later on March 1 and they were absolutely wonderful. The Microbiology department was redesigned to provide increased safety and efficiency in the workflow for the staff and the new location of Transfusion Medicine allows for a safer route for nursing when they come to the lab for blood products. New countertops, lighting, venting and an exciting number of new electrical outlets and data ports have made the modern area a pleasure to work in. A brand-new wash up area was also created and moved closer to the Pathology department. The amazing generosity of our donor also allowed the laboratory to purchase five pieces of capital equipment. An osmometer, histology slide stainer, tissue processor and general purpose centrifuge were all replaced. We look forward to sharing our new department with our donor upon their return to the Kenora area this summer.

The laboratory was also able to implement the new mass spectrophotometer,aldiTof, in August just prior to the renovation. It is only the second analyzer with this type of technology located in NW Ontario. Within weeks we were able to provide our physicians with results of serious infectious organisms 24-30 hours faster than previous methods. This has allowed for better empiric treatment for our patients. In conjunction with the Antibiotic Stewardship Committee, the addition of the MadiTof analyzer has proved invaluable in providing physicians and patients with faster, more relevant information to assist in their care.

Submitted by Lori Hoppe, Laboratory Manager



Operating Room & Medical Device Reprocessing Department Renovations

After 11 years of planning and almost 20 months of construction, the Operating Room (OR) /Medical Device Reprocessing Department (MDRD) renovation project is complete. The official Grand Opening took place August 29, 2018. The capital project was made possible with a generous donation from the Stovel family and subsequent funding by the Ministry of Health and Long Term Care capital branch.

These renovations were essential in ensuring we met Medical Device Reprocessing standards, Infection Control Standards related to wall integrity, OR air exchange/air quality standards, and other deficiencies as outlined during our last Accreditation Canada survey. The renovation also provided many additional improvements including some needed design/work flow changes, improved lighting, and an accessible washroom/change room area for patients.

Many thanks to the Hospital Foundation Board and Staff for their ongoing support. We also need to acknowledge and thank our Staff and Medical Staff for their input into planning and their patience and understanding during the lengthy renovation.



Submitted by Donna Makowsky, VP of Patient Care Services and Chief Nursing Officer

LWDH Educational Partnerships

The LWDH is a very active clinical teaching center for learners of all levels and disciplines. In 2018/2019, the LWDH provided over a hundred learners with hands on clinical education and supervision, through educational agreements that exist with countless educational partners, including:

- Northern Ontario School of Medicine – undergraduate medical students (including 8 month on site 3rd year clerkships) and postgraduate residents
- Lakehead University and Nipissing University - RN program
- Confederation College and Seven Generations – Registered Practical Nurses with degree completion and onsite training throughout the year
- George Brown College – international nursing degree completion programs
- McMaster, Queens, Western, Toronto and Ottawa Universities; Yorkville, Cambrian and Northern Colleges, Northern Ontario Dietetic Internship Program - Physiotherapy, Occupational Therapy, Speech Language Pathology, Registered Dietitian, Medical Radiation Technologist, Social Workers, Laboratory Technologists, Paramedics
- Beaver Brae and St. Thomas Aquinas High Schools – Co-op high school student placements
- Job Shadows – all levels of learners

Submitted by Brock Chisholm, Interim Education Manager

Rehabilitation Department News

The LWDH Rehabilitation Department has had an incredibly busy year with expansion of services due to both new funding sources and the development of new and innovative partnerships.

Initiatives:

- I. Community Clinic – the LWDH Rehabilitation Department signed an agreement with the MOHLTC for funding to provide 396 episodes of care to community out patients who otherwise could not access Physiotherapy service. This funding allowed for the hiring of an additional physiotherapist and expansion of service delivery, including a renewal of the cardiac rehabilitation program.
- II. Family Health Team partnership – the provision of 1.5 Physiotherapy equivalents from the FHT to the LWDH allowed for expansion of service criteria, so that all patients are now provided full Physiotherapy as required. This additional funding resulted in a 14% increase in new referrals, a 34% increase in active patients and a 27% increase in Physiotherapy attendances in the first 3 quarters of the year.
- III. Weekend therapy – the LWDH Rehabilitation Department met a long standing goal of introducing weekend Physiotherapy. This service allows for continuity of care and the maintenance and progression of existing patients and the early intervention with new patients on weekends, such that overall stay is reduced as patients' strength and function is maintained or improved when it otherwise may languish.
- IV. Assess and Restore – an additional .6 FTE funding for assess and restore allowed for enhanced service for inpatient rehabilitation, in order to provide intensive therapy to patients who have the potential to go home, but are at risk of institutionalization.
- V. Good living with arthritis in Denmark (GLA:D) - enhanced funding was acquired by the LWDH Rehabilitation Department, resulting in the training of 3 staff and the delivery of GLAD to patients with advanced hip and knee arthritis who are not good candidates for hip and knee replacement surgery. This program consists of education and closely monitored exercise and has been very well received by all participants.
- VI. Total Hip Replacement (THR) and Total Knee Replacement (TKR) Bundled Care – the LWDH Rehabilitation Department participated in a year of planning and program development as part of the regional orthopedic plan, with the goal of becoming the Outpatient service provider for Physiotherapy in April of 2019.
- VII. Off-loading devices – external funding from the LHIN facilitated the purchase and distribution of 48 offloading devices in 2018/2019, including diabetic air cast boots and total contact casts. These devices allow patients with high risk wounds to heal, thereby preventing progression to amputation.
- VIII. WNHAC - an innovative partnership with WAASEGIIZHIG NANAANDAWE'YEWIGAMIG allowed for the provision of Physiotherapy services by the LWDH Rehabilitation Department to approximately 140 WNHAC clients, with an agreement to extend these services in 2019/2020 to include outpatient Physiotherapy and develop new initiatives in diabetes and respiratory disease management.

Submitted by Brock Chisholm, Rehabilitation Department Manager

Staff Recognition & Service Awards Event



10 Years of Service

This year's Staff Recognition and Service Awards Event was held on Thursday, November 15th at the Lake of the Woods Museum. 157 staff members were recognized for 10, 15, 20, 25, 30, 35, and 40 year milestones reached between April 1, 2014 – May 4, 2018. This event has not been held since 2014, and was identified as a priority to reinstitute by both Senior Management and the Staff Recognition Sub-Committee. We are renewing this important event to celebrate and recognize the commitment to service from our staff. Below are the photos of some of those recognized at the event.



15 Years of Service

The total years of service for those recognized, either at the event or at the hospital, was approximately 2,000 years of commitment, an amazing contribution to LWDH and the broad community we serve. Recognizing service respects the truth that our true success as a hospital in meeting the needs of our community is fully determined by what happens at the point of care and service where the patient, family, and the public connect with our greatest asset - our staff.



20 Years of Service

We would like to recognize and sincerely thank the members of the Staff Recognition Sub-Committee: Donna Makowsky (Chair), Jess Rheault, Sean Hailstone, Evelyn Palmer, Stephanie Dziengo, Lesley Brown, Sharon Geary, Janet Paulson, Ingrid Parkes, and Judy Bain. Your dedication and time commitment made this event really special, and we look forward to celebrating at this event on an annual basis going forward.



25 Years of Service



30 Years of Service



35 Years of Service



40 Years of Service

LWDH Physiotherapy Department GLA:D Canada Program



Brock, I'm delighted to give a 'Big Shoutout' to the LOTW District Hospital Physiotherapy Department for their engaging and excellent delivery of the GLA:D Canada Program.

The GLA:D Canada Program is a progressive and pro-active approach to combatting and managing osteoarthritis. One's quality of life can be significantly improved under the guidance and leadership of physiotherapists that deliver the GLA:D Canada Program.

Kathi DeLorme and Raj Patel, LOTW District Hospital physiotherapists, both provided professional and compassionate teaching and supervision of the GLA:D Canada Program. Under 'their watch', participants extended and consolidated their GLA:D Canada Program experience and enjoyed the benefits of this very worthwhile program. Participants collectively felt improvements in their joint mobility/flexibility and diminished osteoarthritis pain was a bonus!

Thank you Kathi and Raj!

Once again, kudos to all involved in the LOTW District Hospital Physiotherapy Department GLA:D Canada Program.

Regards,
Larry Patrick



A Difference Maker!

Diabetes Education for Inpatients

Great News! Since January 9, 2019, WAASEGIIZHIG NANAANDAWE'IYEWIGAMIG (WNHAC) staff have been providing Diabetes Education to our Metis and First Nations Inpatients one day/week. The goals are to collaborate with the hospital Interdisciplinary team, participate in development of the client's plan of care, and continue to support that same client in community following discharge.

Many thanks to WNHAC management and staff for their collaboration and support of Client Centered hospital care.

Submitted by Donna Makowsky, VP of Patient Care Services and Chief Nursing Officer

Karen Parker, Kenora All Nations Health Partners' Healthcare Professional Recruiter

I joined the Kenora All Nations Health Partners recruitment and retention committee in July 2018 as the first fulltime community recruiter for physicians and healthcare professionals in Kenora, Ontario. The role was created through partnerships among the First Nations and organizations in our community and I am proud to be part of this historic juncture.



I graduated from the concurrent B. SC/MLT program at the University of Windsor/St. Clair College in Windsor, Ontario and worked as a Medical Laboratory Technologist throughout Northwestern and Central Ontario for sixteen years. My career in healthcare has provided incredible experience working in a variety of communities with diverse patient populations, physicians and professional staff which has been extremely beneficial in my new recruiting role, especially being able to relate first-hand to what relocating feels like. I am enjoying being part of people's journey and helping them find the right fit and work-life balance!

Recruiting is a continuous and lengthy process. Thanks to the partnership and hard work of the recruitment committee members over the past few years, we have been starting to see an increase in our local physicians and healthcare professional staff. In the past 11 months we have welcomed 6 new physicians in family & emergency medicine, 2 specialist physicians, 2 physiotherapists and 4 nurse practitioners!

