

Lake of the Woods
District Hospital

ANNUAL REPORT 2021/2022

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MISSION, VISION, VALUES

Mission Statement

To support people in their healthcare journey by providing innovative, quality care in a compassionate way with a goal to build healthy communities.

Vision

To be a leader in providing innovative and culturally sensitive patient care to remote and rural communities within a respectful and compassionate environment.

Brand

Lake of the Woods District Hospital provides compassionate, quality care through our commitment to our patients, staff, and our communities.

Core Values

Caring: We care about our patients, our communities, and each other.

Collaboration: We work together with our community partners to ensure the best possible care and well-being of our patients and their families.

Best practices: We provide a standard of care that best meets the needs of our communities.

Integrity: We do what we say and to adhere to the highest standards by a commitment to honesty, confidentiality, and trust.

Respect: We treat our patients, their families, our communities, and our staff with respect and dignity.



BOARD OF DIRECTORS

The Lake of the Woods District Hospital's Annual General Meeting was held virtually on Thursday, June 10, 2021. Wendy Peterson, Board Chair, and Brent Lundy, Vice-Chair, will continue in their current terms until 2022.

We would like to sincerely thank and acknowledge Dr. Laura Noack, who has concluded her term as President of the Medical Staff Association. Dr. Noack stepped into this role this past year and played a large role in the work of the Guiding Coalition and in helping to establish the new Chief of Staff evaluation process. Dr. Noack's contributions have been extremely valuable, and we look forward to continuing to work with her in the near future. The following existing Board Directors had new terms confirmed:

- Rita Boutette, Patient Representative (two-year term to June 2023)
- Nicole Brown (three-year term to June 2024)
- Charlene Chapman (three-year term to June 2024)
- Jacalyn Diamond (three-year term to June 2024)
- Wendy Peterson (one-year term to June 2022)

We also welcome a new Director, Alison Farough, to a three-year term. Alison brings a wealth of knowledge from a long leadership career in nursing and health care, and we look forward to having her at the Board table.

LWDH Board of Directors 2021/2022:

Rita Boutette, Director
Nicole Brown, Director
Robert Bulman, Director
Charlene Chapman, Director
Jaki Diamond, Director
Alison Farough, Director
Logan Haney, Director
Brent Lundy, Vice Chair
Wendy Peterson, Chair
Joan Reid, Director
Fred Richardson, Director

Ex-Officio Members

Ray Racette, President and CEO, Board Secretary
Donna Makowsky, VP Patient Services and CNO
Dr. Sean Moore, Chief of Staff
Dr. Laurel Snyder, President of Medical Staff
Dr. Ben Wykes, Vice President of Medical Staff

Support Staff

Cheryl O'Flaherty, VP Corporate Services and CFO, Board Treasurer
Kaila Stepanik, Executive Assistant

INTERIM STRATEGIC PLAN 2019-2022

VISION	To be a leader in providing innovative and culturally sensitive patient care to remote and rural communities within a respectful and compassionate environment.						
MISSION	To support people in their healthcare journey in an innovative, collaborative, and compassionate way, with a goal to build healthy communities.						
VALUES	Caring	Collaboration	Best Practices	Integrity	Respect		
STRATEGIC DIRECTION	Promote and support an effective and seamless health care system	Ensure effective stewardship of resources	Focus on patient safety and achieving excellence in clinical care	Ensure use of technology	Optimize infrastructure	Improve processes at LWDH	Improve support and relationships with Indigenous partners and patients
ACTION FOCUS JANUARY 2019 – MARCH 31, 2022	Active Member of the All Nations Health Partners (ANHP) and ANHP Ontario Health Team (ANHP OHT)	Implement external review recommendations that improve efficiency and effectiveness	Participate with hospitals in Northwestern Ontario in utilizing regional programs that will stabilize and expand services at LWDH.	Use Vocera technology to improve point-to-point communication with front-line staff	Complete Stage 1 and Stage 2 of the planning phase for the All Nations Hospital Project	Utilize virtual recruitment Tool	Partner with Kenora Chiefs Advisory in planning new All Nations Hospital
	Actively participate with external partners to improve Mental Health and Addictions Services in the Kenora region	Improve local access by expanding surgical, visiting specialist and virtual services	Incorporate patient and family advisors as part of the patient care team	Implement electronic documentation for outpatient departments	Complete the space utilization and reallocation project for refreshing the LWDH campus	Establish dyad model between service leads and service managers	Provide mandatory Anishinaabe Engagement training to hospital and professional staff and Board.
	Actively participate with Shared Health Manitoba and Thunder Bay Regional Health Sciences Centre (TBRHSC) to develop strong referral networks	Improve access to Manitoba tertiary services		Participate in e-connectivity trial of Manitoba providers accessing Ontario digital platforms	Use knowledge from technical building assessments to develop multi-year infrastructure plan	Use LEADS Framework and virtual learning platform to improve leadership capacity	Increase Indigenous representation on Board of Directors
		Integrate admitting and screening functions at main entrance	SBAR care transition tool to become part of patient record	Participate actively in digital strategies for ANHP OHT and Northwestern Ontario Hospitals		Actively engage staff and professional staff in mission, vision, and values refresh	Collaborate with KCA and WNHAC to improve current services at LWDH
		Implement modern staff scheduling system	Increase follow-up calls to discharged patients	Implement new PACS system to enhance sharing of DI results	Renovate Pharmacy to meet new NAPRA safety standards for chemotherapy drug preparation	Establish Board portal and technology support	Establish an Indigenous Advisory Council
						Improve staff safety by utilizing a contracted security service	Improve access to traditional healing and Indigenous navigators
						Establish volunteer program	

CURRENT PROGRAMMING

Lake of the Woods District Hospital is a 71-bed acute care hospital located in Kenora, Ontario on the shores of beautiful Lake of the Woods. LWDH is staffed by an incredibly dedicated team providing quality patient-centered care to residents of Kenora, the many surrounding communities and the large seasonal population.

The LWDH Emergency Department provides 24-hour care for persons requiring emergency or urgent care while outpatient services include diagnostic imaging, rehabilitation, dialysis, chemotherapy and surgical services. Inpatient units include Acute Medical/Surgical, Obstetrics, alternative level of care and Mental Health. LWDH also supports a busy visiting specialist program and is fortunate to have 24-hour air ambulance and medical transport service provided by Ornge.

With our physical hospital facility being nearly 100-years in some parts and with six expansions added over time to accommodate the growing needs of our population, we have arrived at a point in time where a new facility is necessary. With reconciliation also being an important motivator of this comprehensive development, LWDH is working in partnership with the Kenora Chiefs Advisory, Ontario Ministry of Health and our communities to plan a much-needed new hospital to best meet the needs of our area.

ANNUAL STATS 2021/2022

Adults & Children admitted	2,366
Babies born in the hospital	162
Days of Hospital Care – Adults & Children	14,732
Days of Hospital Care – Newborns	261
Inpatient Days in Emergency	50
Ambulatory Day Clinic visits	2,292
Out-Patient Visits.....	29,292
COVID Assessment Visits	7,516
Paid Hours of Work	775,944
Beds in Service	80
Emergency Visits.....	16,971
Operations performed – Inpatient.....	360
Operations performed – Outpatient.....	1,770
X-Ray Examinations.....	12,096
Ultrasound Examinations	5,312
Mammograms	1,940
Computed Tomography Exams.....	9,000
Electrocardiographic Examinations	6,468
Laboratory Procedures.....	946,056
Laboratory – Standard Units	1,709,205
Physiotherapy – Patient Attendances.....	17,163
Chemotherapy Treatments.....	588
Dialysis Treatments.....	3,246
# Kgs Laundry	204,176

2021/2022 HIGHLIGHTS / KEY ACTIVITIES

Patient Care:

There has been no aspect of Patient Care not impacted by the Pandemic this fiscal year. Although the last year has been overshadowed by the Pandemic and the challenges it created in maintaining essential services, the Patient Care teams need to celebrate many successes outside daily Pandemic management. Some Patient Care highlights of the last year include:

- Implementation of epidural infusions for Labour and Delivery.
- Work towards the implementation of Continuous Ambulatory Delivery Devices. These pumps allow continuous subcutaneous infusion of medications to facilitate better pain control for palliative clients.
- Implementing a targeted temperature management system.
- Implementing high flow oxygen therapy.
- Orthopedic Surgical procedures facilitated at LWDH were expanded to include Anterior and Lateral Hip Replacements, Total Knee Replacements, and Simple and Instrumented Discectomies with fusion.
- Additional Orthopedic slates were added to assist with reducing the regional Orthopedic wait list.
- With the implementation of Adductor Canal Blocks for improved pain control, Total Knee Replacements have become same-day surgery.
- Further expansions in the Surgical Services Department included Gynecology and some Maxillofacial procedures. Planning is underway to begin providing urology procedures at LWDH as part of the regional urology program.
- Operating Room staffing enhancements put in place to facilitate double slates up to 5 days/week.
- Surgical Services completed a flow study. Recommendations are anticipated to assist in potentially improving flow and efficiency.
- The Vocera Smartbadge and Vina App communication system was implemented. Planning began on the next phase of Vocera implementation which will include integration with our hospital's nurse call system.
Post discharge follow up phone calls continue to be facilitated. Information gathered from the follow-up phone calls is shared broadly to allow quality improvement opportunities.
Continued development and implementation of standardized patient order sets based on best practice.
- Cardiac Rehab is now provided to the residents of the Kenora region directly by Lake of the Woods District Hospital through collaboration with our community partners and one or more participating partner agencies.
- Despite some interruptions related to COVID-19, multiple staff education opportunities were offered. Educational offering through the Surge learning program have been significantly expanded.
- Close work with the LHIN and our community partners continues, to ensure the right care is provided in the right location, thereby reducing our alternate level of care rates to the lowest they have been for several years.
- Completion of several service risk assessments assisted in the development of corresponding quality improvement plans.

- in an effort to improve transitions to Pinecrest, an NP or physician now begins following clients destined to Pinecrest while they are still in hospital. Similar NP/Physician support was provided to our hospital clients when the hospital ran the Transitional Care Unit at Pinecrest earlier in the pandemic.
- An Ontario College of Pharmacy Practice Assessment was completed and LWDH was awarded a grade of pass with action plan.
- A trial is currently underway of accepting psychiatric admissions directly from Northern Nursing Stations utilizing a best practice guideline for determining medical stability.
- Several more of our outpatient departments have moved to electronic documentation including Wound clinic, chemotherapy and dialysis. The transition to an electronic record improved access thereby improving patient safety.
- The RPN enhancement committee reviewed current course curriculum. To keep up to date with current scope of practice, we trained staff and expanded RPN practice within the hospital to include Intravenous push medication administration.
- There have been changes to LWDH's Code Stroke protocols to include a new stroke screening tool which guides clinical decision making. LWDH has a new Brain Perfusion scan that will automatically be ordered when a code stroke is called.
- KCA Client Navigators and WNHAC Transitions Facilitators have started working in hospital with our inpatient and outpatient Patient Care teams.
- Patient care teams continue to actively participate in planning for the new hospital as well as provide feedback to essential renovations in the current building to maintain patient and staff safety.

Mental Health & Addiction:

- Quality Standards for Schizophrenia and Alcohol Use disorder have been implemented at LWDH.
- Through collaboration with community partners, the Managed Alcohol program moved from the Morningstar Center (MSC) into a supervised housing program at the Waterview Inn.
- Renovations at MSC are underway to facilitate increased isolation capacity.
- Multiple funding proposals were submitted to enhance services including funding for RPN support for Rapid Access to Addictions Medicine program.
- Renewed partnership arrangements will allow for enhanced social work support to the ED.

New Hospital Project:

The project to redevelop Kenora's hospital did not halt due to the pandemic, in fact, this challenging year only solidified the pressing need for a modern hospital facility. The Project Planning Team, Steering Committee, Consultants and Community Project Planners forged ahead and by the end of April 2021, stage one of the project planning phase was completed.

The pandemic pressed the team to be extremely creative with efforts to continue gathering public input. When the initial engagement stage wound down, 1704 hospital users had participated in 56 engagement sessions in 16 different communities, 449 online surveys were completed, and 2390 individuals were engaged through events. Two Community Project Planners worked to gather this information, with one focused

solely on gathering input from Indigenous communities. Additionally, over 360 clinical services participants shared their expertise and ideas in focus group style work. This extensive feedback was fundamental for informing important needs that the project must address. This knowledge, combined with input from experts in facility planning, architecture, cost consulting, engineering, and statistical analysis, has informed an in-depth project proposal which has been formally submitted to the Ontario Ministry of Health, Health Capital Infrastructure Branch.

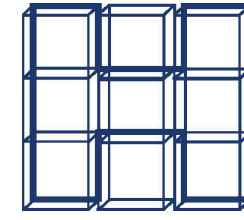
Proposed is a new hospital designed to meet modern hospital standards, both in service delivery, staff, and patient/family needs, as well as space requirements to achieve these standards. Bed requirements for most programs remain the same but there are an increased number of beds proposed for Mental Health & Addictions to address service gaps experienced in the region. Key service delivery model themes identified in the proposal include accessibility, functionality, efficiency, blending of Western Medicine and Traditional Healing on a new campus, and building strong partnerships for service coordination with other providers across the continuum of care. Site development options were extensively explored, and a recommended site has been proposed.

This project is being planned under a unique partnership between Lake of the Woods District Hospital, Kenora Chiefs Advisory and a Steering Committee with community representatives working together.

As part of approving the proposal submission to the Ontario Ministry of Health, the Board chairs and CEOs for the Kenora Chiefs Advisory and the Lake of the Woods District Hospital, in their respective letters of support, made the following statement:

We have worked together in a true spirit of partnership and inclusion to create this proposal for a unique facility. This project is informed by a comprehensive engagement plan that connected in both Indigenous and non-Indigenous communities and with diverse audiences and stakeholders across the region. The planning proposal recognizes the need for a blend of western medicine and traditional healing to work in tandem for meeting the unique needs of the Indigenous communities served by the hospital. Our goal is to improve health outcomes for all people of the region we serve, and in our planning, we defined the role of the All Nations Hospital in serving within an All Nations health system.

Over the coming months the Project Planning Team will coordinate with the Ministry of Health as the Stage 1 Proposal is reviewed. Details of this proposal will be shared in the summer of 2021 as the next round of engagement launches. The public can look forward to more opportunities to be involved in the planning of the new hospital. We are hopeful to move into the next stage of the project in the fall (functional programming – space and function requirements).



**Lake of the Woods
District Hospital**

“THE NEW NORMAL” EMERGES 2021 - 2022

Ray Racette, President and CEO

JUNE 9, 2022

Time

Figure 1. Confirmed cases of COVID-19 by public health unit reported date: Ontario, January 15, 2020 to June 5, 2022

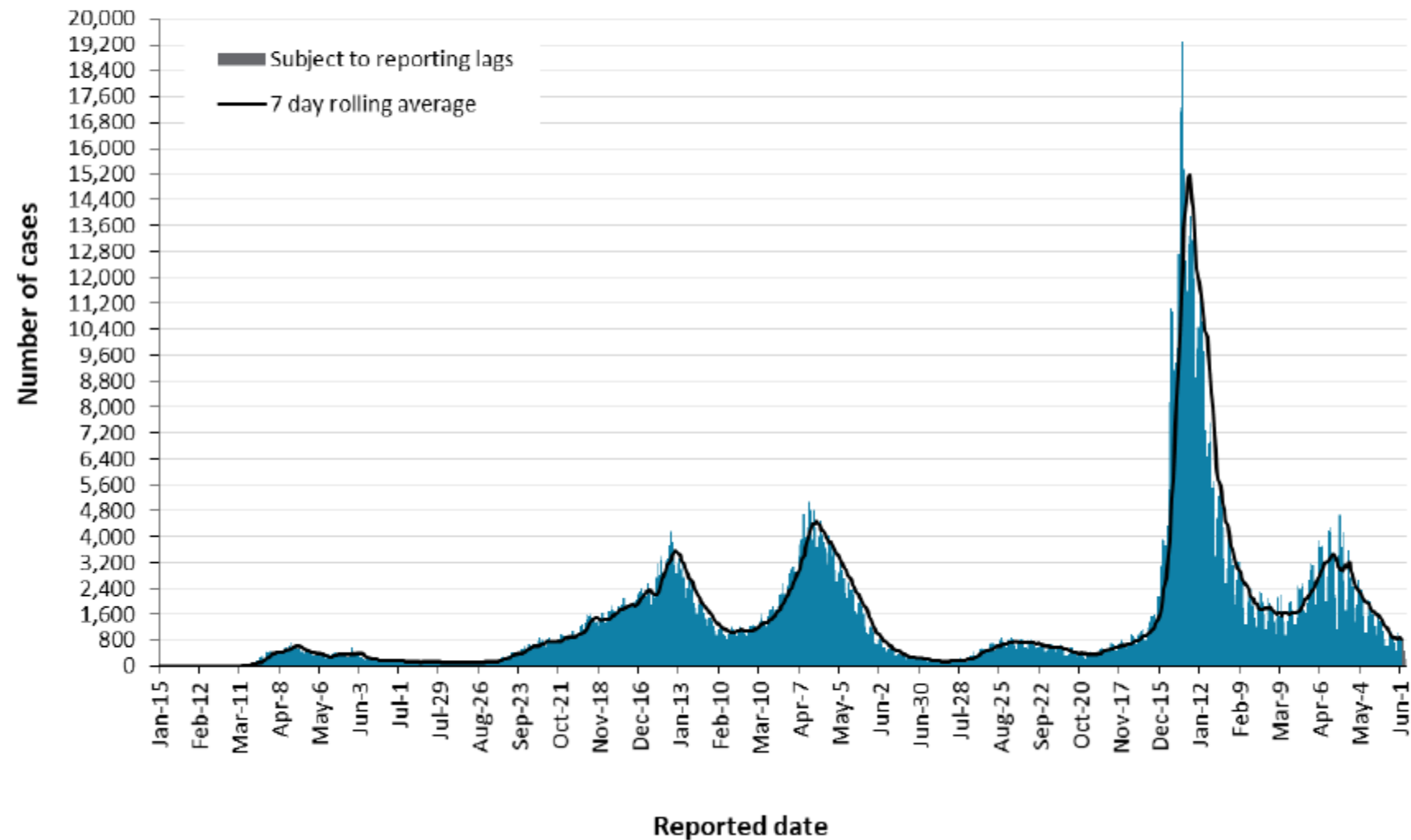
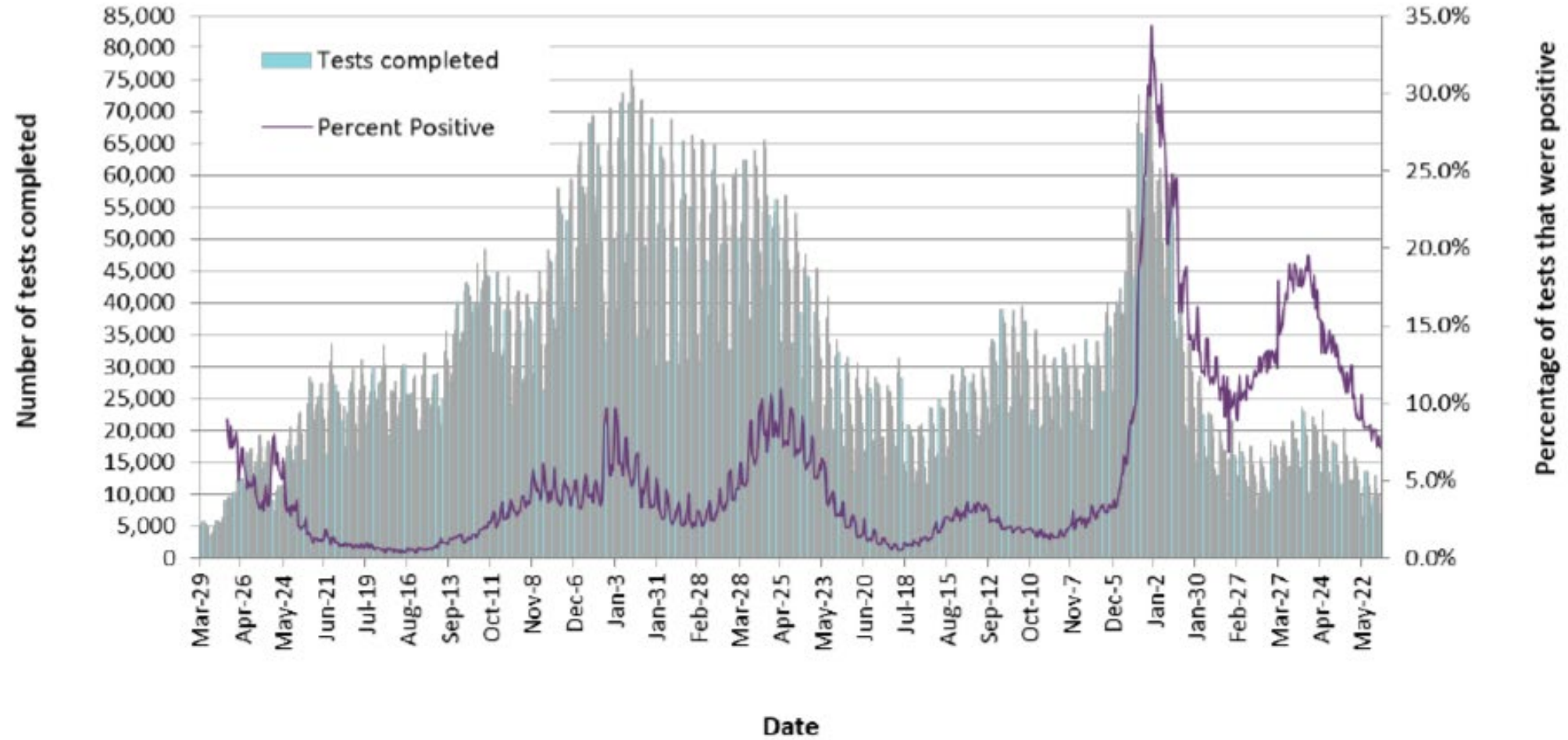
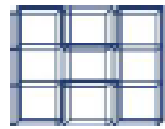


Figure 2. Number of COVID-19 tests completed and percent positivity: Ontario, March 29, 2020 to June 4, 2022





Lake of the Woods
District Hospital

COVID-19 Staff Direction Memo #170

To: All Hospital and Professional Staff

From: Ray Racette, President and CEO

Date: March 21, 2022

Tests Performed from March 14- 20, 2022 (Assessment Centre & Hospital)	Total Tests Performed as of March 20, 2022 (Assessment Centre & Hospital)	Inpatients Tested with Pending Results	Positive Cases in Hospital	Hospital Occupancy
204	28,624	0	2	83%

Local COVID-19 Update:

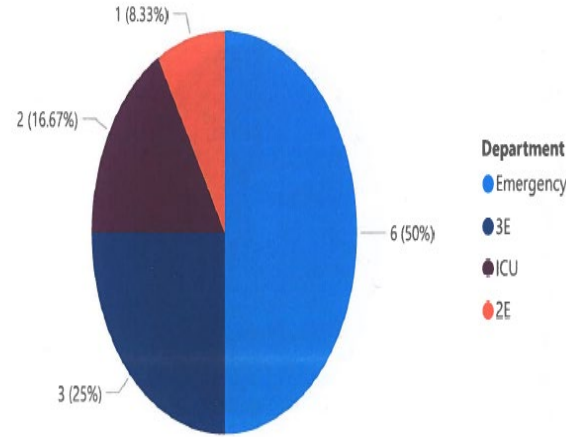
As of today, there are two (2) COVID-19 positive patients admitted to our hospital. The current seven (7) day positivity rate, as reported by the NWHU, is 17.6% for our region.

36

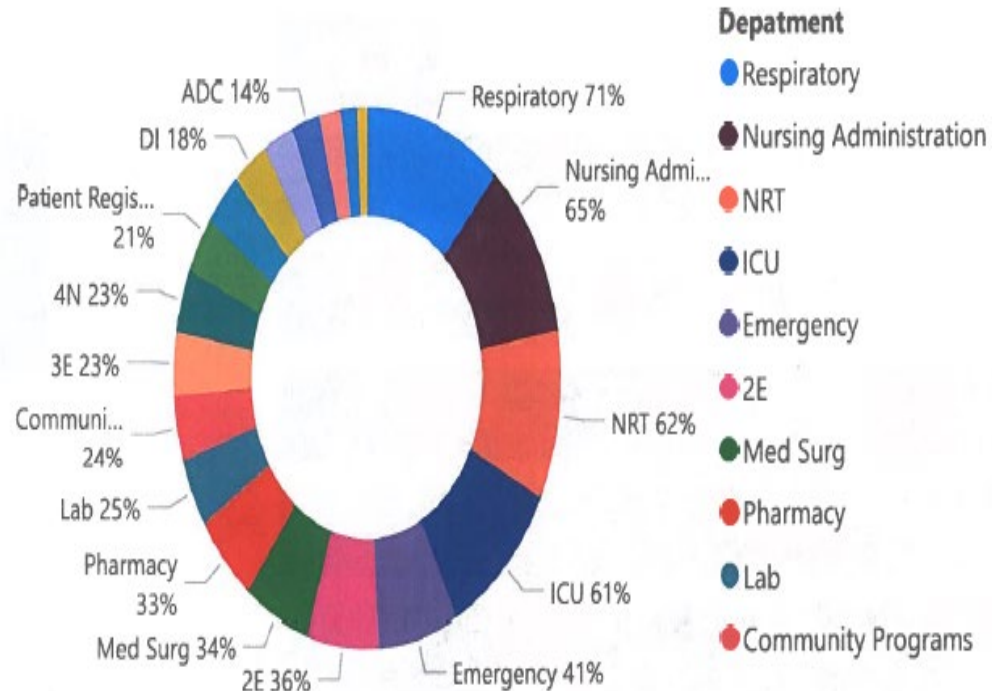
Number of ICU Closures (12 Hour Shifts) Since September 2021

Number of Agency Nurses by Department

12



Current Vacancy Rate by Department



23%

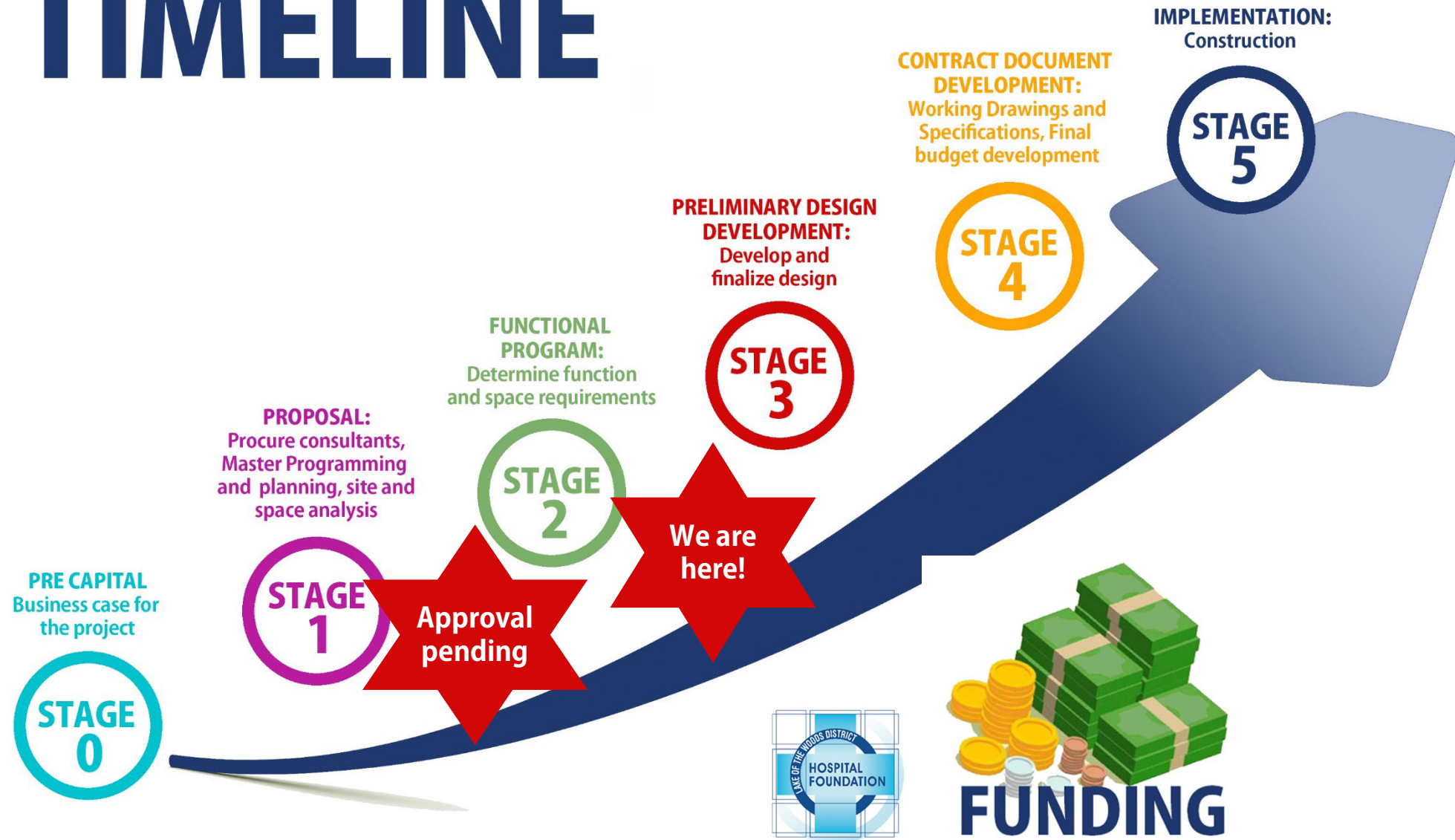
Current Overall Vacancy Rate



LWDH is looking for homes or apartments which the hospital can rent to help support our new hires who are new to Kenora and looking for homes and the agency nurses currently contracted to Kenora to help our hospital during this staffing crisis.

If you or someone you know has a home or apartment they rent out, please contact staffmatters@lwdh.on.ca or Melanie Buffett, HR Manager at mbuffett@lwdh.on.ca with details about the rental location.

NEW HOSPITAL PROJECT TIMELINE



Community Engagement

16

Virtual
Engagement
sessions

57

Engagement
sessions

16

Communities
engaged

449

Online surveys
completed

1730

Engagement
session
participants

2485

Number
engaged
through events

400

Clinical
Services
Participants

How to use the data

**Current
Operations**



Solutions NOW

New Hospital



All Nations Hospital Project
Stage One submission to the
Ministry of Health

Health System



ANHP OHT Working Groups

Current Operation Innovation Working Group

Initiated July 2020

LWDH & KCA

WNHAC

Solutions & Successes



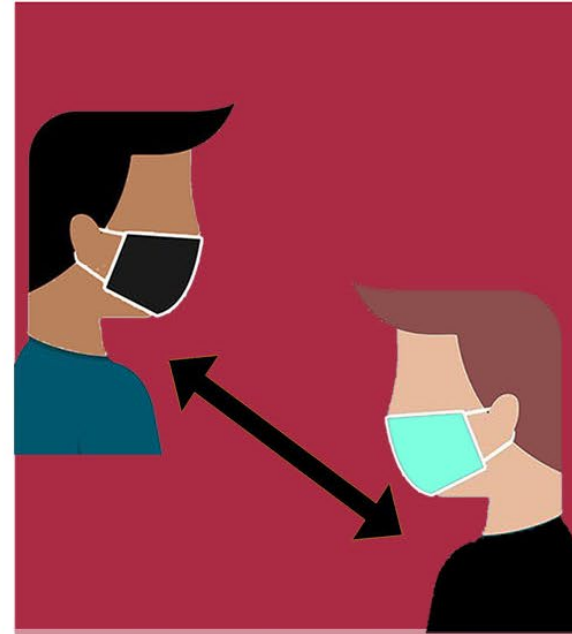
Please wash
your hands

Giziinjinn



Please apply
a mask

Gagekina
awiiya, daga
gebedonaahbizoonichigag



Please practice
physical distancing
of at least 2 meters

Gaye nigodwaswi
miizat api-dibaabiigin
izhinibawaatadig

Solutions & Successes



Boozhoo, Gaazhinookwezigeng ayaamagat

Patients and their families are welcome to smudge
in the hospital as part of their healing.

LAKE OF THE WOODS DISTRICT HOSPITAL OJIBWA HEALING ROOM

Located in Room 3117 (3 North)

Talk to any patient care staff to make arrangements through a
KCA Client Navigator (ext 2849) or the Nursing Supervisor.
Patients and families are also welcome to smudge on their own.

A partnership of:

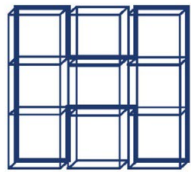


#BuildingOurHospital
020921

MAMOO'KANDAA OSHKI AAKOZIIWIGAMIG *Working Together for our New Hospital*

Solutions & Successes

Client Navigators / Transition Facilitator



**Lake of the Woods
District Hospital**



WAASEGIIZHIG
NANAANDAWÉ'IYEWIGAMIG

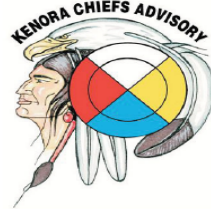
Solutions & Successes

Relationship building

Indigenous Advisory Council

Consistent communication

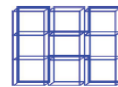
ALL NATIONS HEALTH PARTNERS OHT



GRAND COUNCIL
TREATY #3
THE GOVERNMENT OF THE ANISHINABE NATION IN TREATY #3



Kenora Métis Council
Métis Nation
of Ontario



LAKE OF THE WOODS
DISTRICT HOSPITAL



Northwestern
Health Unit



Canadian Mental
Health Association
Kenora
Mental health for all

Association canadienne
pour la santé mentale
Kenora
La santé mentale pour tous



FIREFLY



Sunset Country
Family Health Team



District of Kenora Homes
& Community Support Services

Local First Nations

Niisaachewan
Naotkamegwanning
Wauzhushk Onigum

Shoal Lake 40
Wabaseemoong
Iskatewizaagegan
Obashkaandagaang

Northwest Angle 33
Animakee Wa Zhing 37
Asubeechoseewagong
Kenora Métis Council

**Lake of the Woods
District Hospital**

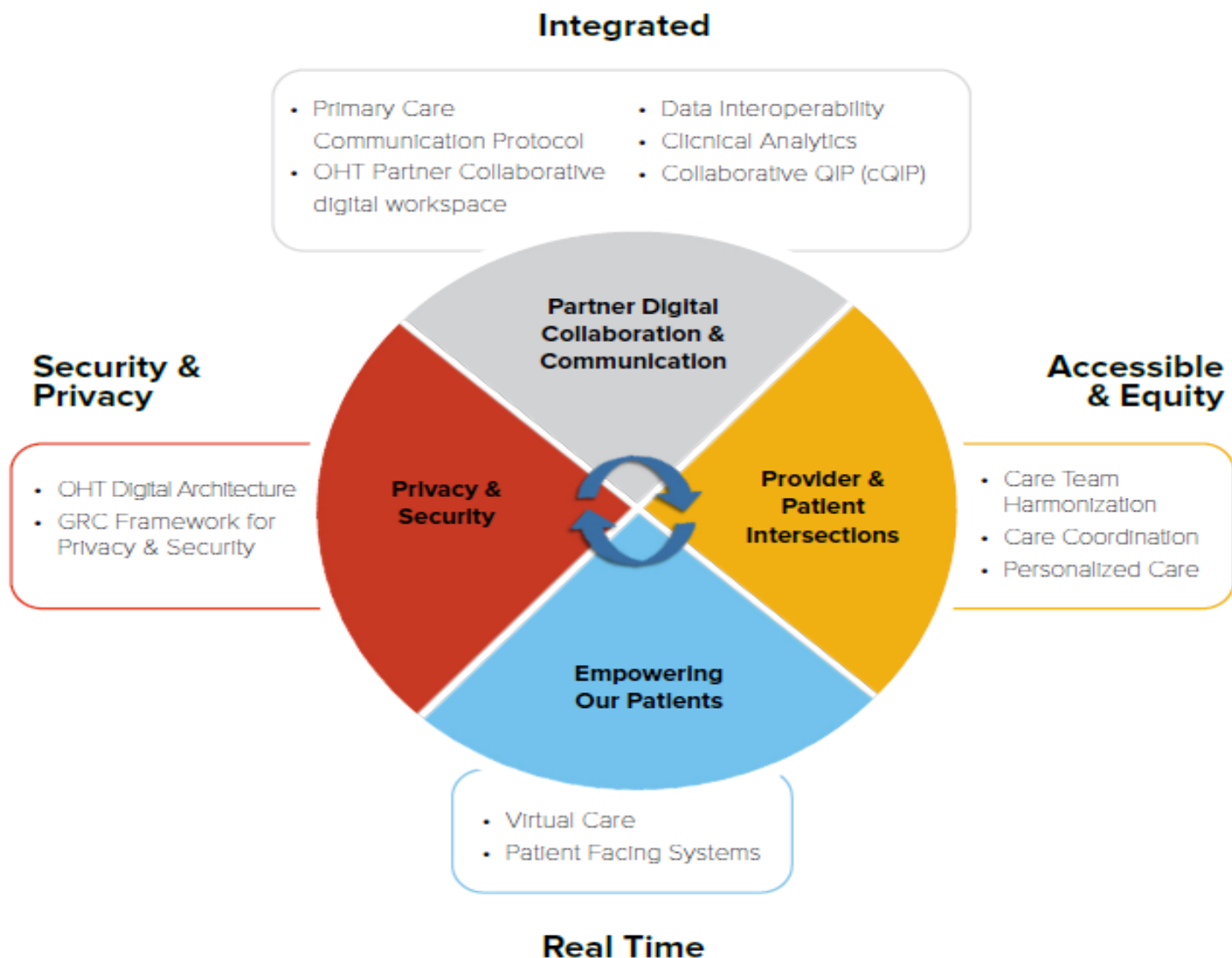
ALL NATIONS DIGITAL HEALTH STRATEGY 2021

Maamowi gaabowititaa —
Let's stand together



ALL NATIONS
HEALTH PARTNERS

In collaboration, the ANHPs will create a digital community patient record that empowers our patients across all care settings, reduces duplication, improves patient safety while respecting patient privacy.



Overview – eConnectivity ON & MB

Project Goal

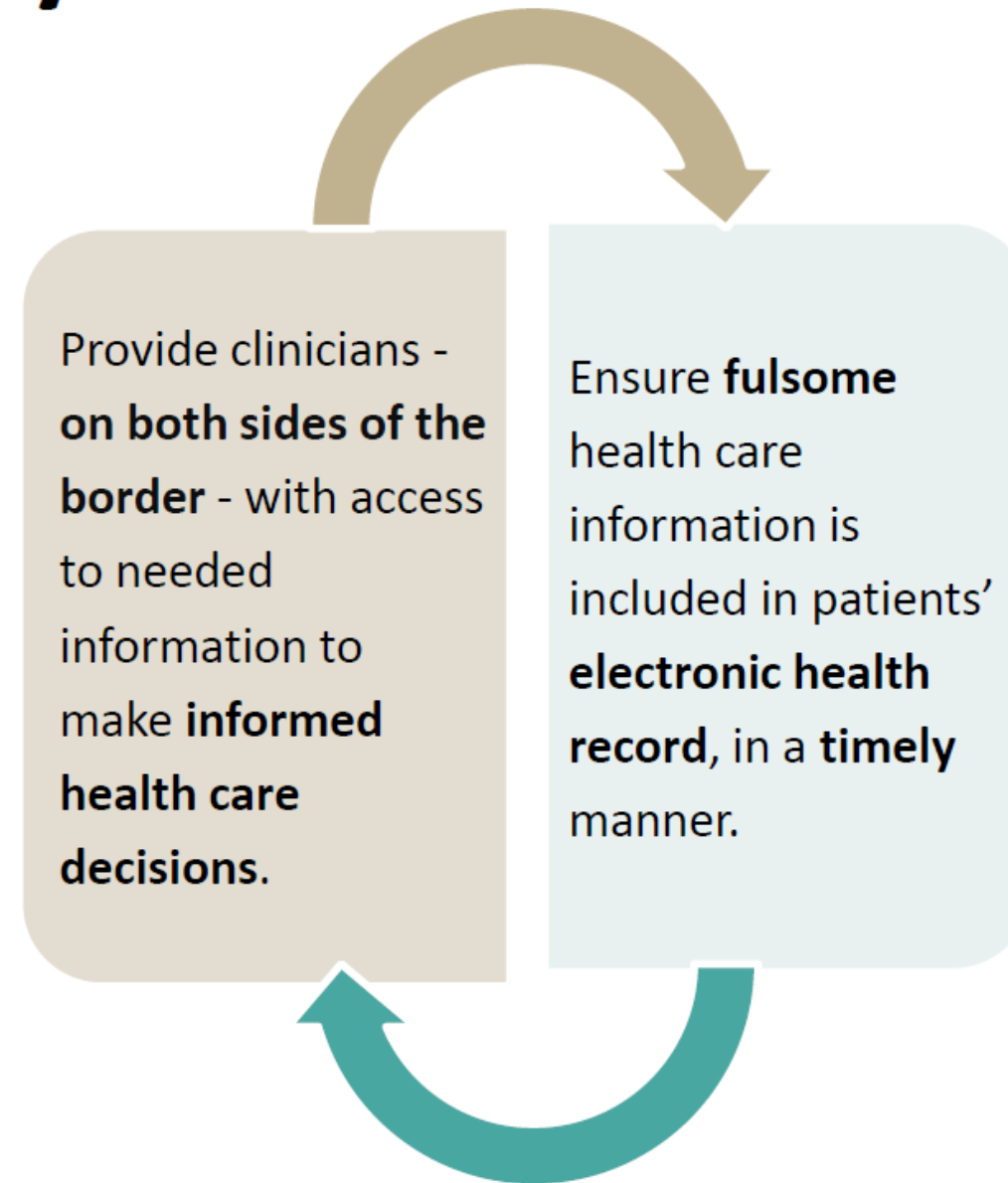
- To improve **patient care, health care equity** and **health system performance** – **on both sides of the border**

How?

- By leveraging **existing, quick-win digital** and **virtual health solutions**, supported by an **integrated, cross-border health care services model / agreement**

Why?

- **Patients travel** to neighbouring provinces to seek care and their **health data needs to flow with them**
 - In a **timely** and **modernized** manner
 - In order to **improve health care delivery**
- **Improve** access to information to inform **quality** care





**\$756,402 contributions
to LWDH for hospital
equipment**

IT'S BACK, IT'S BIGGER, IT'S BETTER!

2ND ANNUAL

**\$108,000
RAISED IN 2019**

LWDHF
PAR 3 CHARITY CHALLENGE

WE CAN ALL MAKE A DIFFERENCE 'FORE' OUR HOSPITAL

THURSDAY JULY 21st

• **KENORA GOLF and COUNTRY CLUB** •

MULTIPLE CHANCES TO WIN ON EVERY HOLE!
Including closest to the pin and a HOLE-IN-ONE opportunity on every hole!
Minimum HOLE-IN-ONE PRIZE starting at \$30,000 all the way up to \$70,000!

REDUCED YARDAGE ON EVERY HOLE!
All 18 holes are a PAR 3!

AN ALL INCLUSIVE EVENT!
Food and drink included!

DRIVEN BY THE
Dingwall
GROUP

LWDH Auxiliary

Gift shop closed for most of pandemic & most events cancelled

However, Auxiliary remained active on what could be done

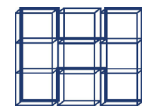
2021 donation to LWDH - \$15,984 for a stat centrifuge & 2 epidural infusion kits

2022 donation to LWDH - \$12,000 towards purchase of an incubator



THANK YOU TO OUR COMMUNITIES

- Financial and Public Support
- Following COVID guidelines and keeping safe
- High Vaccinations





Our Communities  Our Hospital
LAKE OF THE WOODS DISTRICT HOSPITAL

Miigwech

Marsee

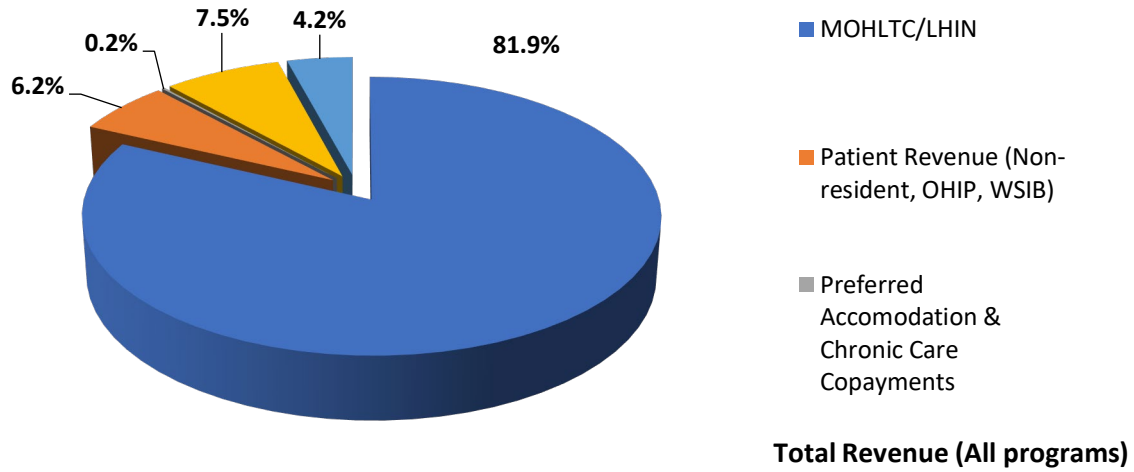
Thank You

rracette@lwdh.on.ca

FINANCIAL SUMMARY for year ended March 31, 2022

	2022	2021
REVENUE		
Ministry of Health and Long-Term Care/LHIN	\$49,751,329	\$46,810,979
Patient Revenue from other payors	\$4,321,388	\$4,605,935
Preferred accomodation and co-payment revenue	\$119,653	\$155,941
Other revenue and recoveries	\$4,225,604	\$3,437,871
Amortization of grants & donations for equipment	\$943,106	\$846,237
Total Hospital Operating Revenue	\$59,361,080	\$55,856,963
Other programs administered by the Hospital	\$8,515,058	\$8,741,685
	\$67,876,138	\$64,598,648
EXPENSES		
Salaries, wages and employee benefits	\$31,363,215	\$31,433,141
Medical staff remuneration	\$11,034,806	\$10,195,921
Supplies and other expenses	\$9,200,240	\$8,239,643
Medical and surgical supplies	\$1,837,141	\$1,709,192
Drugs	\$2,201,981	\$2,278,039
Amortization of Equipment	\$1,139,039	\$1,025,265
Bad Debts	\$36,723	\$40,047
Total Hospital Operating Expenses	\$56,813,145	\$54,921,248
Other programs administered by the Hospital	\$8,515,058	\$8,741,685
	\$65,328,203	\$63,662,933
Surplus (deficit) before amortization related to buildings	\$2,547,935	\$935,715
Amortization of buildings	(\$2,406,371)	(\$2,339,795)
Amortization of deferred contributions for buildings	\$1,982,464	\$1,913,981
Surplus (deficit) for the year	\$2,124,028	\$509,901

2020-21 Operating Funding Sources



2020-21 Operating Expenses

