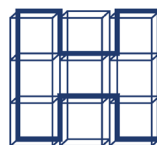




Diagnostic Imaging Centre of Excellence Grand Opening, September 2025



**Lake of the Woods
District Hospital**

2025/2026 Annual Report

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Message from the Board of Directors

Fred Richardson

Adapting to change and seizing opportunities come foremost to mind when looking over this past year. Operating a hospital well beyond its “best before” date continues to present serious challenges, but these difficulties are being met with admirable capability, best exemplified by the superb ongoing handling of the flood that took place early in our 2026/2027 fiscal year.

Tremendous strides in current hospital operations, the new hospital plan, and the All Nations Health Partners continue to unfold. Opportunities abound in the planning of our new hospital and our involvement with the All Nations Health Partners, which is leading the way as a creative and innovative Ontario Health Team. As governors, our Board is proud to be working with the Lake of the Woods District Hospital (LWDH) and its many partners. To be in partnership with the Ogimaawabiitong (Kenora Chiefs Advisory) continues to be an honour.

This year the Board completed its work on major policy additions and revisions that now align with our Ontario Not-for-Profit Corporations Act (ONCA) bylaw revisions that were completed in 2024-2025. Perhaps the biggest change in our governance structure was the creation of the new board subcommittee currently titled “Capital Planning Committee.” This joint Ogimaawabiitong/LWDH initiative will play a key part for the Board in its governance role in the All Nations Hospital Project. The Board continually looks for ways to improve its governance role. There has been increased use of the Ontario Hospital Association’s (OHA) publications and webinars on good governance. This has helped us in policy development and revisions, and in recruiting a diverse, skill-based Board membership, which will assist in preparing for the next hospital credential evaluation in 2028.

Probably the most important document that involves all parts of our hospital is the 2024-2028 strategic plan. This document binds everyone, including hospital board members, staff, and volunteers, to a specific direction forward. Effective authentic partnerships are evolving in mental health and addictions services, the All Nations Health Partners group, and our ongoing relationship with Ogimaawabiitong. Our board proudly oversees continuous development and improvements in patient safety and clinical excellence, effective stewardship, an engaged workforce and the development of a health campus of care around our new proposed hospital.

It has been another demanding year for the entire LWDH staff. Doctors who do extra shifts in the emergency room, nurses working to keep units open, and maintenance and support staff

keeping our buildings operational and safe in these critical times have been nothing short of heroic. Praise is also due to our patient navigators, who make the health journey of our patients much smoother and less intimidating.

I would like to recognize and give thanks to our CEO, Cheryl O’Flaherty, who always has time to assist the Board in its governance function, despite the demands of leading the LWDH and its many local and regional care services. A special “shout out” is also merited for Cheryl’s executive assistant Mary Natavio, and Quality & Risk Coordinator Kaila Stepanik, who have provided outstanding support, whether it be scheduling, research, minute-taking or meeting arrangements.

Dr. Sean Moore, in his role of Chief of Staff, deserves a special thank you from the Board. How he accomplishes this so effectively is remarkable, given all the other “hats” he wears. His efforts to provide timely and important professional medical staff information and credentialing are so appreciated.

The LWDH Foundation transferred a record \$4,339,950 to LWDH this year to support investment in vital medical equipment and technology. Thank you for this phenomenal support!

The LWDH Auxiliary has not only provided \$43,572 in support, but it also runs a gift shop that offers appropriate and attractive merchandise to patients, visitors and staff.

To all volunteers at our hospital, whether you serve on a fundraising group, on a hospital committee or on a working group, your efforts are truly appreciated. Thanks are due to all Board members who have given so much of their time over the past year. I would like to give thanks to three incredible board members who stepped forward to chair subcommittees this year: Lori Robertson, for Governance and Nominating, Rita Boutette, for Quality, Patient Safety and Risk Management, and Claudine Cordiero, for Audit and Finance. Most of the Board’s “real business” occurs at the subcommittee level, led by these capable chairs.

This is my final report as your Board Chair. I can truly say that it has been an honour to work with all Board members, and all LWDH staff and volunteers over the past two years. I feel very confident in turning the reins over to Nancy Johanson, who has provided incredible support for the Board and myself throughout this year, and who I am certain will provide effective and compassionate leadership as we continue to provide extraordinary care for every patient at the LWDH.

Fred Richardson
Lake of the Woods District Hospital Chair

Message from the President & CEO

Cheryl O'Flaherty



The past year has been filled with meaningful milestones and moments that truly reflect the strength of our LWDH team. Every day, our staff bring our values — compassion, collaboration, excellence, integrity, and respect — to life, and I am deeply proud of all that we have accomplished together.

The provincial budget allocated \$50 million to support the All Nations Hospital Project in the next phase of detailed planning in May of last year, followed by a formal announcement in October, attended by Premier Ford and Minister Rickford as well as the Mayor of the City of Kenora and many Indigenous leaders from local First Nations communities. It was a powerful moment that reflects the shared vision for the future of care in our region. Community voices also helped shape that vision through a town hall held in November, focused on the Campus of Care, where health, social services, and housing will come together in one place. I am sincerely grateful to our partners, Ogimaawabiitong Kenora Chiefs Advisory, the City of Kenora, Infrastructure Ontario, and the Ministry of Health for walking this journey with us.

We also saw the realization of another long-anticipated milestone: the arrival of MRI services in our community. Thanks to the incredible support of the LWDH Foundation and the Beyond the Scan campaign, along with a small capital project funded by the Ministry of Health, the Diagnostic Imaging Centre of Excellence began welcoming patients in August. The impact has been immediate and deeply felt, helping people receive care closer to home, reducing wait times, and easing the burden of travel for patients and their families.

April 2025 marked the launch of the Rural Generalist Care model, an innovative, made-in-the-North solution that is already making a difference. By improving access to care in home communities, supporting physicians, and strengthening system stability, this model reflects what is possible when we work together with purpose.

Throughout the year, we also celebrated growth and transformation. Del-Art Recovery Home officially joined LWDH in 2024 and with renovations completed in 2025, an open house and a celebration of a successful integration was held. Del-Art is an important part of LWDH's response to addictions recovery and stands as a symbol of hope and healing for many.

In May 2025, a fire in the Laundry facility rendered the entire space unusable for 11 months. I am thankful that the damage was not greater to the rest of the building, which houses the facility heating and cooling systems. The staff response was tremendous — from the hospital supervisor, switchboard operator, maintenance, laundry and environmental staff and leadership, right through to clinical staff. The City of Kenora Fire Department was quick to respond as well. LWDH was fortunate to have good partnerships with long-term care homes, who provided their facilities to LWDH on Day 1. Laundry services were maintained without a single day of disruption — an exceptional response to a devastating event. Regular operations in the original location resumed in late April 2026.

The past year saw several milestones in terms of employee service to LWDH. Trudy Millar retired in May 2025 after 40 years of service, having supported Finance and Human Resources over the years, as a Payroll

Officer and later HR Officer. She was instrumental in developing the first computerized payroll and finance system for LWDH and helped to maintain the computer systems. Joelle Thomson, a beloved nurse and team lead on 3E Med/Surg, retired in September 2025 after 45 years of dedicated service. Her deep knowledge, compassion, and dedication are missed every single day. How fortunate we are to have team members who so generously give the gift of their time and commitment. Additionally, Katrina Belair reached an extraordinary milestone of 50 years of service! This is an achievement that may be forever unmatched in LWDH's history. Katrina's dedication was celebrated at the April awards ceremony, where her enduring commitment was recognized. Her enthusiasm, quick humour and support of LWDH's programs, services and staff is noted every day.

Creating a culturally safe and inclusive environment remains a priority for LWDH and this year many staff participated in Anti-Racism Cultural Sensitivity (ARCS) training, developed with Kenora Chiefs Advisory and grounded in local Anishinaabe knowledge and history. As of this time, approximately 45% of our staff and professional staff have completed this training. This work is essential to how we grow as an organization and better serve our communities.

Partnership continues to be at the heart of everything we do. Through the All Nations Health Partners Ontario Health Team and our regional hospital network, we are working together to ensure patients receive the care they need, when they need it. I am especially grateful to our regional partners for their support during the recent flood, helping us maintain access to surgical care for our patients during a challenging time.

Reflecting on the past year, one common thread stands out: the resilience of the LWDH team. Every challenge demanded strength, creativity, and perseverance, and together we rose to meet them — continuing to deliver extraordinary care for every patient despite the challenges.

To our staff, professional staff, volunteers, and leadership team, thank you for the care and compassion you show, and for the pride you take in your work. To the LWDH Foundation, thank you for your growing impact and creativity. To our Auxiliary volunteers, your contributions continue to brighten the experience of patients, families, and staff alike. And to our Board of Directors, thank you for your leadership and guidance.

As we look to the future, the vision of a new hospital continues to inspire us. There is important work ahead, with meaningful opportunities to shape how care is delivered in our region for generations to come and I am honoured to be part of this journey.

Respectfully submitted,

Message from the Chief of Staff

Dr. Sean Moore



The past year at Lake of the Woods District Hospital (LWDH) has been one of extraordinary momentum — marked by landmark infrastructure announcements, clinical innovation, expanded care programs, and meaningful progress in recruitment and retention. From the provincial commitment to fund planning for our new hospital, through the launch of first-in-Canada AI-assisted imaging technology, to the formalization of our Rural Generalist Care Model, LWDH has demonstrated its ongoing commitment to delivering exceptional, community-centred care. Our challenging hospital flood incident has posed significant challenges to meeting our goals, but we are well into the recovery at this time. I am proud to share some of the year's most significant highlights with the Board, our professional staff, and our community.

NEW HOSPITAL PROJECT:

In October 2025, Premier Doug Ford visited Kenora announcing \$50 million in provincial funding to support planning for a new hospital, alongside \$1.9 million for the redevelopment of Wiigwas Long Term Care Home. This historic investment reflects years of advocacy and positions LWDH for a transformational future. Functional planning is underway, and the new facility is expected to be operational within approximately seven years. Through the All Nations Health Partners initiative, the purchase of the full acreage by Kenora Chiefs Advisory has prompted an update to the campus master plan, with new partners coming forward to co-locate on the future Campus of Care. The breadth of health and social services envisioned for the campus is exciting from a clinical perspective, offering meaningful opportunities to work more collaboratively and to improve care transitions for patients. NOSM University continues to expand learning opportunities and tighten the partnerships with LWDH.

DIAGNOSTIC IMAGING:

Diagnostic Imaging has had a landmark year. LWDH is now approaching one full year of MRI services, bringing this critical diagnostic modality closer to home for patients across our region. In April 2026, LWDH became the first site in Canada to implement Gleamer AI Bone View, an advanced artificial intelligence tool designed to support fracture detection on radiographic imaging. This initiative for the Emergency Department and inpatient imaging exemplifies our commitment to clinical innovation. The Hospital Foundation's largest-ever fundraising campaign, Beyond the Scan, was completed successfully this year, securing resources for best-in-class equipment that will serve our community for years to come and modernize our equipment across all clinical and education areas.

LABORATORY SERVICES:

Our partnership with University Health Network continues to provide much needed modernization of processes and capabilities of our laboratory services. After completing validation, the new Atellica CI chemistry analyzer went live on June 2, 2026, expanding our in-house test menu, reducing specimen rejections, and decreasing turnaround times, while lessening our reliance on referral laboratories. The lab also successfully implemented bringing Medical Laboratory Assistants (MLAs) into full scope practice alongside Medical Laboratory

Technologists — a creative strategy to address the national MLT shortage while maximizing the skills of our talented team. When LifeLabs reduced community hours in early 2026, our laboratory stepped up without additional staffing or funding to provide urgent bloodwork services. On-site FAST HIV testing launched April 1st, led by Dr. Sarah Giles in partnership with the GEM Centre at the University of Toronto — a critical response to supporting diagnostics in vulnerable populations in our region.

RURAL GENERALIST CARE MODEL:

The Rural Generalist Care (RGC) model has continued to mature and expand. Physicians are now finalizing and signing their Letters of Understanding, providing important clarity on FTE capacity and needs across the region. The Inboxologist role, launched in November 2025, has been a notable success — relieving administrative burden for primary care physicians and directly improving work-life balance, recruitment, and patient care continuity. Our new physicians, Drs. Busayo Alao and Augustina Charles-Okoli, have joined the community and have begun working in both hospital units and the emergency department. This has followed the successful integration of Dr. Saba Saberi in the Fracture Clinic and the Sports Medicine Clinic. Nurse Practitioner Emilie Greenwood joined Nicholas Dumontier in the Emergency Department, further strengthening our alternate provider model.

ADDITIONAL HIGHLIGHTS:

Planning for Meditech Expanse — our new region-wide electronic medical record — continues to advance, with implementation targeted for March 2027. Staff and physicians have been reviewing hundreds of order sets and medical directives, in preparation for the transition. Our visiting specialist programs saw record patient volumes this year, with meaningful additions in gynecology, urology, orthopedics, and ophthalmology. The hospital has completed a comprehensive review and update of our Bylaws, ensuring our governance structure reflects current best practices as we prepare for the transition to expansion of programs and lead us into the new hospital.

None of this work happens without the extraordinary commitment of our physicians, nurses, allied health professionals, administrative and support staff, and hospital leadership. I want to extend my deep and sincere gratitude to Christene Ferguson, whose partnership as my dyad partner has been invaluable throughout this year. Her leadership, wisdom, and collaborative spirit have made this work immeasurably stronger. I also warmly welcome her replacement, Gillian Lunny, who joins LWDH as Vice President of Patient Care Services and Chief Nursing Executive. Gillian brings exceptional experience and energy, and I look forward to building a strong dyad partnership with her as we navigate the exciting years ahead.

Respectfully submitted,
Dr. Sean Moore, MD FRCPC
Chief of Staff, Lake of the Woods District Hospital

Auxiliary Giving Surpasses \$240,000 in Support of Patient Care Since 2019

Every year the Lake of the Woods District Hospital (LWDH) Auxiliary makes a monetary donation to our hospital, based on identified needs and what the annual gift shop revenues will allow for, as well as money raised through their annual Mother's Day Draw and Christmas Short Bread Sale, something our staff wait all year for! In the 2025/2026 fiscal year the Auxiliary donated an incredible \$43,572!! These funds will support the purchase of cataract surgical instruments and medical recliners, both of which will have a direct impact on patient care and comfort at LWDH. Since 2019, the Auxiliary has donated over \$240,000 toward care at our hospital, an incredible testament to the dedication of its members and volunteers.

Sincere thanks to every member of the LWDH Auxiliary and each and every volunteer who gives so generously of their time, talents, and care. Your commitment goes far beyond running a gift shop, sale or contest; it creates moments of comfort for patients, support for families, and meaningful improvements to care across our hospital. Your impact is felt in countless ways and we are profoundly grateful for the compassion, dedication, and community spirit you bring to LWDH.



Cheryl O'Flaherty, LWDH President & CEO, and Kelsey Geisel, LWDH Director of Finance & CFO, receiving a cheque for \$43,572 from dedicated Gift Shop volunteers Ruth Bowlic and Mandy Spedding, and Auxiliary Treasurer Caleigh Belair.

2025/2026 Board of Directors

Chair: Fred Richardson

Vice Chair: Nancy Johanson

Directors: Rita Boutette (Patient Rep),
Claudine Cordiero, Mike Dietsch,
Karen Dunlop, Logan Haney, Rod Kantola,
Mark Mymko, Lori Robertson,
Tara Singleton

President & CEO: Cheryl O'Flaherty

Chief of Staff: Dr. Sean Moore

VP Patient Services and CNE
Gillian Nattress (to 11/01/25)
Christine Ferguson (Interim)

President of Medical Staff:
Dr. Dave Kyle

LWDH Foundation Representative:
Ashley Hendy



Long having out-grown our current hospital walls, for many years, several LWDH offices have been located in the St. Joseph Health Centre, within close walking distance from the hospital. Community Mental Health & Addictions, Outpatient Psychiatry, Finance, Foundation and Communications teams are currently located here.

Lake of the Woods District Hospital

By the numbers ...

The 2025/2026 fiscal year was an exceptionally busy period for Lake of the Woods District Hospital, as proven by the statistics. The LWDH team is proud to be capable of providing a wide range of services to meet the healthcare needs of our communities.



FINANCIALS: For the year ended March 31, 2026

REVENUE

	2025/2026	2024/2025
Ministry of Health/Ontario Health	\$71,756,826	\$65,659,034
Patient Revenue from other payors	\$7,911,948	\$6,043,758
Preferred accommodation and co-payment revenue	\$215,782	\$262,178
Other revenue and recoveries	\$30,337,250	\$8,065,708
Amortization of grants & donations for equipment	\$2,003,194	\$1,419,174
Total Hospital Operating Revenue	\$112,225,000	\$81,449,852

Other programs administered by the Hospital	\$18,988,158	\$14,614,969
	\$131,213,158	\$96,064,821

EXPENSES

Salaries, wages and employee benefits	\$52,534,411	\$46,800,599
Medical staff remuneration	\$22,787,990	\$12,058,615
Supplies and other expenses	\$27,557,835	\$14,837,306
Medical and surgical supplies	\$3,719,037	\$3,084,805
Drugs	\$3,534,377	\$3,599,840
Amortization of Equipment	\$2,511,092	\$1,802,812
Bad Debts	\$16,998	\$141,970
Total Hospital Operating Expenses	\$112,661,740	\$82,325,947

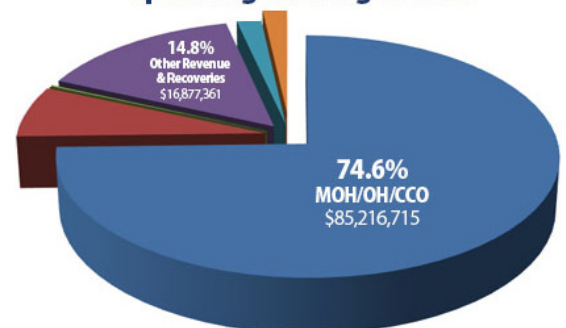
Other programs administered by the Hospital	\$18,471,504	\$15,137,012
	\$131,133,244	\$97,462,959

Surplus (deficit) before amortization related to buildings	\$79,914	(\$1,398,138)
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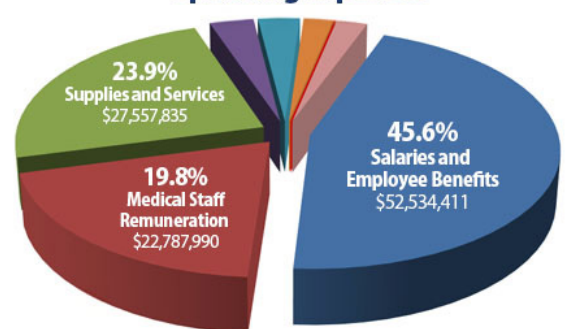
Amortization of buildings	(\$2,537,646)	(\$2,734,665)
Asset retirement obligation accretion related to buildings	(\$79,415)	(\$79,415)
Amortization of deferred contributions for buildings	\$2,034,356	\$2,111,976

Surplus (deficit) for the year	(\$502,791)	(\$2,100,242)
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2025/2026 Operating Funding Sources



2025/2026 Operating Expenses





Lake of the Woods District Hospital Foundation Message: **Community Support Drives Historic Healthcare Milestones**

As we reflect on the 2025–2026 fiscal year, we are filled with gratitude for the extraordinary generosity, commitment, and belief our community continues to show toward healthcare in Northwestern Ontario.

This year marked one of the most significant periods of growth and momentum in the history of the Lake of the Woods District Hospital Foundation (LWDHF). Together with donors, volunteers, staff, physicians, community partners, and supporters across the region, we advanced investments that are strengthening care today while helping prepare for the future of healthcare in Kenora.

The opening of the Diagnostic Imaging Centre of Excellence in September 2025 represented a transformational milestone for our hospital and region. Through the success of the Beyond the Scan Campaign, Kenora welcomed its first-ever MRI alongside a new mammography unit and incoming CT scanner, expanding access to advanced diagnostic care closer to home and reducing the burden of travel for patients and families.

In total, during the 2025–2026 fiscal year, the Foundation transferred \$4,339,950 to the Lake of the Woods District Hospital to support investments in vital medical equipment and technology. From the MRI machine and mammography unit to upgrades supporting nearly every department across the hospital, these investments are enhancing care, supporting healthcare teams, and strengthening access to services throughout the region.

At the same time, philanthropy continued to support critical equipment and program enhancements throughout the hospital. From advanced surgical technologies and point-of-care ultrasound to new patient beds and specialized equipment supporting

rehabilitation and emergency medicine, these investments are helping teams deliver compassionate, high-quality care in every department.

This year also demonstrated the growing strength of community philanthropy. The continued success of signature initiatives such as the Tree of Life Appeal, the Lifesavers Dinner & Auction, and numerous community-led events reflects a region deeply committed to supporting local healthcare. We were also pleased to welcome two new team members to the Foundation this year, strengthening our capacity to build relationships, grow community engagement, and support the evolving needs of the hospital and future redevelopment efforts.

As conversations around the future hospital continue to advance, we remain focused on ensuring every investment made today contributes to a stronger healthcare system for tomorrow. The support of this community continues to remind us that healthcare transformation is not achieved by one organization alone; it is made possible through collective generosity, partnership, and shared vision.

To every donor, volunteer, healthcare worker, partner, and advocate who contributed to this remarkable year, thank you. Your support is helping shape the future of care for Kenora and the surrounding region for generations to come.

**With heartfelt gratitude,
Ashley Hendy, Board Chair
Mira Trebilcock, Executive Director**



Dr. Catherine Murray, Chief Radiologist and Diagnostic Imaging Service Lead cuts the ribbon to officially open the LWDH Diagnostic Imaging Centre of Excellence on August 30, 2025. Also pictured L-R are Mira Trebilcock, Ashley Hendy, Fred Richardson, Cheryl O'Flaherty, Andrew Neilson, Alana Larson, Sean Hailstone and Karli Sobiski.

2025/2026

Year in Review

Lake of the Woods District Hospital (LWDH) worked closely with patients, families, the public, volunteers, staff, and healthcare partners to develop a comprehensive four-year Strategic Plan, focused on five priorities: Authentic Partnerships, Patient Safety & Clinical Excellence, Effective Stewardship, an Engaged Workforce, and a robust Campus of Care. Now well into its implementation through 2028, we are proud of the meaningful progress made across all priority areas. The plan continues to guide our work toward our vision of Extraordinary Care for Every Patient. The following Year in Review highlights key accomplishments aligned with the priorities identified by our staff and the communities we serve.

PHOTO: Ontario Premier Doug Ford, LWDH President & CEO Cheryl O'Flaherty, Wiigwas Elder & Senior Care Home Executive Director Lois Bailey and Minister Greg Rickford at an announcement the Premier held in Kenora in October 2025.



Strategic Direction:

Authentic Partnerships

Building the Future Together: Advancing the All Nations Hospital Project

LWDH continues to make significant progress on the All Nations Hospital Project — an ambitious, once-in-a-generation redevelopment, grounded in authentic partnership with Ogimaawabiitong Kenora Chiefs Advisory (KCA) and a broad network of community, municipal, and provincial partners. Together, we are co-leading a vision for a new, state-of-the-art regional hospital and integrated Campus of Care that reflects the needs of the region. Backed by a \$50 million provincial investment, committed in 2025 to advance planning and design, this collaboration demonstrates a shared commitment to building a health system that is inclusive, responsive, and community-driven.

Authentic engagement continues to shape every stage of the project. Through structured consultations, regional outreach, and ongoing dialogue with Indigenous leaders, community members, and health partners, the project is being thoughtfully designed to reflect local priorities. This includes a strong focus on culturally safe care, with Indigenous-led design elements such as ceremonial spaces, traditional healing areas, and dedicated supports that honour Anishinaabe knowledge and approaches to wellness.

Collaboration is also central to planning the broader 118-acre Campus of Care, which will co-locate the new hospital alongside long-term care, mental health services, and other community

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supports. Through joint master planning, partner engagement, and technical studies now underway, LWDH and KCA are ensuring the campus evolves in a coordinated, sustainable way that improves access, integration, and patient experience across the continuum of care.

As planning advances toward design, procurement, and future construction, the All Nations Hospital Project continues to reflect LWDH's commitment to authentic partnerships, ensuring that the new hospital is not only built for the community, but with the community. For the latest updates and opportunities to engage, visit kenorasnewhospital.com and follow our progress as we move this transformative project forward together.

STAGE 1
EARLY PLANNING
COMPLETE

- Proposal
- Pre-Capital
- Functional Program

STAGE 2
DETAILED PLANNING
2026-2029

WE ARE HERE

- Master Planning
- Site Plan
- Procurement

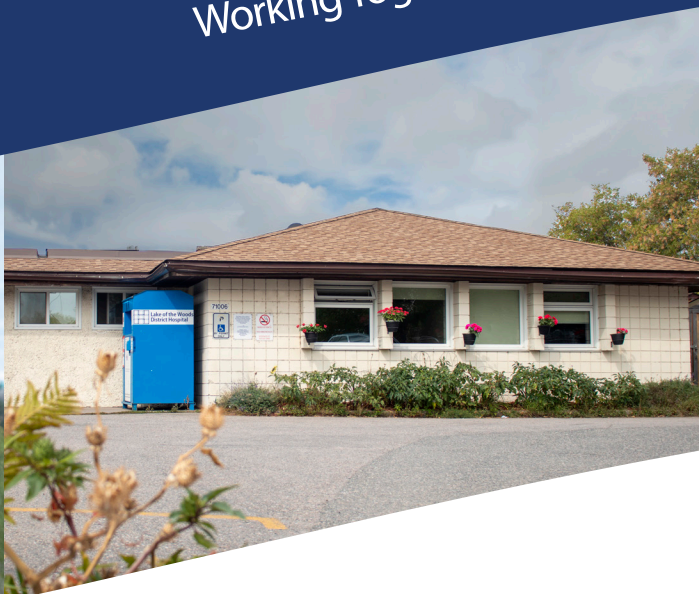
STAGE 3
CONSTRUCTION
2029-2033

A NEW 81-BED REGIONAL
HOSPITAL
In KENORA, ONTARIO located on a water accessible site

*DATES ARE ESTIMATED AND SUBJECT TO CHANGE.

Mamoo'kandaa Oshki Aakoziwigamig Working Together for our New Hospital

PHOTOS L-R: LWDH's 46-bed Morningstar Centre / All Nations Health Partners Ontario Health Team (ANHP OHT) Rural Generalist Care Council members



Strategic Direction: Authentic Partnerships

Expanding Access to Recovery

In 2025/2026, LWDH's Mental Health and Addictions Programs expanded with the addition of six beds at the Morningstar Centre (MSC) to support individuals from the Sioux Lookout area. This achievement reflects a strong partnership between LWDH, Sioux Lookout Meno Ya Win Health Centre, and the Migisi Treatment Program, improving access to withdrawal management and recovery supports closer to home.



Through this collaboration, dedicated beds at MSC strengthen continuity of care within a 24/7, 46-bed facility providing safe, patient-centred withdrawal management, stabilization, and recovery services. In 2026, MSC celebrates 50 years of providing compassionate care to our communities, a milestone which was celebrated at the Centre's Spring Feast. Together with our partners, a more coordinated and accessible continuum of mental health and addictions care across the region.

Rural Generalist Care Model Advances Integrated Healthcare

As a founding member of the All Nations Health Partners Ontario Health Team (ANHP OHT), Lake of the Woods District Hospital has focused on strengthening collaboration across community healthcare partners to improve access to care. A highlight of the ANHP OHT work has been the implementation of the Rural Generalist Care (RGC) model in 2025 — an innovative, locally developed physician compensation ap-

proach shaped through years of partnership with Indigenous communities, physicians, healthcare providers, and government. The RGC model strengthens primary care, supports physician recruitment and retention, and advances a more sustainable and accessible healthcare system.

For LWDH, this work moves the region toward a more integrated system. Strong primary care improves prevention, supports chronic disease management, and reduces pressure on hospital services. Enhanced integration of electronic medical records further supports coordinated, informed care, improving the patient and family experience. The model also fosters a more stable physician workforce by strengthening supports for current and future providers—benefiting hospital, primary, and community-based care alike.

Providing Culturally Safe Care

Lake of the Woods District Hospital (LWDH) continues its commitment to safe, inclusive, and equitable care through Anti-Racism & Cultural Safety (ARCS) training — an authentic and meaningful partnership with Kenora Chiefs Advisory. Grounded in the history, teachings, and lived experiences of Anishinaabe peoples in the Treaty 3 territory, the program is shaped by Elders, community members, leadership, and healthcare workers, reflecting both traditional knowledge and community priorities. Sessions often include cultural practices such as smudging, alongside teachings on Treaty 3, colonial impacts, and ongoing inequities in healthcare. Approximately 45% of LWDH staff and professional staff (310 individuals) have completed this training.

This partnership strengthens the local healthcare system by equipping staff with the knowledge and tools to provide culturally safe care. It fosters trust, improves communication, and builds more respectful relationships with Anishinaabe patients and families — ultimately supporting better health outcomes and advancing equity across the region. Participation continues to grow, reflecting LWDH's ongoing commitment to learning, reconciliation, and partnership.



2025/2026: Year in Review



Strategic Direction: Patient Safety and Clinical Excellence

FAST-HIV Delivers Rapid, Same-Visit Diagnosis

In Northwestern Ontario, the local health unit reported a notable increase in HIV cases during 2022, in the Kenora area. In response, Lake of the Woods District Hospital (LWDH) launched FAST-HIV, an urgent, in-hospital HIV testing pathway designed to improve patient safety through faster diagnosis and timely care. Implemented in the Emergency Department, Obstetrics, and Occupational Health, FAST-HIV reduces test turnaround time from up to 21 days to under 3.5 hours, enabling patients to receive results, counselling, and referrals during the same visit.

This quality improvement initiative strengthens clinical decision-making, supports rapid treatment initiation, and enhances continuity of care — key elements of our Patient Safety and Clinical Excellence strategic direction. By standardizing workflows, investing in staff training, and aligning with provincial best practices, LWDH is delivering more responsive, equitable care, particularly for patients facing systemic barriers.

As one of the first rural hospitals in Canada to implement this model, LWDH is advancing safer, evidence-based care while contributing to broader system innovation.

Expanding Specialized Care Closer to Home

LWDH continues to advance its Patient Safety and Clinical Excellence strategic direction by improving access to specialized, high-quality care within the community. In partnership with FIREFLY and Thunder Bay Orthopaedic, a new Orthotic Clinic was

PHOTOS L-R: Dr. Sarah Giles and Monika Schmidt from University Health Network (Toronto) on launch day for FAST-HIV urgent testing at LWDH / The Sports Medicine Clinic team on opening day / The RAAM Clinic in downtown Kenora.

introduced in Kenora, addressing previously unmet needs for spinal, upper, and complex lower extremity bracing. Prior to this initiative, patients, including children, were required to travel outside the region for these services. By bringing this care closer to home, wait times are decreased, travel-related risks are minimized, and safer, more consistent follow-up care is supported in our region. The clinic reflects a commitment to evidence-based practice, coordinated care, and improved patient outcomes through strengthened regional collaboration.

The reintroduction of the LWDH Sports Medicine Clinic further demonstrates a focus on clinical excellence and patient safety. Re-launched in 2025 within the Rehabilitation Department, the clinic provides timely, specialist assessment and management for a wide range of musculoskeletal (MSK) conditions, not limited to sports injuries. By restoring consistent, local access to MSK expertise, patients are able to receive earlier diagnosis, appropriate treatment, and coordinated care plans, reducing the risk of complications and improving recovery outcomes.

Together, these clinics highlight LWDH's commitment to quality improvement and best practice service delivery, ensuring patients receive the right care, at the right time, closer to home.

Expanding Services to Support Safe, Patient-Centered Care

The Rapid Access to Addiction Medicine (RAAM) Clinic continued to expand in 2025/2026 to better meet community needs. Enhancements included the addition of a management position, a full-time registered nurse dedicated to RAAM services, and two new Mental Health Counsellor positions. Renovations were also completed at the downtown Kenora clinic to accommodate this growing team and support service delivery.



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SPORTS INJURY
CLINIC PATIENTS



5,114
RAAM CLIENT
VISITS

PHOTOS TOP: Some of the RAAM Clinic team / Staff and clients at Del-Art Recovery Home / BOTTOM: Lions Clubs cheque presentation to LWDH Foundation for LWDH Surgical Services



Over the year, the RAAM Clinic supported 253 individuals through a total of 5,114 client visits. The clinic plays a vital role in helping individuals define and work toward their unique recovery goals—whether that involves reducing the risks and harms associated with substance use, making changes to patterns of use, or achieving abstinence.

The transition of Changes Recovery Home — now Del-Art Recovery Home — to Lake of the Woods District Hospital enhances continuity, safety, and coordination of care for individuals on their recovery journey. As part of LWDH's integrated Mental Health and Addictions Program, clients benefit from smoother transitions between withdrawal management, RAAM services, and residential recovery, supported by consistent clinical standards and access to a broader network of care. This alignment strengthens patient safety while ensuring more connected, accessible, and person-centred recovery supports closer to home. In its 50th year of supporting the people of Northwestern Ontario, Del-Art assisted 130 individuals in 2025/2026 with their recovery journey.



130
DEL-ART CLIENTS
SUPPORTED

Ensuring Access to Essential Blood Collection Services

In January 2026, the LWDH Laboratory Services team ensured our communities had access to blood collection services during a period of change in local availability, when LifeLabs had to significantly reduce operating hours.

Recognizing that bloodwork is a critical component of safe, effective care, LWDH introduced a temporary weekday afternoon urgent walk-in service to support patients with pressing needs. This service provided reassurance that urgent testing would remain available.

Launched without additional staffing or funding, the initiative reflected the dedication and teamwork of both Laboratory and Patient Registration staff. Teams adapted, managed increased volumes and demonstrated commitment to our patients and communities served. As LifeLabs services stabilized and regular blood collection options resumed, LWDH

concluded the temporary service in April 2026.

Expanded Cataract Surgery Capacity

In January, LWDH was able to add a second cataract surgery machine and additional ophthalmology equipment to the Surgical Services Department with support of the Lions Clubs of Northwestern Ontario and the Lions Clubs International Foundation, through the LWDH Foundation. With this new equipment, LWDH will nearly double its cataract surgery capacity, increasing the number of procedures that can be performed each day, and reducing wait times and travel outside of the region for our patients.

The advanced Centurion Vision System enhances patient safety by maintaining precise control of eye pressure throughout procedures, reducing the risk of complications and supporting strong surgical outcomes. Compatible with existing equipment and aligned with current staff training and protocols, the investment also ensures long-term sustainability and reliability of LWDH's surgical services.

This initiative reflects the power of community partnership in advancing healthcare. Through this incredible support, LWDH is improving access to timely, high-quality surgical care, enhancing patient outcomes and reinforcing its commitment to clinical excellence across Northwestern Ontario.



346
CATARACT
SURGERIES



2025/2026: Year in Review

PHOTOS L-R: RNFA's Kristen Richards and Blair Winstanley / The LWDH Rehabilitation Services team.



Strategic Direction: **Effective Stewardship**

RNFA Roles Enhance Efficiency and Access to Surgical Services

LWDH is investing in innovative, team-based approaches that optimize human resource efficiency while enhancing patient care. In 2025, the achievement of Registered Nurse First Assist (RNFA) certification by Blair Winstanley and Kristen Richards marked an important milestone for the hospital's Surgical Services team. By expanding the scope of perioperative nursing practice, these highly skilled professionals are helping ensure surgical services remain timely, safe, and sustainable in the face of ongoing physician shortages.

Historically filled by family physicians, the surgical assist role can now be supported by specially trained nurses — freeing physicians to focus on critical needs in primary care and emergency services. This shift not only improves operating room efficiency and patient flow, but also helps reduce delays for elective procedures, ultimately benefiting patient outcomes and experience.

The RNFA role also reflects LWDH's commitment to workforce development and retention, creating advanced practice opportunities that recognize the expertise and dedication of its nursing staff. By empowering team members to work at the full scope of their practice, LWDH is ensuring resources are used effectively while maintaining the highest standards of clinical excellence and patient safety.

Advancing Orthopedic Care and Coordinated Recovery Close to Home

Surgical Services continued to advance patient safety and clinical excellence through the strategic expansion of orthopedic care,

enabling patients to receive high-quality treatment closer to home. In November of 2025, under the leadership of Dr. Tina Lefrancois, the Foot/Ankle Sports Injury Program was launched at LWDH, improving access to timely surgical care and reducing the need for patients to travel outside the region. Dr. Lefrancois has been instrumental in introducing minimally invasive foot surgery techniques at LWDH. This innovative approach reflects a commitment to adopting leading practices in orthopedic care, while ensuring patients benefit from advanced, evidence-informed treatments within their community.

Efforts to expand upper extremity services at LWDH have also demonstrated a strong focus on maintaining quality and safety, despite unforeseen challenges. While the planned start (end of June 2026) has been delayed due to the May 2026 flood impact, momentum continues through proactive staff development. Surgical Services staff will travel to Thunder Bay to work alongside Dr. Mike Riediger, receiving specialized training to support upper extremity procedures. This investment in workforce readiness ensures that the program will be delivered with a high level of clinical competence and patient-centered care from the outset.

To support the increasing demand associated with expanded orthopedic services, the Rehabilitation Department enhanced capacity in 2025/2026, through the addition of a new physiotherapy position. This has strengthened the integration between surgical services, physiotherapy, and the Sports Medicine Clinic, allowing for a coordinated, team-based approach to patient care. By working collaboratively across departments, care teams are improving recovery pathways, reducing wait times for rehabilitation, and ensuring seamless transitions from surgery through recovery — reinforcing a system grounded in safety, quality, and clinical excellence, and supporting patients in achieving the best possible quality of life.



330
INPATIENT
OPERATIONS

2,174
OUTPATIENT
OPERATIONS



27,002
PHYSIOTHERAPY
ATTENDANCE
DAYS



Strategic Direction: Effective Stewardship

Bringing Advanced Diagnostic Care Home

The launch of the Diagnostic Imaging Centre of Excellence at Lake of the Woods District Hospital represented a transformative step forward in advancing patient safety, access, and clinical excellence across Northwestern Ontario. Officially celebrated in September 2025, the Centre brings together nine imaging modalities within a modernized, state-of-the-art space including Kenora's first-ever MRI, alongside new mammography, breast ultrasound, and biopsy capabilities. This milestone ensures patients and families can access world-class diagnostic imaging services closer to home, reducing the need for travel, while supporting earlier diagnosis and timely treatment.

The impact of this achievement has been both immediate and significant. From the first scan in August 2025 through to the end of the fiscal year, 1,860 MRIs were completed in the first fiscal year of operation — demonstrating strong regional demand and improved access to critical diagnostic services. MRI services, supported by a Central Waitlist Management system, have enhanced efficiency and patient choice, helping to balance demand across the region, while reducing wait times and ensuring equitable access to care.

This milestone was made possible through the extraordinary success of the Beyond the Scan Campaign, led by the Lake of the Woods District Hospital Foundation. With \$9.5 million raised through the generosity of donors, partners, and the broader community, the campaign fully funded the advanced imaging equipment not covered through government investment. Combined with Ministry of Health support for infrastructure and strong partnerships with industry and local contractors, the project moved from concept to completion in less than a year — an achievement that reflects exceptional collaboration, leadership, and community commitment.

Clinically, the Centre positions LWDH at the gold standard of diagnostic care, strengthening the hospital's ability to attract and retain specialized healthcare professionals while improving outcomes for patients. By bringing advanced imaging technology to the region, the Centre supports earlier detection, more precise diagnosis, and faster treatment pathways — ensuring that patients in Northwestern Ontario receive the same high level of care available in larger urban centres. Together, these advances enhance the quality and excellence in care delivery.



9,097
XRAYS



4,834
ULTRASOUNDS



1,860
MRIs

12,098
CT EXAMS



1,430
MAMMOGRAMS

PHOTOS TOP L-R: The MRI Magnet is craned into place at LWDH in July 2026 while Rachel Queen and Alana Larson, LWDH's MRI Technologists stand in the foreground. / Alana with a patient once the MRI Suite was fully operational in August 2026.

BELOW: Sean Hailstone, Director of Diagnostic Imaging speaks at the Grand Opening in September 2026.



2025/2026: Year in Review

PHOTOS L-R: Cecelia, a bright young mind from BBSS participated in a rotation-style placement at LWDH in 2025/2026 / Dr. Sean Moore and Dr. Sarah Giles using LWDH's new AI technology in the Emergency Department.



Strategic Direction: **Effective Stewardship**

Investing Today in the Future LWDH Workforce

Effective stewardship can mean looking beyond today's needs and making intentional investments in the future of healthcare in our region. One of the most meaningful ways we do this is through our ongoing partnership with local secondary schools, welcoming co-op education students from St. Thomas Aquinas High School (STAHS) and Beaver Brae High School (BBHS).

During the winter 2025/2026 semester, LWDH proudly hosted our largest group of co-op students to date! Their placements reflected a wide range of interests and career aspirations, bringing fresh energy, curiosity, and enthusiasm into our hospital. We extend our sincere appreciation to these students for their dedication and eagerness to learn about the healthcare sector.

In their placements, students are either paired with a single department, allowing them to build deeper understanding in a focused area, while others who may not have yet defined a specific area of interest can participate in rotations across multiple departments. These rotational placements offer a comprehensive, firsthand look at the diverse range of roles that make a hospital function, from direct patient care to the essential support services that sustain daily operations. For many, this exposure broadens their understanding of healthcare careers and opened new possibilities for their future.

The program also delivers significant value to our staff. Mentors consistently report that sharing their knowledge and experience is both energizing and rewarding. It strengthens our culture of learning and reminds us of the impact we have in shaping the next generation. These connections are especially meaningful when students have personal ties to the hospital, reinforcing LWDH's role as both a care provider and a cornerstone of the community.

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This work is more important than ever as we prepare for the future. With the development of a new hospital on the horizon, LWDH anticipates the creation of more than 400 new healthcare jobs over the next seven to nine years. Growing our own talent pipeline, by inspiring and supporting local students today, is a practical and sustainable strategy to meet these workforce needs.

Harnessing AI to Enhance Diagnostic Services

In 2025/2026 Lake of the Woods District Hospital realized an important milestone in clinical innovation with the introduction of Gleamer AI BoneView — an advanced artificial intelligence solution designed to support fracture detection on radiographic imaging.

Implemented in both the Emergency Department and inpatient units, BoneView serves as a real-time clinical decision support tool, acting as a "second reader" for X-rays. The system highlights areas of potential abnormality and categorizes findings (e.g., positive, possible, or no findings), using visual overlays to indicate regions of interest and confidence levels. This capability enhances clinicians' ability to detect subtle or easily missed fractures, improving diagnostic confidence while supporting efficient clinical workflows.

Early experiences have demonstrated meaningful impact. Within hours of launch, the technology supported faster, more accurate diagnosis for a patient presenting to the Emergency Department, illustrating its value in time-sensitive care environments. The tool is particularly beneficial when access to after-hours consultation is limited, strengthening clinical decision-making at the point of care.

Beyond direct patient care, this investment supports physician recruitment and retention by enhancing diagnostic support tools and reinforcing confidence in LWDH's clinical capabilities.

LWDH was extremely proud to be the first hospital in Canada to implement Gleamer AI BoneView, underscoring our commitment to adopting innovative technologies that are grounded in real clinical need and improve patient outcomes.

PHOTOS L-R: Jennica Rae was one of the CACC team members recognized in 2025/2026 for exemplary service / BBSS Grads in June 2026, each year LWDH Staff Funds awards bursaries to students pursuing a career in healthcare, or those who have a family member employed at Kenora's hospital.



Strategic Direction: Engaged Workforce

Lifesaving Performance at CACC

An engaged and highly skilled workforce is essential to delivering exemplary care when it matters most. The Central Ambulance Communications Centre (CACC), which is funded by the Province of Ontario and staffed by Lake of the Woods District Hospital (LWDH), is often the first point of contact in an emergency, where trained professionals provide calm, clear direction and lifesaving support. The CACC Tree of Life recognizes call-takers whose performance meets Ministry standards for excellence or contributes directly to a life saved or a birth.

In 2025/2026, several team members were honoured for outstanding performance, demonstrating clinical expertise, strong communication, and the ability to remain composed under pressure while guiding callers through critical situations. Congratulations and thank you to Tiffany, Chantalle, Chantal, Lindsay, Jennica Rae, Nicole, and Randie for their exemplary contributions.

Serving a vast region, CACC professionals are deeply connected to the communities they support. Their work, often unseen, has a profound impact and reflects how an engaged workforce drives high performance and quality patient outcomes.

Today's Team, Shaping Tomorrow's Hospital

The All Nations Hospital Project Functional Program is the detailed planning document that describes how the new hospital will operate. It was completed in 2023 and was formally approved by the Ministry of Health in 2025. This comprehensive document outlines each department's purpose, future services, staffing, space needs, equipment, patient flows, and relationships to support safe, efficient and progressive care. MOH's approval of the Functional Program confirmed that the government endorsed the overall scope, service model, and size of the new hospital, allowing the project to advance into the more detailed design phases.

Over the winter of 2026, core individuals across LWDH and partner organizations were guided in facilitated sessions to re-examine the Functional Program and ensure it still reflects service realities, as well as the vision for future service delivery. In essence, it describes

how the hospital will function on opening day, and ensures the building is designed to support safe, efficient, culturally grounded care. All refinements raised through this process must still fit within the previously approved scope and fixed overall building size, while ensuring the future design remains flexible enough to adapt to future technologies, innovation, and evolving models of care.

This marks the early stages of building the roadmap to opening day readiness. While the most visible progress in a project of this nature is the design and construction of the building; the work that has to go on behind the scenes, transitioning to new systems and processes, is even more significant. The best approach is to start this "readiness" as early as possible; implementing new practices well ahead of opening. The upgrade of the electronic medical record, which is projected to go live in 2027, is a great example of this readiness.

With the sessions now complete, we are well poised to move into the specifications and design stage. Involvement in this next stage will be broadened to include front line staff, further physician participation, patient and family representatives, and partners.

Giving Back: From LWDH Staff to Our Communities

The LWDH Staff Funds initiative raises money through a payroll-deducted bi-weekly 50/50 raffle. In the 2025/2026 fiscal year, Staff Funds raised \$15,486, with \$7,728 paid directly to 50/50 winners. With a small carryover from previous years, these funds allowed Staff Funds to:

- Support ongoing student bursaries, given annually to students pursuing a career in healthcare and those with a family member who works at LWDH. In June of 2025 LWDH Staff proudly supported students Julia Carganillo as she pursues a career in pharmacy, Colby Laewetz as he pursues an education focused on kinesiology, Kinley Houghton who intends to go to medical school and Samantha Oldford who is pursuing a future career in kinesiology.
- Contribute \$2,500 in donations to local community groups: Miracle Marathon, Minto Area Parent / Child Resource Centre, Kenora Cat Shelter, Kenora Moving Forward, and It's a Dogs Life.
- Spread holiday cheer to staff through the annual holiday gift card draw (\$4,320 was contributed this year)

Sincere thanks go to the LWDH Staff Funds committee for their thoughtful participation throughout 2025/2026!



Our Communities  Our Hospital
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