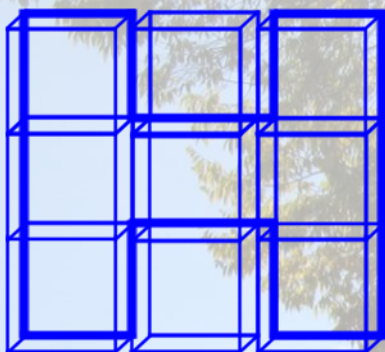


LAKE OF THE WOODS DISTRICT HOSPITAL

Annual Report 2014-2015



“Quality Care from a Quality Team . . . Looking Well into the Future”



Mission

**Lake of the Woods District Hospital exists so that:
The people we serve receive optimal health care
for a justifiable use of public resources.**

This End is further interpreted to include, but not limited to:

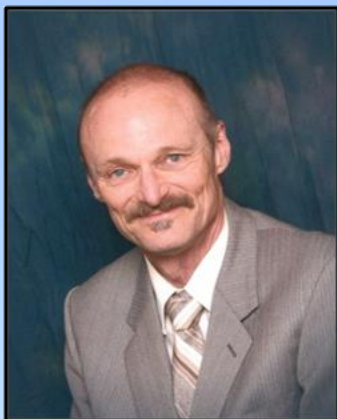
- ◆ People with illness or injury achieve optimum outcomes.
- ◆ Those we serve have information to make positive lifestyle choices.
- ◆ People have access to an integrated health care system.

Vision

- ◆ State of the art new facility.
- ◆ Effective E-Health system.
- ◆ Appropriate sufficient workforce.
- ◆ Well governed sustainable funding.
- ◆ Healthy lifestyle choices.
- ◆ Timely access to primary health care.
- ◆ Seamless continuum of collaborative services.
- ◆ Visible health care system inspiring confidence.

Values

- ◆ Publicly Funded - Publicly funded system.
- ◆ Sustainable - Sustainability with resources and people for the future.
- ◆ Accountable - Accountability to the public.
- ◆ Inclusive Care - A level of care that is inclusive.
- ◆ Shared Support - Health care is a shared responsibility of the individual, community and government.
- ◆ Personal Responsibility - People are responsible for their own health.
- ◆ Continuous quality improvement and innovation.



Message from the Board Chair

The only constant in health care today is change: change that is accelerating at an ever-increasing pace. Modern scientific capability profoundly alters the course of human life and how we as a hospital respond to our patient needs. Healthcare transformation in this Province is being driven through the Ministry of Health and Long-Term Care and the Local Health Integration

Networks. Responding appropriately to the Kenora area's health care needs as a governing body is both challenging and exciting in this environment.

I would like to mention some of the ways that we, as governors are responding to - or better still - anticipating changes in health care over the past year.

Through our community outreach program we continue to dialogue with health care partners looking to better integrate health care services for the benefit of the client. Tremendous strides have been taken with groups such as CMHA (Fort Frances) and the Kenora Chiefs Advisory to work towards a seamless health care journey for clients.

We continue to look at ways to improve the patient experience whether it be investigating patient advocate programs in other Ontario hospitals, looking for better ways for our hospital to accommodate culturally appropriate settings and experience for all patients, or exploring ways to improve timely patient / provider communication in our Emergency Department.

Internally as a Board we continue to grow and improve our policy governance model. We continuously examine and update all of our governance policies on a rigorous schedule. A "peer review" evaluation process took place this year. We look forward to the governance portion of our accreditation process which will be assessed later this fall.

This will be my last report as Board Chair. Betty Anderson and I will be stepping down as board members having served on the Board over the past 9 years. I would like to take this opportunity to thank Betty for her tireless and diligent efforts on the Board. Her enthusiasm and passion while serving as Chair of the Ownership and Linkages Committee was remarkable. She also chaired our Nominating Committee over this past year. As many of you know, Betty has also worked with our Hospital Auxiliary for many years.

I would like to thank our other volunteer Board members who have contributed so greatly over the past year: Dean Carrie, Dorothy Monteith, Sherry Moreau, Darlene Paypompee, Joan Reid and Theresa Stevens. Your professional guidance and friendship has been sincerely appreciated.

Our hospital could not function without the assistance of so many volunteers and groups that make such a difference in our patients' lives. Thank you to Hospital Auxiliary members, Retired Railroaders, the Hospital Foundation, in-hospital volunteers, and all the individuals and groups in our community that contribute so generously to Lake of the Woods District Hospital. To all of you I would say: "The smallest act of kindness or generosity is worth more than the grandest intention".

Once again this year our hospital has achieved exceptionally high standards of health care and patient satisfaction – a credit to each and every hospital employee. The Board thanks CEO and President Mark Balcaen, Chief of Staff Dr. Kerry McDonald, Drs. Kyle and Scatliff, Vice President of Patient Services Kathy Dawe, Vice President of Corporate Services Cindy Gasparini, and Vice President of Mental Health and Addiction Programs Bruce Siciliano for their tremendous leadership displayed in running the hospital this past year and their support provided to the Board throughout 2014 – 2015. A special thanks also to Kaila Hales and Kaitlin Myles for their outstanding administrative support throughout the year.

Respectfully Submitted

Fred Richardson
Chair



Message from the President and CEO

2014-15 has been a mixed year for our hospital. We have seen a number of significant accomplishments to celebrate, but have also struggled to balance our budget under the province's Health System Funding Reform (HSFR) initiative. Throughout this annual report we have highlighted many of the past year's accomplishments and improvements to patient care and safety, as well as staff safety. Safe, high quality, integrated, and affordable health care remains as our goal.

In November our hospital was recognized with a Quality Healthcare Workplace Award from the Ontario Hospital Association and the Ministry of Health and Long-Term Care's HealthForceOntario. We received a Gold Designation recognizing the hospital as a leader in Ontario in creating a healthy workplace for our staff.

One of the most rewarding and satisfying accomplishments this past year was bestowed by our patients in our annual Patient Satisfaction Survey. Over the five months the survey was conducted, 94% of those patients who responded indicated that "if they needed to be in hospital again they would definitely feel comfortable to return to LWDH"; 95% of patients also said "they would definitely recommend LWDH to a friend or family member". These results are a testament to the caring and compassionate people who work at, and volunteer for, the Lake of the Woods District Hospital.

Our Diagnostic Imaging Department is well on its way to becoming digital through the grateful support of the Lake of the Woods District Hospital Foundation, and the people in the Kenora District. In 2014-15 we added two new digital x-ray rooms to the recently installed digital mammography equipment. This is a major step forward in improving quality and safe care to our patients. It also means that virtually all images can be immediately seen by most Ontario hospitals allowing specialists to have access to patient's diagnostic images.

The hospital Laboratory underwent accreditation in May 2014. All laboratories that treat human samples must undergo a comprehensive accreditation process that compares the hospital Laboratory to 518 standards. The Accreditors found in their visit that the hospital met 484 of those standards, representing a 93.4% compliance rate.

This past year some African nations experienced the largest Ebola outbreak in history. Ontario hospitals undertook extensive staff training and disaster

planning to ensure our staff would be safe and prepared to deal with a potential Ebola infected patient if they presented to our hospital.

The hospital had an influenza outbreak for 10 days in January. During that time we implemented visitor restrictions and ensured our isolation and infection control procedures were being followed. Our staff did an excellent job and the influenza outbreak was contained and over within 10 days.

We will be reporting to the Ministry of Health and Long Term Care and the North West Local Health Integration Network a deficit of \$947,284. Due to differences in accounting policies with the MOHLTC our audited financial statements will show a deficit of \$1,310,286. Hospital management and staff worked hard to address this deficit, and it will require a change in the way we have been delivering some inpatient services. We will be implementing those changes in 2015-16.

During the past year our hospital met seven out of ten quality improvement targets as set out in our Quality Improvement Plan. The three missed targets were: 1) balance the budget; 2) reduce emergency department wait times; and 3) communicating to our Aboriginal patients the cultural services available to them.

Lake of the Woods District Hospital has always fostered and promoted a team approach to fulfilling our Ends. It is through these collective and coordinated efforts of our Board members, managers, staff, medical staff, Foundation, Auxiliary, patients and their family and friends that we are able to provide high quality health care. I want to express my sincere thanks to all our staff, managers, and medical staff for the excellent care they provide to our community.

On behalf of all our staff and physicians I want to express our deep appreciation to the Lake of the Woods District Hospital Foundation and Lake of the Woods District Hospital Auxiliary for their fundraising accomplishments and commitment to improving the patient and family experience at our hospital. I would like to also thank my senior managers: Cindy Gasparini, Bruce Siciliano, Kathy Dawe, and Dr. Kerry MacDonald whose commitment, efforts, and work ethic are deeply appreciated and recognized.

I would also like to acknowledge and thank two of our Board members who are stepping down this year after nine consecutive years of service on the Board: Fred Richardson, current Board Chair, and Betty Anderson. Your work on the Board has made a considerable positive impact on our hospital and community. On behalf of our managers, staff, and medical staff I want to thank you for your leadership. I would also like to thank all the Board members for their dedication and hard work.

Respectfully Submitted,
Mark Balcaen, M.H.Sc., CHE, FACHE
President and Chief Executive Officer



Message from the Chief of Staff

Two strategic directions of the Board's ends include "ensure effective stewardship of resources" and to "achieve excellence in clinical care". These are interpreted as providing the right care by the right

provider at the right place at the right time and with responsible human resource management and that the care is of high quality, safety and based on evidence from a skilled professional team. Those strategic directions of the Board require adequate numbers of dedicated, privileged medical staff. Unfortunately, the recent year has been problematic. Seven family physicians have left the community and another is on long-term illness. Four of those family physicians worked in our emergency department, and all but two of those family physicians also attended to inpatient care. An additional family physician providing inpatient care, but not working in the emergency room, has been recruited. The hospital has worked to recruit additional family doctors and specialists including pediatricians and internists, with a significant expenditure of advertising money. We remain hopeful that our future efforts will be more successful.

The province of Ontario has put a significant expansion of the medical schools, number of medical graduates, and moneys devoted to medical schools to increase the availability of physicians. This amounts to a 63% expenditure increase compared to 2005 for graduate MD education. As such, we would hope that future recruitment efforts would help to provide more physicians to contribute to these aspects of care.

Another strategic direction of our Board's ends is the "enhanced use of technology". This has been significantly more successful, particularly as it relates to the use of information technology. Physicians have been actively engaged, working with the IT department on IT choices, implementation, and training. Their efforts are well appreciated. At every monthly Medical Staff meeting, IT issues are a regular portion of the agenda discussion, and feedback has been provided both directly to the IT department, to administration, and up through the Medical Advisory Committee. This has been significant in its ability to allow us to use information technology and although far from perfect, we hope that the future of IT technology, leading towards a full electronic medical record, will be realized.

Although multiple problems persist, and this hospital is not alone in the tight environment for both fiscal and professional human resources, we remain hopeful for the future. I wish to thank the Board for once again having given me the opportunity to serve as Chief of Staff, and I appreciate the Medical Staff whom have recommended me to the Board through the MAC.

Sincerely,

J.K. MacDonald, M.D., FRCP

Chief of Staff & Lab Director, Lake of the Woods District Hospital



Message from the Vice President of Patient Services and Chief Nursing Officer

The patient experience and patient journey are reflected in the stories included in this year's Annual Report.

There are so many positive stories - and so many challenges. LWDH is fortunate to have such a dedicated and excellent patient care staff, committed to caring for patients and their families.

2014-15 patient care highlights include:

- ◇ Significant progress towards a comprehensive Electronic Medical Record (EMR). The Meditech project team successfully implemented Meditech's Patient Care System (PCS). This was a major project and supports the majority of inpatient documentation by nursing and allied health to be done electronically. A second major project was implemented on the heels of PCS: Order Entry. All physician orders for Diagnostic Imaging, Laboratory, and Medications are entered into the Meditech system. These projects support a LHIN wide EMR and support patient safety initiatives.
- ◇ The MedDispense project has been a very positive enhancement of patient safety as it relates to medication administration. The Northwest LHIN, through the Small, Rural & Northern Transformation Fund, partially funded the implementation of an evidence-based, single dose, electronic medication dispensing and delivery system for all inpatient units. New medication delivery carts, complete with computers to document care in PCS were also purchased. This was well received by frontline staff and will result in improved medication safety for patients.
- ◇ Trillium Gift of Life Network (TGLN) - As part of Ontario legislation around organ and tissue donation, the LWDH was mandated to join and participate in TGLN routine notification of all deaths that occur in ER and ICU. An Organ and Tissue Donation Committee was formed to ensure that requirements are met. This has provided the oppor-

tunity to educate and enhance the hospital's and community's ability to participate in this important provincial initiative.

- ◇ MORE^{OB} - The Perinatal Committee & the Obstetrical unit staff are entering the third year of the MORE^{OB} program. This too is a LHIN funded, three year project, to provide evidence-based theory and clinical skills to frontline obstetrics staff. Again, an excellent patient safety initiative. Many thanks to the dedicated project team for its success.
- ◇ OR/CSR Capital Renovation Project - We continue to move towards making the renovation project a reality. Final approval by the MOHLTC is expected soon.
- ◇ Ebola Preparedness - An Ebola Task Force was created to ensure the hospital could respond to a potential Ebola case. Although the likelihood is low, the risk to patients and staff is very high should a suspect patient present. The Task Force developed and implemented training and procedures to comply with provincial directives.

It is acknowledged that the LWDH is moving through difficult times. Health System Funding Reform (HSFR) has placed severe pressures on our team-management and frontline staff alike. There are challenges ahead as care shifts to the community and as care shifts from an inpatient focus to providing enhanced outpatient programs. We continue to work with our partners: physicians, Long Term Care facilities, Community Care Access Centre (CCAC) and others to ensure our patients' needs are met.

Our strength lies in our staff. We are required however, to examine how we deliver care and where we deliver care to utilize available resources efficiently and responsibly. Change and challenge are inevitable. Working together, we can continue to provide excellent care to our patients, their families, and the communities we serve.

Respectfully Submitted,

Kathy Dawe, RN, BHScN, CHE
Vice President Patient Services & Chief Nursing Officer



Message from the Vice President of Corporate Services and Chief Financial Officer

An organization's people are the core of its success. The reality of this statement is especially apparent at Lake of the Woods District Hospital. Whatever challenges we may be faced with, our dedicated team of physicians, nurses, professional staff, managers and support staff repeatedly rises to the occasion of working toward the common goal of providing quality care for our patients. The 2014-15 year was a continuation of our effort to

meet the challenges of the ever changing healthcare environment.

Health system funding reform continues to reshape the way that healthcare is provided in our community and throughout the province. Hospitals have been charged with the task of adopting best practices in the delivery of healthcare, while at the same time maximizing efficiency and effectiveness. Funding for LWDH has declined substantially under the new funding methodology. Consequently we are reporting a much larger deficit than was projected for the 2014-15 year. Future funding will continue to be tied directly into our success in meeting quality based targets and provincially set cost expectations. Therefore our hospital team must adjust to the changing climate of healthcare and continue to work together to find and implement new and better ways to deliver quality care in this ever complex, demanding and resource restrained environment.

In keeping with the Ontario Government's priorities of reducing wait times and improving access to healthcare, there has been a province-wide focus on enhancing data reporting and implementing information systems which will enable access to the data and indicators needed to make crucial service and funding decisions. Now more than ever, hospitals must be able to produce data which provides evidence that we are compliant with the expectations placed on us. This year LWDH has continued the move toward a more comprehensive electronic patient record with the completion of many large projects, including the Laboratory, Pharmacy and Order Entry components of MediTech, Community Wide Scheduling, Operating Room Management, Nursing Documentation and Patient Order Sets. We are now fully integrated with all other hospitals in our region in terms of shared access to records for our mutual patients. In conjunction with other hospitals in our region, we have also implemented new Medical Abstracting Software, which will provide enhanced functionality for the coding of patient health records and reporting of health information. In addition to the technological changes which all these software changes have introduced, there have been far reaching changes in operational processes which affect almost every member of our hospital staff.

Funding through the Healthcare Infrastructure Renewal Fund has enabled us to complete much needed upgrades to electrical, plumbing and sewer systems as well as to bring our service elevator up to current code. We have made structural and ergonomic improvements to three of our central nursing stations, and upgraded them to accommodate the increased technological

infrastructure required for our electronic patient record. Planning is also well underway for a much needed redevelopment of the physical infrastructure of our Surgical Services and Central Sterile Processing Departments. The North West LHIN has endorsed our capital proposal for this renovation and we are awaiting Ministry of Health & Long Term Care approval of funding for this project. Although our ultimate goal is still to continue to pursue approval for the construction of a new hospital, we acknowledge that this will be a lengthy process and it is critical that we properly maintain and upgrade our physical plant in order to sustain our ability to provide a functional and safe facility.

The Purchasing department has been instrumental in keeping our expenditures under control through monitoring of supplier contracts, negotiating with vendors, controlling inventory and continually searching for more efficient and practical ways of providing service. Through our participation in the Northwest Supply Chain, which is an integrated purchasing consortium comprised of all hospitals in our region, we have standardized and consolidated a large number of contracts for supplies and services. By joining together as a group, we have realized significant savings which we have subsequently been able to direct toward patient care.

Our Nutrition and Food Services Department has been undergoing significant changes, both structurally and in the reorganization of its operational processes. The implementation of LEAN processes and restructuring to a "pod" system of tray assembly has laid the groundwork for the introduction of the new "Room Service" food delivery system that was recently launched. The initial response from patients to Room Service has been overwhelmingly positive and this will no doubt be one of our major success stories for the coming year.

Our Central Ambulance Communications Centre) achieved excellent results in the Ministry's EDSB review this year. The CACC provides leadership in the coordination of Emergency response systems within LWDH and also with other local Emergency Services and the City of Kenora. The Kenora CACC also continues to grow partnerships with other EMS organizations and has been active in a project with American partners to develop the ability to have cross border radio communications.

Without the support of the LWDH Foundation and LWDH Auxiliary it would not be possible for the Hospital to purchase the modern medical equipment and technology that is so crucial to providing quality medical care to our patients. Thank you, to the Foundation Board and staff, Auxiliary members, Retired Railroaders and all of the volunteers who coordinate the fundraising efforts and also to the many service clubs and individuals who generously donate to them.

In closing I would like to express my thanks and appreciation to all hospital staff, managers and physicians who work together to provide quality care and service every day. Each and every one of you fill a crucial role in contributing to the provision of care for our patients. Thank you to the LWDH Board of Directors, for your support and dedication and for the many hours that you devote to our Hospital without any financial recognition. Finally, my thanks and respect to my senior management colleagues for your devoted commitment to Lake of the Woods District Hospital and for the support, expertise and guidance that you provide to me.

Respectfully submitted,

Cindy Gasparini, VP Corporate Services & CFO



Message from the VP of Mental Health & Addictions Programs

It is my pleasure to address you in this 2014 /15 Annual Report. I would like to sincerely thank the Mental Health and Addictions Programs staff for the very important work that they do in our hospital, in the

community, and within the Kenora / Rainy River District. Additionally, I wish to thank the LWDH Board of Directors, Senior Management, and Middle Management Staff for their tremendous support of our patients / clients, and programs.

As per the five (5) Strategic Directions of the LWDH Board of Directors, I am pleased to report the following accomplishments for the 2014 /15 fiscal year:

1.Promote and Support an Effective and Seamless Health Care System *(To develop voluntary collaboration, partnerships, knowledge sharing, and amalgamations with health care organizations)*

- Canadian Mental Health Association Fort Frances', (CMHAFF), Peer Support Program's Co-location within Lake of the Woods District Hospital- In late October 2014 CMHAFF and LWDH entered into a space sharing lease agreement. Being able to have this type of service available to people within a hospital has lead to a greater ease of movement for people from our hospital-based inpatient psychiatry and psychosocial rehabilitation programs into a peer support service.
- Youth Suicide Mobilization Meeting – For the entirety of the 2014 /15 fiscal year our hospital has been involved in ongoing meetings lead by FIREFLY to address the enhancement of suicide prevention services to our regional youth.
- Urgent Response to Onigaming First Nation & Shoal Lake 39 – In November 2014 and February 2015 our hospital provided increased and enhanced mental health and addiction services to these two communities who had declared a state of emergency.

2.Ensure Effective Stewardship of Resources *(To optimize patient services by providing the right care, by the right staff provider, in the right place, at the right time through the responsible and efficient use of human and fiscal resources)*

- Planning for the implementation of a model of holistic inter-

professional care at LWDH – In February and March 2015 the Mental Health & Addictions Program Management Team began planning for the implementation of this new model of holistic patient care for our LWDH patients. This new model will be implemented in stages across all hospital programs during the 2015 /16 fiscal year. This model of care will not only result in improved episodes of patient care, but will also realize significant financial cost savings for the hospital.

3.Achieve Excellence in Clinical Care *(To ensure that those we serve receive quality care that incorporates evidence-based practice, patient safety principles, and cultural sensitivity from a highly skilled inter-professional team)*

- Accreditation – During the spring of 2014, it was decided that the LWDH Mental Health & Addiction Programs would pursue formal accreditation status via the Accreditation Canada Qmentum Program. During the autumn and early winter of 2014 -2015 an organizational self-assessment was conducted so that a quality-based work-plan could be created. The quality improvements within the work-plan will be completed by late-October 2015

4.Enhance Use of Technology *(To augment the use of technology to enhance patient care and safety)*

- Contained within the Accreditation Canada Qmentum work-plan for the 2015-2016 fiscal year, will be the following clinical software technology enhancements: i) the Ontario Common Assessment of Need, ii) the Interdisciplinary Plan of Client Care, and iii) Medication Reconciliation model

5.Optimize Infrastructure *(To maximize functionality, effectiveness, and safety of the physical environment)*

- In February 2015 renovations toward the completion of a new nursing station were completed for 4 North, (inpatient psychiatry). The structural improvement has resulted in enhanced meeting space for staff and a safer and more secure work area.
- New Windows for Morningstar were purchased and installed during the 2014-2015 fiscal year. This capital upgrade will lead to increased patient comfort by reducing street noise, as well as being more energy efficient.

Respectfully Submitted by:

Bruce Siciliano
Vice President Mental Health & Addiction Programs



LWDH Foundation Board Chair Report

On behalf of the Board of Directors and staff of the Lake of the Woods District Hospital Foundation (LWDHF), I would like to take this opportunity to thank all of our donors. From local residents and service groups to event organizers and seasonal residents, your support

has once again led to a tremendous year for the Hospital Foundation. With the continued generosity of our supporters, LWDHF has been able to transfer over \$730,000 to the Lake of the Woods District Hospital during its 2015 fiscal year. This remarkable achievement has now occurred for an unprecedented third consecutive year and could not have been done without the thousands of volunteers, donors and supporters of the hospital foundation!

Highlights of the 2014/2015 fiscal year include transfers for the purchase of essential equipment including digital X-ray machines, automated medication management systems, anesthesia machines, and combination ovens to name a few.

As we continue our Diagnostic Imaging Campaign, 2014/2015 saw some monumental events. With our goal of raising \$1 million to bring Digital Mammography and X-Ray to Kenora being well within reach we saw the delivery and installation of three new digital X-ray machines at our hospital transforming the level of service available in Kenora. With the ongoing commitment of the Boobie Nights team and Century 21 we believe that our DI campaign goal will be reached in 2015 with over \$300,000 coming directly from this annual event. What an amazing event and thank you to the volunteers that have made this happen. Let's make sure we all get out to the June 2015 event to ensure our goal is met! Kenora's Royal Canadian Legion Branch 12 also provided additional support to the DI campaign

again this year which pushed their contribution to \$100,000 for this campaign. We would also like to thank the participants and volunteers of Hockey for Health 3 on 3 for raising over \$80,000 and the Dragon Tamers for their tremendous efforts. Overall, the support of this campaign multi-year has been extraordinary.

Our Hospital Foundation continues to achieve a large portion of its annual funds from events such as Boobie Nights and Hockey for Health. The longest running program is the Tree of Life and this year, its 27th anniversary, raised an amazing \$49,300. Thank you to MNP who continues to be the title sponsor of our annual golf tournament which raised over \$55,000 this year. Finally, a big thank you to the 2014 Lifesavers Dinner & Auction Committee comprised of Lisa Heimbecker (chair), Leney Richardson, Catherine Konantz, Lisa Paterson, Jennifer Moncrief, Nancy Cipryk, and Colin Foster. The ninth annual Lifesavers event exceeded all expectations and raised over \$183,000 for our hospital. I would also like to thank the founders of this event, Bob Kozminski and Nicki Douglas.

It was a privilege to work with such a great team of talented Board members in 2014/2015. Thanks to Stephen Lundin - Vice Chair, Gary Forsyth – Past Chair, Bill Scribilo, Mitchell Boulette, Andrea Scheibler, Mark Bissonnette, Brock Chisholm, and Dominique Kyle. The mandate of the Foundation is to raise funds for the purchase of medical equipment and capital infrastructure and since our inception in 1992 we have transferred over \$15.5 million to our local hospital.

Of course, all of these efforts would not be possible without the hard work our exceptional staff members Jess Rheault and Lindsay Whitaker. Their passion and dedication has helped us become one of the most visible charities in our community and in many cases a charity of choice.

Thank you again for helping your hospital help you!

Steve Marquis
Board Chair, LWDHF

LWDH Auxiliary Committee Representatives Report

We continue with our restructured Auxiliary, which seems to be working and we hope the members are satisfied.

Our members have continued to support our hospital with fund-raising to purchase much needed equipment. A total of 7863 volunteer hours were generously given.

Our major fundraiser continues to be the H.E.L.P.P Lottery Kiosk which includes the Retired Railroaders group raising a total of \$3 million since 1990, followed by the gift shop, tag day, bake sales and donations. We do not use a wish list and have adopted the procedure of advising the hospital of the amount we will be donating and allowing them to purchase needed equipment with the stipulation that it be used for patient services.

The Auxiliary recognizes and thanks the hospital staff for their continued support of the gift shop as they are the gift shop's best customer. Handbags still continue to be one of the gift shop's biggest item as well as snack food, pop, water and toiletries which are well received by staff, patients and visitors.

Knitting for the gift shop includes dishcloths, sweaters, scarves, baby sets, shawls, afghans, slippers, baby quilts, stroller covers, socks, toques, shrugs, knitted dolls, hats and mittens (regular and thumbless) for both children and adults. Maternity was given 155 cap and bootie sets for all newborns and at Christmas 30 babies sported our red caps.

In addition, there are many other thoughtful gestures occurring;

seasonal tray favours are handmade for patient trays in the hospital and Auxiliary members in Pinecrest and Birchwood. Oranges and treats were delivered at the hospital at Christmas.

Visiting teams also visit Auxiliary members on a regular basis.

16 get well cards, 15 sympathy cards, 1 thinking of you card, and 1 goodbye card were sent this year.

Our phoning convenors together with their committee keep all members informed of all Auxiliary functions.

November 2014, a member of our Auxiliary attended the Hospital Auxiliaries Association of Ontario (HAAO) Convention in Toronto.

A report on our Auxiliary was placed in our local newspaper and the exposure has been beneficial to our Auxiliary.

We hosted the Spring Conference in Kenora in April.

We continue to support a student interested in an education in the medical field.

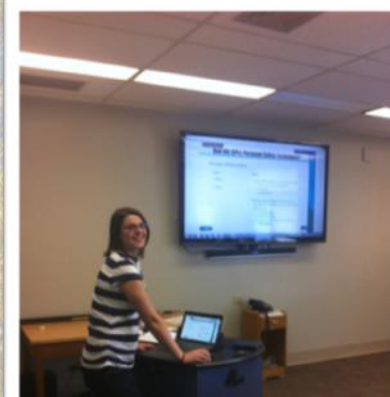
We have many dedicated, thoughtful, talented and caring people in our Auxiliary. The Auxiliary always appreciates the relationship they have with the hospital Administration and the entire staff, who are always willing to accommodate our requests and for their appreciation of what we do.

Respectfully submitted by the Auxiliary Committee Representatives.

The Delivery of Quality Staff Education

Lake Of the Woods District Hospital (LWDH) believes that staff play an integral role in shaping the quality of hospital services. To ensure the highest standard of care is provided, LWDH is committed to providing continuing education to staff through innovative in-house training opportunities. Effective ongoing staff education builds capacity and improves the quality of health services for the population of Kenora and surrounding communities in Northwestern Ontario. This initiative is aligned with both the hospital's mission and strategic directions.

In 2014/15, the LWDH staff and students attended 243 professional development events. LWDH is proud to proclaim that many of these training sessions are provided by our own expert multidisciplinary team of professionals. Education events include Grand Round presentations, Nursing Grand Round sessions, Webinars, courses and conferences and often take place in the hospital's Training Centre Classroom, a perfect setting for group learning (with a great view of Lake of the Woods!). A recent quality improvement initiative involved the purchase new video equipment, by the Education department, to broadcast high quality imaging for improved videoconference/telemedicine sessions.



Erin Mudry, Staff Health Physiotherapist, facilitating a CPI certification session.



News from Central Sterile Reprocessing (CSR)

Knowledge, Ergonomics and Safety: The Central Supply and Reprocessing Department is the heart beat for LWDH supplies and sterilization of instruments for the hospital team to deliver safe patient care.

A patient at LWDH can be assured they receive the highest standard of care, starting right from the initial delivery of supplies and sterile equipment. CSR staff meets the knowledge requirements to prepare supplies according to hospital accreditation and Central Service Association of Ontario (CSAO) educational standards.

Keeping our staff safe is important so that they can perform their tasks efficiently and safely to ensure uninterrupted delivery of patient care supplies. Therefore, this year, we congratulate one of our newest staff members, for her dedication to independent study and to challenge the Central Service of Ontario Medical Device Reprocessing Techniques Course. Shelagh Alcock has now been granted the designation of Certified

MDR Technician, making the department 100% compliant as certified technicians.

This year, the CSR received a valuable improvement for their ergonomic safety – a variable height Pack and Prep Table. Shelagh can customize the height she works at throughout the day. This table is used daily for wrapping and assembling instrument sets.

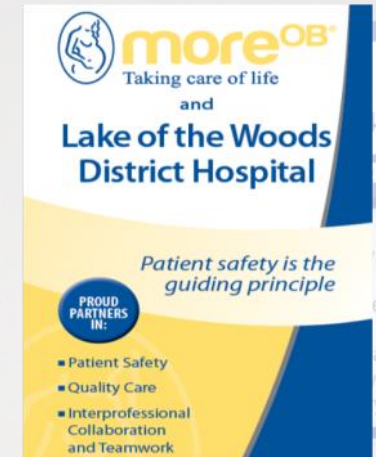
Obstetrics MORE^{OB} Program

The MORE^{OB} program is a patient safety program that was first launched on Obstetrics at Lake of the Woods District Hospital in 2013 for front line care-givers, clinical practitioners and administrators. This three year professional development and performance improvement program is designed to improve clinical outcomes, to decrease risk of adverse events and to improve the quality of work life.

The MORE^{OB} program manages obstetrical risk efficiently and includes foundational elements, inter-professional education, and collaborative practice with clinical content. Over the last 10 years the MORE^{OB} program has been implemented across North America with participating hospitals demonstrating: improved outcomes, improved standardization and consistency of care practices, an improved and sustained patient safety culture and increased core clinical knowledge for all participants.

The MORE^{OB} program integrates evidence-based professional practice standards and guidelines with current and evolving patient safety concepts, principles and tools to build a culture of safety. The program uses a wide variety of materials and tools such as on-line clinical content, workshops, skills and emergency drills and audits to positively impact knowledge, culture, promoting inter-professional and effective teamwork and communication with trust and respect, reflective learning, knowledge sharing and evaluation, and systems improvement.

Participating in a program like MORE^{OB} changes the way providers give care. They start to learn and grow together as a team and learn that they function their best when they all work together. By offering the consistent information and training for all physicians, midwives and nurses creates a more cohesive team and which will increase the overall level of care provided to the mom and baby.



The Gift of a Kidney

When someone's kidneys stop working they need dialysis or a transplant, or they can choose no treatment. Transplant Manitoba and the Gift of Life program give people a second chance at life through organ donation. Dialysis or pre-dialysis patients in the Kenora area are connected with Transplant Manitoba once their physician deems them to be a potential transplant candidate.

There are two ways of donation that individuals give kidneys: deceased donor donation or living donor donation. Living Donors can actually donate one of their two kidneys and go on to live healthy. A living kidney donation comes most often from a family member such as a parent, child, brother or sister. A donor can also be a spouse, friend or co-worker. Or it can be a stranger. A genetic link between donor and recipient, although beneficial, is not always required. This is largely due to improved anti-rejection medications.

We have been very fortunate over the past few years to have patients in Kenora receive the gift of both donor options. The call can come at anytime in the day or night. Quickly news spreads throughout our staff, when one of these calls are made, and we are all excited and anxious at the same time waiting for the decision to go ahead in regards to the surgery and then to wait and find out if the new kidney is producing urine. Just a few months ago we received the good news that another one of our patients will no longer be joining us in the unit 3 times per week, four hours a treatment.

Thank you to everyone that has made the personal decision to give the Gift of Life.

Quality Healthcare Workplace Award

The Ontario Hospital Association (OHA) and the Ministry of Health and Long-Term Care (MOHLTC) have honoured the Lake of the Woods District Hospital with a Gold Quality Healthcare Workplace Award. This is an enhancement from last year's Silver Quality Healthcare Workplace Award the hospital received. Hospital President and CEO, Mark Balcaen, stated that "The hospital has implemented a number of initiatives such as the passport to health over the past five years to improve work-life quality. The Gold Quality Workplace Award confirms that, when compared to other health care institutions in Ontario, we are a recognized leader in quality of work life."

The Quality Healthcare Workplace Awards recognize the success of health care organizations that have improved their staff's quality of work-life and the quality of care and services they deliver. It captures 6 quality workplace components from the OHA Quality Healthcare Workplace Model, each with a number of specific criteria:

1. Enabling organizational context
2. Job characteristic drivers
3. Work environment drivers
4. Organizational support drivers
5. Individual outcomes
6. Organizational outcomes

The award was presented to the LWDH on November 4, 2014 at the OHA Health Achieve 2014 Convention in Toronto, ON. Healthcare organizations from across Ontario participate in the award program, which is meant to raise the bar of excellence for quality healthcare workplaces. LWDH is only one of two health organizations in North-western Ontario and one of 14 out of 151 hospitals in Ontario to achieve the Gold designation category.



New Digital X-Ray Units in Diagnostic Imaging

The Diagnostic Imaging Department is getting closer to becoming a completely digital department with the addition of two new digital X-ray units! The new digital equipment provides multiple advantages to its users and patients, such as producing instantaneous images that are of excellent quality. More importantly, the new equipment lowers patient radiation dose and increases patient throughput due to a decrease in processing times. The Diagnostic Imaging Department is excited for these enhancements and to continue providing outstanding patient care!



A New Patient Quality and Safety Initiative at LWDH 2014/15

There is a new patient quality and safety initiative at LWDH; patient safety posters are being placed in all of the patient rooms and throughout the hospital. These patient safety messages are rotated daily, delivering a new important message about how patients can be involved in their own safe care while in the hospital. Patient participation was sought in developing this initiative. Patients were asked about the quality of the posters and where they should be posted. The patient's valued feedback was incorporated into the design and processes of this project. Accreditation Canada has accepted this strategy as evidence in meeting the required organizational practice "Client and Family Role in Safety". LWDH is committed to implementing these types of initiatives that address high priority areas that are central to quality and safety.

Patient Safety	Patient Safety	Patient Safety	Patient Safety	Patient Safety	Patient Safety	Patient Safety
Avoid the Spread of Infection  <p>When you are in the hospital, don't be shy about telling visitors to stay home if they are not feeling well and have a cough, fever, vomiting, or diarrhea.</p> <p>This is a way we can keep infections from spreading in the Hospital.</p>	Use Your Call Bell  <p>Call bells are for your safety and should be placed within your reach and if it is not, ask a nurse.</p> <p>Please use your call bell for assistance.</p>	Falls Prevention  <p>Do you know that every patient who comes to the Hospital is screened for their risk of falling?</p> <p>Q: What can you do to prevent a fall when you are a patient?</p> <p>A: Ask your health care provider which "Falls Prevention Strategies" apply to you.</p>	Hand Hygiene  <p>Q: Why are there bottles of hand cleanser throughout the Hospital?</p> <p>A: Washing your hands is the best thing you and your health care team can do to prevent infections from spreading to others.</p>	Isolation Precautions  <p>If you are in isolation, it is being done for the protection of everyone in the Hospital.</p> <p>It is important that you and your family/visitors follow the required isolation items posted on your door.</p> <p>Help stop the spread of infection.</p>	Know Your Medications  <p>Q: Do you know what medications you take?</p> <p>A: Always keep a list of all the medications you take with you. This includes prescription medications, as well as vitamins and herbal remedies.</p>	Patient Identification: The Right Patient, Every Time  <p>Q: Why do staff members keep asking my name and birth date?</p> <p>A: All LWDH staff members are asked to check the identity of every patient they work with, every time.</p> <p>Q: But you already know me! Is this really necessary?</p> <p>A: Your safety is important to us. Checking every time is safe practice.</p>

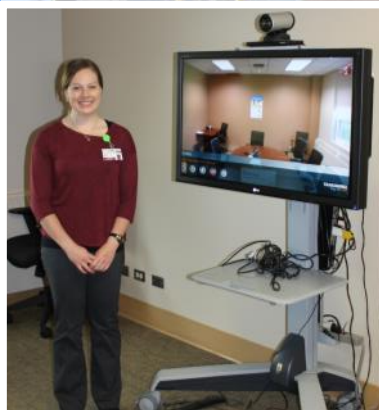
Exciting Physiotherapy News

As traditional global funding sources for hospital-based physiotherapy have been increasingly challenged, the LWDH Physiotherapy Department has successfully sought out alternative funding sources. The Community Clinic "Episode of Care" program has not only allowed the Physiotherapy department to continue to deliver high quality physiotherapy care to our basic caseload patients, but has resulted in the extension of service delivery to at-risk and underserved patients, such as those over 65 years of age or under 19, those who were recently discharged from hospital and those who are on ODSP or OW. An example of a program renewal as a result of this funding is the Cardiac Rehab program, which is once again offered twice a week at the LWDH, in conjunction with the regional Cardiac program from TBRHSC. Below is a letter from a recent Cardiac Rehab graduate:

"My path to the LWDH Cardiac Rehab Program came after I had open-heart surgery at the Ottawa Heart Institute to repair a damaged mitral valve, which has been an ongoing issue to my well being since I had a heart infection in 1981. I was very concerned at the seriousness of open-heart surgery and the risks it posed. My left heart ventricle was over double the size it should have been and was causing dizziness and fatigue. Dr. Mesana specializes in heart valve repair in high risk patients and since my surgery my heart has regained an almost normal size taking me largely out of the heart failure path I had been on.

The LWDH Cardiac Rehab Program is three months in duration and is offered as part of the Thunder Bay Regional Health Sciences Rehabilitation and Healthy Lifestyles Program. The path to this pro-gram is as varied as the individuals who use it. It is important to have good support from professionals after heart surgery. Speaking from personal experience it is a big worry to know how much activity to aim for so as not to cause yourself further harm.

The LWDH Cardiac Rehab Program Physiotherapist Allana Beavis and Rehab Tech Nicole Day provide integral support to anyone who has had heart surgery and wants to regain their strength. Allana is well able to advise each person in the program to safely regain their own level of physical fitness safely. I graduated out of this program in May 2015 as a stronger and more confident woman. I started with an individually designed program and during the course of time I attended Allana made suggestions and demonstrated adjustments needed. This program surely has made an enormous difference in successfully moving on.



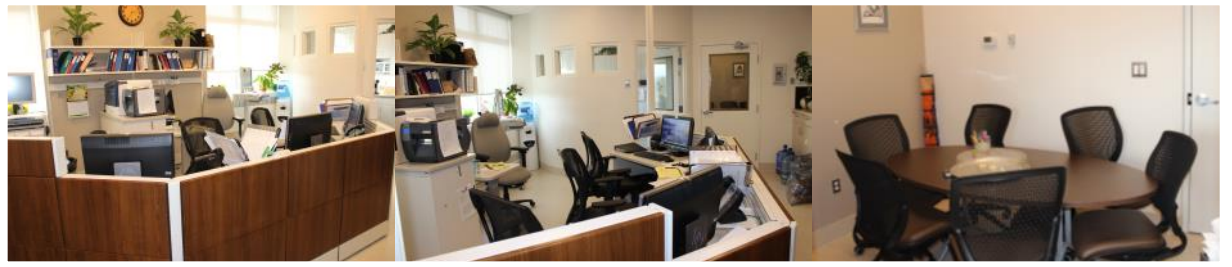
Allana Beavis, Physiotherapist

I feel blessed and am very grateful to Drs. Wiebe, Dr. Wehner and Dr. Kroeker for their great care and advice, as well as to Dr. Rabson and Dr. Mesana for the referral and surgery. The Ottawa Heart institute provided me excellent care for the time I spent there even though it meant spending three and half weeks in Ottawa before I could travel home.

Thanks to Lake of the Woods District Hospital and especially to physiotherapist Allana Beavis for all that you do for those of us recovering our strength and lifestyles through the Cardiac Rehab Program. I already feel stronger and following what I have learned expect this to continue as I pick up more of the threads of my life."

Schedule 1 Enhancements

The 4 North renovation project has been a wonderful enhancement to the functionality and aesthetics of the Schedule 1 service. During the summer and fall of last year hospital leadership worked with staff, physicians and consulted with consumers about the renovations and the potential it had for improving not only working conditions but patient care. Once a design was chosen and the tenders awarded work began in November 2014 and continued through to February 2015 – right on schedule. While the renovation journey did prove to be challenging on occasion staff did have their eye on the prize which was their new and improved work space. The new nursing station offers many modern upgrades that lend itself to promoting better work flow while contributing to a safer work environment.



While the nursing station is the most significant improvement on the unit there have also been many other quality improvement projects that contribute to a more positive atmosphere in this program. The hall to 4 North was recently repaired and painted, combined with all but one patient room. Additionally the seclusion room doors to 4112 and 4118 were also replaced (this was a capital improvement project for 2013 – 2014). In terms of our outpatient service the waiting room furniture did get replaced with more appropriate furnishings as did the furniture in one of the interview rooms. Overall this past year has been quite productive with many enhancements that lend themselves to a safer, healthier, and more functional work environment.

Fast Flow Fluid Warmer

Exciting news for LWDH! Our new Rapid Infuser is here!

The fast flow fluid warmer is an IV fluid warmer through which IV fluid and/or blood products are warmed. The infuser has a sealed heat exchanger through which a recirculating solution flows, keeping fluid at a specific temperature. Pressure Chambers apply pressurization and deliver the fluids such as IV solution or blood products at a fast flow rate as volume replacement. This would be especially useful for patients suffering from blood loss due to trauma or surgery or patients requiring re-warming during surgical procedures.

A BIG THANK YOU goes out to Donna Burkart and Janet Paulson for ensuring all ER, OR & ICU staff is trained! Training for all other staff is ongoing as well.

Also THANK YOU to Ryan Jackson for continued monitoring, service and maintenance!



LWDH Laboratory Achieves Successful Peer Assessment

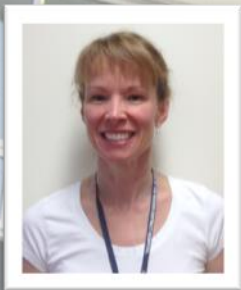


In May 2014 the LWDH laboratory participated in the Ontario Laboratory Accreditation Peer Assessment and achieved an overall compliance rate of 93%. The lab was assessed against 518 standards and completely met or exceeded 484 of them. All remaining non-compliances were identified as a Minor and are being addressed. The laboratory was awarded a 4 year Certificate of Accreditation in October. This accomplishment was achieved through the great work of the laboratory staff and manager. Congratulations!

Above & Beyond Leading Excellence (A.B.L.E.) Staff Award

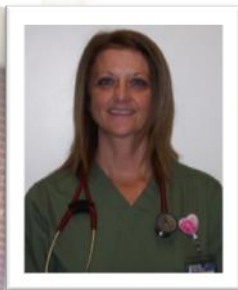
Lake of the Woods District Hospital recognizes leadership and excellence in our staff through the Above & Beyond Leading Excellence Staff Award. For the 2014-15 year, the award was presented to Donna Burkart, RN, Education; Marie Morden, RN, 3E/ICU; Patty Tittlemier, Unit Manager, 2E/Palliative Care; Sandra Bland, Senior Finance Clerk; Lori Vogrig, Nutrition & Food Services.

The award is given semi-monthly to one hospital staff member who demonstrates exceptional leadership qualities and a commitment to improve the quality of care and work life at Lake of the Woods District Hospital. Each A.B.L.E. winner receives a gift certificate and is formally recognized on our "Thank You" bulletin board in the main ER/DI hallway. This is just one way that we can recognize and appreciate the excellent staff we have at LWDH. To date, four awards have been given.



Donna Burkart

Donna is always ready to share her knowledge and assist others. Her positive attitude and determination to complete projects and lead others is very evident.



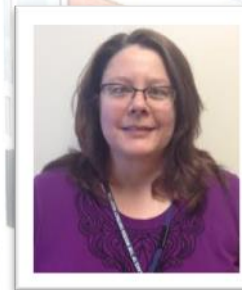
Marie Morden

Marie demonstrates tireless effort to improve expand her nursing knowledge and participates in many added capacities in her role. She motivates and inspires everyone around her.



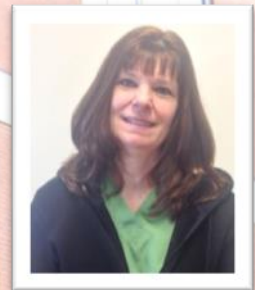
Patty Tittlemier

Patty has co-lead the Meditech PCS and OE program implementation over the past year and continues to work on these and other major projects. Patty keeps a calm and respectful demeanor in all situations and truly listens to all sides of a situation.



Sandra Bland

Sandra is a positive role model for all staff. She is always ready to help, with a big smile, and ready to take on a new challenge. Sandra is a true example of leadership at its best.



Lori Vogrig

Lori is well-known for her cheery disposition and taking the initiative to help any staff, visitor, or patient whom she meets in her daily work.

Automated Medication Management System (MedDISPENSE) Implementation

Tuesday, January 27, 2015 was “Go Live Day” for the new Automated Medication Management system implemented throughout the Hospital.

Benefits of the MedDISPENSE automated dispensing cabinets include:

- Unit dose dispensing
- Improved patient safety
- Quicker access to medications
- After hours decreased dispensing for nursing supervisors
- Improved inventory control

Thank you to all departments (Maintenance, Information Services, Stores) and Nursing Staff for helping ensure a successful transition to the new dispensing system.



Nutrition & Food Services News: Patient Room Service Meal Delivery System



The Nutrition Food Services Department has undergone many changes in this past year in order to implement the Room Service Meal Delivery System. Room Service is a unique way of providing nutritious and healthy meals to our inpatients by allowing the patients to order from a specific menu between the hours of 7:30 am and 6:00pm. With this system the patients have the ability to decide what they want to eat, when they want it. This will help reduce food waste and increase patient satisfaction. No more cold food arriving bedside!

The patient will receive a menu and when they are hungry they can place a call directly to the dietary department and order their meal. The Nutrition and Food Services staff will prepare their custom meal and deliver it to their bedside within 45 minutes of placing the order. In order to facilitate this process we have replaced some of our older equipment with 2 Rationale Combi Ovens, an open air fridge and a sandwich/salad preparation station. We removed the beltline and created a POD to create a work station based on LEAN principals therefore reducing the steps required for tray assembly. The Combi Ovens act as a convection oven, steam and regular oven and have replaced 3 pieces of equipment in our kitchen. They cook faster and require less labour for our staff.

After two years of preparation, hard work and dedication by the Nutrition and Food Services Staff we are excited to announce that Lake of The Woods District Hospital will be offering Room Service starting May 11, 2015.

Workplace Wellness Committee

The Workplace Wellness Committee has been in operation since May 2009. Since its formation, the committee has been striving to meet its mission of promoting a thriving and vibrant workplace where employees take personal responsibility for their own health and wellbeing.

This year, the work of the Wellness Committee was recognized by two major organizations. The Ontario Hospital Association, through the Quality Healthcare Workplace Award, recognized the Wellness Committee and the Passport to Healthy Living initiative. The initiative was recognized as a successful tool to promote healthy lifestyles within the facility. The committee also received a Certificate of Merit from Excellence Canada; the Passport to Health was selected as one of Canada's Healthy Workplace Month® 2013 best practice submissions. The Passport to Health was showcased on the Canada's Healthy Workplace Month® website until November 2014.



The committee has continued on with a number of popular initiatives. The Passport to Healthy Living was extremely successful again this past year. In past years the Committee has highlighted workplace wellness week in October, this year however the month of October was highlighted as workplace wellness month. The change from a week to a month was to encourage shift work staff to participate as well as to have sustained participation during the 4 week period. Over 100 staff completed their Passport. Staff that completed the Passport to Health were given an option to utilize the funds towards a yearly gym membership, which the Kenora Recreation Center matched. We saw a marked increase in the staff who took advantage of the savings. This year the committee also highlighted various community events in the Newsletter and all user emails to encourage staff to connect to community based events.

The committee has continued to offer regular lunch and learns, equipment for yoga classes, access to the 4 North gym and access to professional staff services such as EAP, the staff dietitian, nurse, and physiotherapist. The committee regularly obtains feedback and suggestions from staff to assist with event planning. Feedback has consistently indicated high satisfaction for large wellness events. The committee communicates upcoming activities and events through emails, and quarterly newsletter that is sent out to all staff. To reach shift workers, and staff unable to attend lunch and learn sessions, the committee with the permission of the presenters are recording sessions and putting them on the hospital intranet.

The committee has continued to focus on hosting more “family friendly” events, such as the family bowling night and the staff and family ski night. Both events were extremely well attended and the committee received an overwhelming positive response from staff. The committee is planning on organizing at least 2 family bowling nights this year, due to the extreme popularity of this event.



The committee is happy to report that participation in wellness events and initiatives continues to grow. The committee again secured support from multiple hospital unions. With these additional funds, the committee has been able to continue to offer large scale events, such as the staff ski night and family bowling night, which would not have been possible otherwise. The committee would like to thank the hospital and hospital unions for their ongoing support.

Moving forward, the committee is investigating new ways to foster mental health in the workplace. The committee is interested in tapping into the resources through Excellence Canada's Mental Health at Work® program. This program is linked to certification and recognition through Canada Awards for Excellence, and enables the organization to demonstrate adoption of the new National Standard for Psychological Health and Safety in the Workplace. The committee will be seeking support from senior management to proceed with this initiative.

Surgical Services Update

1. **Significant equipment upgrades this year:** Surgical patients in the LWDH operating room are now monitored by the most up to date anesthesia monitors and anesthetic delivery units. The purchase of three new state of the art anesthesia machines was a highlight of the 2014/15 fiscal year. An anesthesia machine helps maintain life support for the patient while administering the anesthetic. Patient care is safer, more accurate and in real time, the Anesthetist monitors all patient parameters while they are asleep for their surgery. Patients will not need to have their monitoring devices changed between holding room, operating room and recovery room, with the future potential for monitoring patients to other units when the patients are transported post operatively.

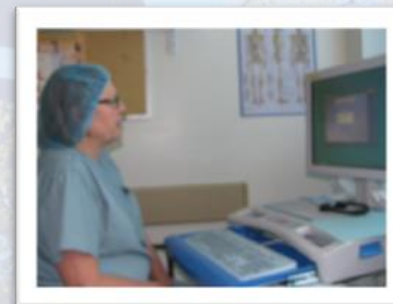
Michele Franchuk, RN, is happy with her vital signs measurement taken on one of these three new Drager Anesthesia machines that were purchased for LWDH operating rooms through capital funds provided by the Lake of the Woods Hospital Foundation. The new machines replace outdated equipment from 1999, which was no longer supported for repairs or upgrades. The machines are user friendly and efficient.

The Department of Anesthesia and all Surgical Services staff wish to thank all Foundation donors who contributed to providing this new technology for improved perioperative patient care.

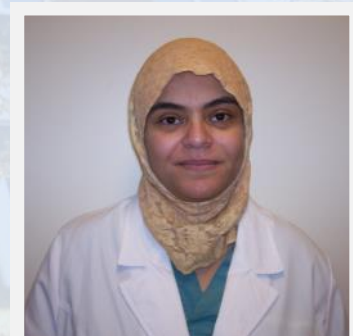


2. LWDH surgical patients are one step closer this year to having a comprehensive electronic medical record. No matter where they go in Ontario, their full surgical record will now follow them, providing a full picture of a patient's past medical care.

Operating Room Management (ORM) electronic charting was the first of the electronic patient care charting systems to be installed and operational at LWDH in May / June 2014. The ORM is linked to the hospital wide electronic charting – Meditech PCS.



3. The Surgical Services Department welcomed a third surgeon, in January 2014. Dr. Susan Ghazali came to us from Winnipeg, where she also had practiced in northern Manitoba. In addition to lightening the on call schedule for Dr. Spielman and Dr. Hristov, Dr. Ghazali brought a new procedure into our hospital, as she offers Thyroidectomies to our local patients.



LWDH Protocol Agreement with Anishinaabe Abinoojii Family Services (AAFS) and Kenora-Rainy River District Child and Family Services

The Lake of the Woods District Hospital, Anishinaabe Abinoojii Family Services (AAFS) and Kenora-Rainy River District Child and Family Services announced in May 2014, that they had signed a protocol agreement in hopes of improving child care in the region.



The protocol is all about expanding relationships and creating new connections in the region. While all three individual organizations are effective individually, it was important to create a clear understanding between the three groups as to how to improve care.



The purpose of the protocol is to improve the care and treatment of children in the care of AAFS and Kenora-Rainy River Child and Family Services who require medical care and community services and to clearly define the duties and responsibilities of each agency in the work they do together with the families and children.

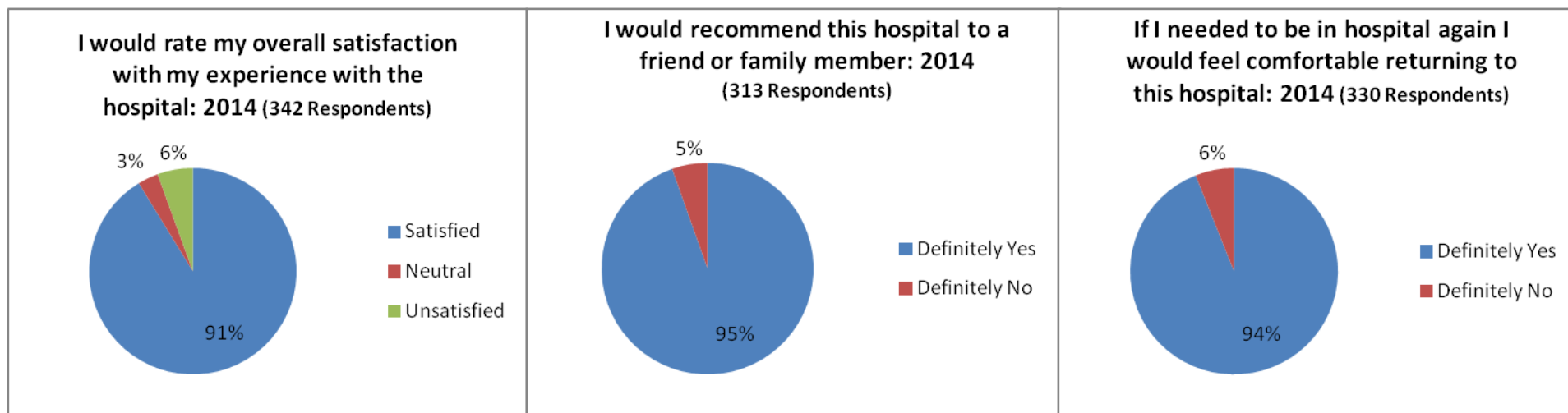


The Peer Support Program staff of the Canadian Mental Health Association Fort Frances share programming space with the hospital's Mental Health and Addiction Programs staff at our campus' St. Joseph's Health Centre. The Peer Support Program moved in to share space with LWDH on October 27, 2014. Being able to have this type of service available to people within our hospital has lead to a greater ease of movement for people from our hospital-based inpatient psychiatry and psychosocial rehabilitation programs into a peer support service.



Patients tell us about the care they receive

Lake of the Woods District Hospital regularly surveys our hospital patients about the care they receive. We always do our best to meet our patient's needs. Most of the time we do very well, sometimes we realize we could have done better. Highlights of our 2014 patient satisfaction survey were:



Summary of Operating Results:

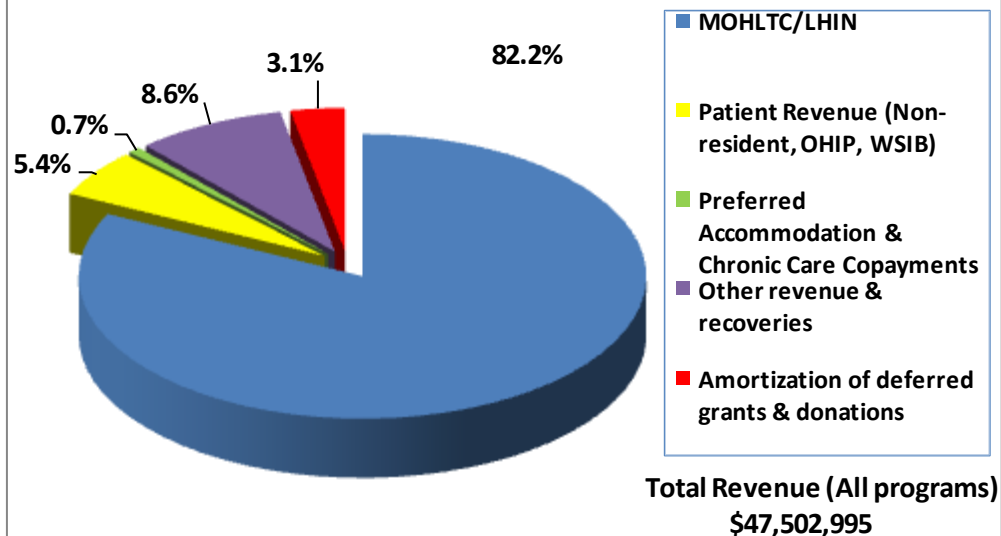
For the Period Ended March 31, 2014

	2015	2014
REVENUE		
Ministry of Health and Long-Term Care/LHIN	33,018,280	33,580,847
Patient revenue from other payors	2,580,774	2,710,313
Preferred accommodation and co-payment revenue	338,780	269,422
Other revenue and recoveries	3,310,737	2,977,787
Amortization of grants & donations for equipment	736,568	655,608
Total Hospital Operating Revenue	\$39,985,139	\$40,193,977
Other programs administered by the Hospital	6,790,850	6,290,704
	\$46,775,989	\$46,484,681
EXPENSES		
Salaries, wages and employee benefits	26,631,631	25,959,655
Medical staff remuneration	5,173,031	5,275,805
Supplies and other expenses	5,562,185	5,239,345
Medical and surgical supplies	1,137,871	1,123,978
Drugs	1,509,257	1,527,311
Amortization of Equipment	889,166	878,945
Bad Debts	29,282	30,160
Total Hospital Operating Expenses	\$40,932,423	\$40,035,199
Other programs administered by the Hospital	6,790,850	6,290,704
	\$47,723,272	\$46,325,903
Surplus (deficit) before amortization related to build-	(947,284)	158,778
Amortization of buildings	(1,090,008)	(1,027,340)
Amortization of deferred contributions for buildings	727,006	679,941
Surplus (deficit) for the year	(\$1,310,286)	(\$188,621)

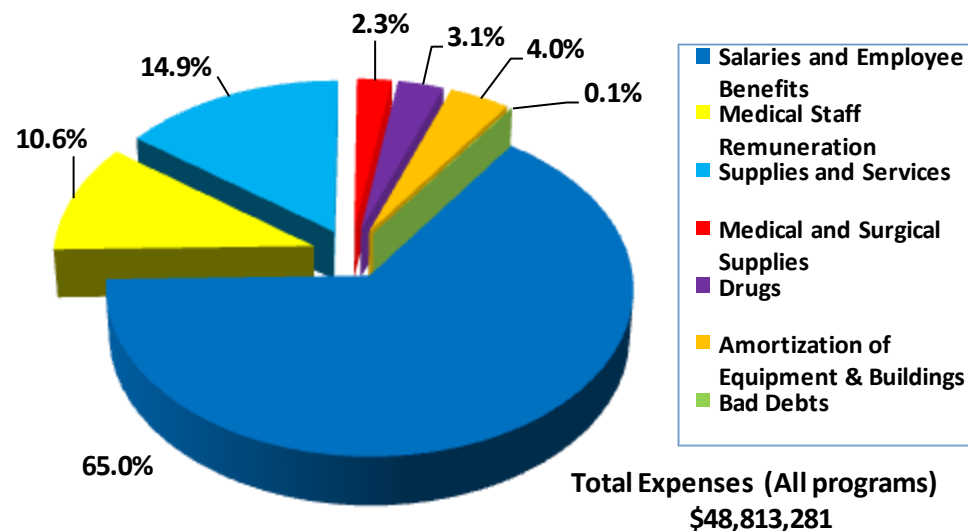
The audited financial statements are available in their entirety on the Lake of the Woods District Hospital website at www.lwdh.on.ca www.lwdh.on.ca



2014-15 Operating Funding Sources



2014-15 Operating Expenses



Hospital Admission and Treatment Statistics:

	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10
Adults & Children Admitted During the Year	2,280	2,307	2,584	2,633	2,600	2,789
Babies Born in the Hospital	207	179	240	227	242	247
Days of Hospital Care - Adults & Children	19,021	17,216	18,330	20,554	21,655	21,714
Days of Hospital Care - Newborns	369	384	469	473	502	537
# Inpatient Admission to ER	22	12	57	106	243	257
Ambulatory Day Clinic Visits	2,872	1,610	1,936	1,634	1,585	1,593
Out-Patient Visits	16,776	17,498	17,797	17,751	18,193	17,088
Paid Hours of Work	719,352	704,765	705,604	708,932	712,503	702,515
Beds in Service	84	84	84	84	84	84
Emergency Visits	18,111	19,020	20,430	21,384	21,516	22,127
Operations Performed - Inpatient	333	335	340	348	326	355
Operations Performed - Outpatient	1,940	2,026	2,073	2,153	2,014	1,930
X-Ray Examinations	18,072	14,119	14,477	19,354	16,292	15,523
Ultrasound Examinations	4,385	4,862	6,003	6,939	6,135	5,581
Mammograms	2,419	1,155	1,525	1,746	1,738	1,555
Computed Tomography Exams	4,018	3,937	3,084	3,473	3,645	3,383
Electrocardiographic Examinations	5,839	5,972	5,609	6,195	4,859	5,703
Laboratory Procedures	586,846	303,201	279,942	329,637	423,360	442,492
Laboratory - Standard Units	997,430	947,375	1,550,919	918,588	1,254,994	1,389,882
Physiotherapy - Patient Attendances	12,241	12,097	10,351	10,346	11,249	11,239
Chemotherapy Treatments	1,566	1,659	1,251	1,430	1,330	1,652
Dialysis Treatments	2,966	2,893	3,048	2,815	2,647	2,656
# Kgs. Laundry	208,983	171,213	185,046	193,888	176,341	166,520



Board of Directors

Betty Anderson	Director
Mark Balcaen	Secretary/Treasurer/ Ex-officio Director
Dean Carrie	Board Vice Chair
Kathy Dawe	Ex-officio Director
Geraldine Kakeeway	Director
Dr. J.K. MacDonald	Ex-officio Director
Dorothy Monteith	Director
Sherry Moreau	Director
Darlene Paypompee	Director
Joan Reid	Director
Fred Richardson	Board Chair
Dr. Rob Scatliff	Ex-officio Director
Dr. Brad Kyle	Ex-officio Director
Theresa Stevens	Director

Senior Management

Mark Balcaen	President and Chief Executive Officer
Kathy Dawe	Vice President Patient Services and Chief Nursing Officer
Cindy Gasparini	Vice President Corporate Services and Chief Financial Officer
Bruce Siciliano	Vice President Mental Health and Addictions Programs
Dr. J. Kerry MacDonald	Chief of Staff



Department Managers

Katrina Belair
Richard Bootsveld
Brock Chisholm
Judy Cottam
Patti Dryden-Holmstrom

Brad Edie
Kathleen Fitzgerald

Denise Forsyth
Mary Hall
Lisa Hatfield-Johnston
Sonia Hill
Lori Hoppe
Brigitte Loeppky
Donna Makowsky
Craig Marek
Cheryl O'Flaherty

Angela Schussler
Daniel Smith
Marg Stevenson
Jodie Saarinen
Patty Tittlemier

Manager, Purchasing
Manager, Information Systems
Manager, Rehabilitation
Manager, Human Resources
Manager, Youth Addictions, Gambling, Youth and Adult, Post Custody Enhancement Program, Recovery Support Program, Morningstar Centre and MECCA
Manager, Pharmacy
Manager, Ambulatory Care/Chemotherapy/Sexual Assault/Domestic Violence/Privacy/Nurse Resource Team
Manager, Schedule 1 Psychiatry/Social Work/Challenge Club
Manager, Environmental Services/Plant Services
Manager, Emergency/Stroke Strategy
Manager, Surgical Services/CSR
Manager, Laboratory
Manager, Quality/Risk/Education/Telemedicine
Manager, Medical/Surgical/ICU/Respiratory
Manager, Central Ambulance Communications Centre (CCAC)
Manager, Finance/Health Records/Admitting & Switchboard/Visiting Specialist Clinics
Manager, Diagnostic Imaging/EKG
Manager, Adult Mental Health & Addictions Programs
Manager, Maternity/Dialysis
Manager, Nutrition & Food Services
Manager, Adult Medicine/Pediatrics

Medical Staff

Dr. R. Bains	Dr. H. Hristov	Dr. R. Scatliff
Dr. J.E. Beveridge	Dr. J. Kroeker	Dr. L. Snyder
Dr. B. Bowerman	Dr. B. Kyle	Dr. M. Spencer
Dr. I. Burron	Dr. D. Kyle	Dr. J. Spielman
Dr. M. Carlisle	Dr. R. Lass	Dr. J. Vaudry
Dr. C. Czajka-Fedirchuk	Dr. J. Kelly MacDonald	Dr. Dan Walters
Dr. B. Daly	Dr. J. Kerry MacDonald	Dr. Dana Walters
Dr. R. Diamond	Dr. L. Noack	Dr. T. Wehner
Dr. S. Foidart	Dr. S. Pedersen	Dr. S. Wiebe
Dr. S. Ghazali	Dr. S. Reed-Walkiewicz	Dr. C.M. Workman
Dr. C. Hammett	Dr. J. Retson	Dr. U. Zahlan
Dr. J. Hammett	Dr. S. Sas	K. Graff, Registered Midwife
Dr. K. Harris	Dr. C. Scaife	B. Vineberg, Registered Midwife

Dental Staff

Dr. L. Armstrong
Dr. M. Christensen
Dr. C. Foster
Dr. N. Hoshwa
Dr. D. Kozak
Dr. D. McDermid
Dr. L. McKenzie
Dr. D. Riediger

Locum Tenens

Dr. A. Affleck	Emergency Department	Dr. D. Golev	Radiology	Dr. S. Moore	Emergency Department
Dr. B. Anderson	General Surgery	Dr. O. Harati	Emergency Department	Dr. A. Murata	Emergency Department
Dr. D. Barton	Emergency Department	Dr. J. Illman	Radiology	Dr. W. Posloski	Emergency Department
Dr. W. Bell	Family Physician	Dr. A. Jeffery	Emergency Department	Dr. J. Rockenstein	Family Physician
Dr. L. Boba	Emergency Department	Dr. D. Jokinen	Emergency Department	Dr. A. Shaikh	Radiology
Dr. S. Bryan	Anesthesia	Dr. S. Khan	Radiology	Dr. A. Sweeney	Family Physician
Dr. R. Dan	Radiology	Dr. R. Kukreja	Emergency Department	Dr. K. Thacker	Emergency Department
Dr. D. Ebert	Emergency Department	Dr. E. Kushnir	Emergency Department	Dr. M. Van Vliet	Radiology
Dr. J. Fuss	Emergency Department	Dr. S. Massoud	Radiology	Dr. M. Vivian	Radiology
Dr. P. Garces	Radiology	Dr. R. Momin	Emergency Department	Dr. F. Youssef	Emergency Department

Visiting Specialists/Courtesy

Dr. K. Anderson	Family Physician	Dr. L. Habermehl	Family Physician	Ms. A. Peplinskie	Nurse Practitioner
Dr. A. Angel	Endocrinology	Dr. P. Harland	Pediatrician	Ms. B. Pernsky	Nurse Practitioner
Dr. W. Aniol	Family Physician	Dr. D. Henderson	Radiology	Dr. M. Polle	Family Physician
Dr. M. Anthes	Oncology	Dr. D. Hoffman	Orthopedics	Dr. J. Porter	Orthopedics
Dr. M. Aubrey	Rheumatology	Dr. L. Hurst	Dermatology	Dr. D. Puskas	Orthopedics
Ms. T. Bennett	Nurse Practitioner	Dr. Y. Khan	Family Physician	Dr. G. Rabbat	General Surgery
Dr. K. Bozyk	Family Physician	Dr. N. Laferriere	Oncology/Hematology	Dr. K. Ramchandrar	Oncology
Dr. A. Chan	Oncology	Dr. W. Loewen	Family Physician	Ms. J. Roberts	Nurse Practitioner
Ms. L. Desrochers	Nurse Practitioner	Dr. K. Mazurski	Family Physician	Dr. S. Scaife	Emergency Physician
Dr. D. Dueck	Oncology	Dr. T. McGregor	Urology	Dr. S. Shokri	Family Physician
Ms. E. Duggan	Nurse Practitioner	Dr. K. Meyers	Family Physician	Dr. D. Sicheri	Oncology
Dr. A. Faghih	Oncology	Dr. J. Molnar	Family Physician	Dr. D. Singleton	Emergency Physician
Dr. M. Fast	Neurology	Ms. L. Morrissey	Nurse Practitioner	Dr. M. Thomas	Family Physician
Dr. Y. Gagnon	Family Physician	Dr. L. Mozzon	Internal Medicine	Dr. J. Van der Zweep	Ophthalmology
Dr. B. Gillespie	Ophthalmology	Dr. P. Orth	Family Physician	Dr. D. Vergidis	Oncology/Hematology
Dr. A. Gloster	Family Physician	Dr. R. Parker	Family Physician	Dr. S. Viherjoki	Family Physician
Dr. S. Gulavita	Oncology	Ms. K. Patrick	Nurse Practitioner	Ms. C. Wilson	Nurse Practitioner
				Dr. D. Zielke	Family Physician