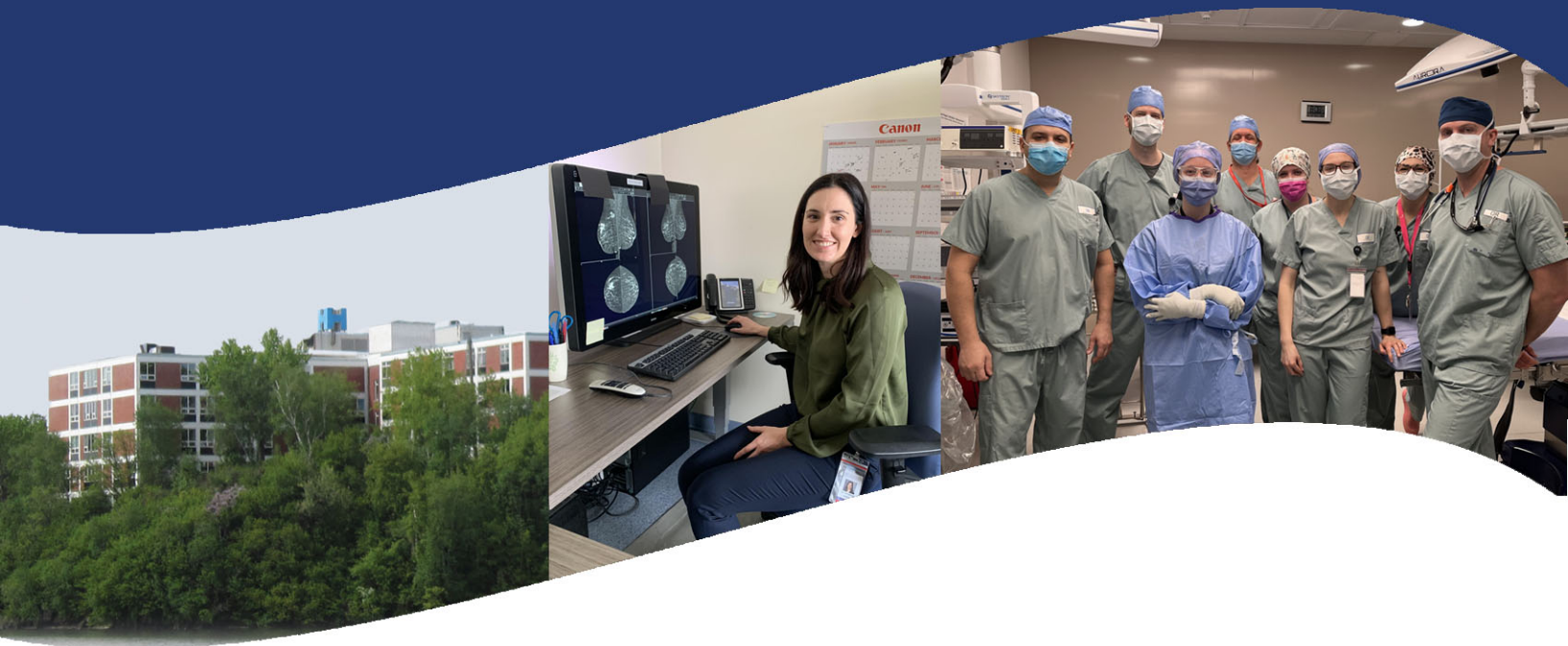




2022/2023 Annual Report

Our Communities  Our Hospital
LAKE OF THE WOODS DISTRICT HOSPITAL

Message from the Chair of the Board of Directors



The past year was filled with both challenges and hopes. Although the worst of the pandemic is behind us, we have only just begun to understand how much it has altered our world.

We are all fatigued, and no group more so than the heroes; every single member of the LWDH team who kept our hospital open and played their part during the most difficult times.

The Board of Directors salutes the staff at LWDH for their hard work during the pandemic, and for their continued efforts to keep the doors open, and to deliver the best possible patient care, against what must sometimes feel like overwhelming odds. We remain hopeful that there is light at the end of the tunnel, and we remain committed as a Board to supporting staff and administration through this difficult period. The Board also recognizes and thanks the Leadership and Executive Teams for their guidance during a period of unprecedented change.

The LWDH team has shown that in the midst of difficulty, there is hope, and we see this hope in several areas. The Board has begun to deepen its relationship with its primary All Nations Hospital partner, the Kenora Chief's Advisory, and this relationship will only continue to develop as we move back to in-person board-to-board meetings. Although slowed by the pandemic, the All Nations Hospital Project has now moved toward its final stage of planning, and we look forward as a Board and as a community to further positive developments in 2023-2024.

The establishment of the Indigenous Advisory Council and the hospital's commitment to safety and increased cultural sensitivity are positive steps toward building a better healthcare system in the area. Internally, the Board has completed a two year project to refresh its policy documents, and we have embarked upon the first stage of a strategic planning exercise that will help to guide the hospital for the next four years. The Board is also continuing to deepen its relationship with the Lake of the Woods District Hospital Foundation, a vital partner in our continued success. Through the hard work of the Foundation and many generous donors, we saw an upgrade to the Diagnostic Imaging department to include state of the art equipment. At the same time, we saw a refresh of other key areas in the hospital that will allow this building to function until we are in our new building.

Finally, the Board is losing two valued Directors to retirement. Jaki Diamond, who has served for nine years, has been a tireless advocate for patient safety. Juggling full time work, Jaki's dedication to service has seen her take board meetings in vehicles and hotel rooms. Her compassion for patients and her dedication to this institution have served us all well.

Wendy Peterson has been on the board for five years, most recently serving as Board Chair. Wendy's background in healthcare has been a real asset, and she tackled every issue and topic with enthusiasm and vigor. Because of the pandemic, Wendy has the odd distinction of being the only Board Chair to never have chaired an in-person Board meeting. I hope this is a record she is able to hold in perpetuity. On behalf of the Board, thank you to both Jaki and Wendy for a job well done. Although it is always good to have new blood on the Board, we will miss your positive outlooks and valuable contributions. Best wishes to both of you!

The next year will continue to bring both hope and challenge, as we move forward in our mission to deliver excellent health care to the Region. The Board would like to thank everyone for their hard work. The challenges are real, but so too is the hope.



Brent Lundy, Board Chair

2022/2023 LWDH Board of Directors

Chair
Brent Lundy

Vice Chair
Fred Richardson

Directors
Charlene Chapman
Jaki Diamond
Lisa Doerksen
Logan Haney
Nancy Johanson
Nicole Brown
Rita Boutette
(Patient Representative)
Robert Bulman
Wendy Peterson
(Past Board Chair)

President and CEO
Ray Racette

Chief of Staff
Dr. Sean Moore

**VP Patient Care
Services and CNO**
Kaye Balajadia

**President of
Medical Staff**
Dr. Melanie Kowal

**Vice President of
Medical Staff**
Dr. Jean-Marc Rizk

**VP Operations
and CFO**
Cheryl O'Flaherty

Executive Assistant
Lesley Hollis
Kaila Stepanik



Message from the President and CEO, Ray Racette

When one reflects on the 2022/23 year, it is important to acknowledge that we are the first workforce to have lived through a 3-year global pandemic in a century. I'm tremendously proud of our hospital staff and professional staff for their willingness and courage to tackle and endure all of the relentless challenges we have faced in this unpredictable time. I am grateful to our leaders at all levels for their problem solving, creativity, and support they have given in navigating this uncharted course.

It was an important moment when the World Health Organization announced that the COVID-19 pandemic was officially over. There is no question when we look at our Ontario and local data that COVID-19 is no longer the surging issue it was a year ago. From the hospital perspective, the pandemic plan we implemented in 2020 was effective, and the pandemic team was unwavering in keeping our staff and patients safe. The collaborative spirit and hard work of the All Nations Health Partners enabled communities across our large health region to be supported. However, it is important to recognize the pandemic impact is greater than just COVID-19. We now face at LWDH, in our health system, and throughout the province and country, the greatest health human resources challenge we have ever faced. Stabilizing and restoring our health human resources has become our most pressing agenda.

Key priorities were advanced. The surgery program capacity expanded to increase our scope of service while also catching up on waitlist backlogs. We completed four years of planning for the All Nations Hospital Project. It was a proud moment when we received the final approval from the Hospital and KCA Boards to submit the final stages of planning to the Ministry of Health Capital Planning Division. We worked very closely with our partners KCA and WNHAC and welcomed Indigenous Patient Navigators, a prelude to building an Indigenous Services team, and planned for the establishment of the Indigenous Advisory Council.

Recognizing that it will take 6-8 years before a new hospital is a reality, we continued to improve our current buildings with the opening of refreshed spaces on the Maternity Unit, Diagnostic Imaging and at the Morningstar Centre. The last major space area to be addressed is Emergency, with some initial improvements already in place, and a major expansion to be completed in 23/24.

This year has been a journey we did not navigate alone. Thank you to the Foundation for their ongoing commitment to support our hospital services with their innovative fundraising successes. Thank you to the Hospital Auxiliary for keeping our Gift Shop and other supports functioning amidst all the restrictions you faced. When we discovered our two pathologists, Dr. Kerry and Kelly MacDonald, would really be retiring, services were at risk, and we needed to pivot quickly. Within 5 months we were able to design and implement a new laboratory model with the support of the University Health Network in Toronto, and an amazing effort by our Laboratory Staff and our Regional Lab team.

The fact we have been able to maintain our services in the midst of unprecedented staffing shortages truly speaks to the character of our hospital team and our commitment to who we serve. I extend appreciation to all the hospital and professional staff for their talent, compassion and tireless effort. It is important to recognize, with gratitude and also deep regret, this has also come with personal impacts, including excessive workloads, loss of personal and family time, and risk of burnout as a consequence of these heroic efforts.

To the Board of Directors, thank you for your guidance and stewardship as we navigate through these unprecedented times.

Ray Racette
President and CEO



Message from the Chief of Staff, Dr. Sean Moore

Over the last year our professional staff team has continued to work through the various waves of the COVID-19 pandemic. Although we made it through with fewer deaths and long-term side effects per capita than most Canadian regions, the effects on mental health, well-being, supply chain, and health care worker losses have been incredibly challenging locally. We have been able to lift masking requirements in many locations for those that are comfortable in doing so, but we remain mask friendly and continue to carefully follow the best public health evidence and advice. Our human resource issues extend to virtually every area of our health care teams and is now at a critical level with significant closures, wait-lists, and risks to ICU, ER, Psychiatry, Medical and Surgical programs.

Our general surgery program has been able to address wait times with the help of many visiting surgeons. Visiting specialist surgical programs continue to expand with the implementation of urology, gynecology, maxillofacial and new orthopedics surgical procedures and programs.

These have resulted in our patients being able to access world class care locally and has prevented unnecessary waits and travel for best practice surgeries. We continue to struggle to recruit 2 additional surgeons to our general surgery program.

Ophthalmology, neurology, dermatology, and rheumatology and pediatric programs continue to be used and have very long wait lists, necessitating expansion in each of these services. Again, human resources are the major barrier for getting more access to subspecialists.

Diagnostic Imaging (DI) has received many upgrades this year including the addition of a new fluoroscopy unit. We've also been able to make improvements by utilizing technology to support offsite reading which has stabilized our local DI capabilities moving forward. Our DI team is providing excellent services and is truly a leader in one of the best services in the country. We have applied for MRI access which is essential in providing best practice care in many of our services.

I will caution the community and our board that the current staffing crisis continues with nursing and physician shortages being seen across the country. Our circumstances are especially dire as there are no alternatives to accessing emergency care within an hour or more for our patients. A closure of our emergency department will put patient lives at risk, and our physicians do not see a way to avoid closure without significant recruitment which does not seem possible given the shortages we are experiencing. We are extremely grateful for the dedicated support of our team of nurses, physicians, and our physician assistant who have and continue to adjust their lives to help minimize the risk of closure and support our community and surrounding areas. Whenever available, we welcome support from locums to maintain the service, but we are not optimistic that we can stave off closures much longer.

Our lab has undergone significant changes as doctors Kerry and Kelly MacDonald retired this past year. Previously, we had access to surgical pathology reporting, local autopsy and clinical lab support in-house. We now have pathology being read at University Health Network in Toronto, and our lab is being supported by Dr. Martha Lyon from Saskatchewan. We continue to work toward more streamlined processes, and hope for a local pathologist to help support our programs in the future.

The Medical Advisory Committee has been busy this year with service leads creating, reviewing, and revising Medical Directives and Order Sets. We have developed 16 new Order Sets and Medical Directives within the last year with many others nearing completion. These best practices help standardize our treatments and improve quality of care for our patients and streamline processes. Members of the committee have also been actively involved in supporting transitions with IT and Medical Records to new technology and processes including electronic records, PACS and our new dictation system. We now have electronic access to emergency records after a decade of working toward this end.

Our grand rounds, morbidity & mortality and awesome & amazing rounds have restarted after Covid. We provide our health care team with cutting-edge learning opportunities and continue to encourage all our health professionals to participate and attend these regularly.

In summary, this year has been exceptionally challenging, and I would like to thank the hospital board, my colleagues in the hospital, and our administration executive assistants for all their continued dedication to helping the LWDH provide the best care for all of our patients during this past year.

Respectfully submitted,

Dr Sean Moore, FRCPC emergency medicine
Chief of Staff, Lake of the Woods District Hospital

Message from the Patient and Family Advisory Committee

The 2022/2023 year was challenging and unprecedented for the health care system and the Patient and Family Advisory Committee (PFAC). The remnants and post pandemic challenges pose significant threats to the health and well-being of our patients, families, staff, and communities. It has disrupted the normal operations and activities of our hospital services and programs. Despite these difficulties, the PFAC has demonstrated remarkable resilience, adaptability, and innovation in fulfilling its mandate of providing patient perspectives and advice on strategic health policy priorities that have an impact on the care and health care experience of patients. The PFAC continues to collaborate with the hospital leadership, staff, and other stakeholders to ensure that the patient voice is heard and respected in all aspects of health care delivery and improvement. This report highlights some of the key achievements, initiatives, challenges, as well as opportunities for PFAC in 2022. We look forward to continuing our efforts in 2023.

2022/2023 Patient and Family Advisory Committee

Co-Chair, Community Member Patient Representative to the Board
Rita Boutette

Community Members

Marj Poirier
Sue Straight
Wayne Ficek
Theresa Bowen
Wendy Peterson
Mervin Copenace

Hospital Members

Kaye Balajadia, **Co-Chair, VP Patient Care and CNO**
Ray Racette, **President & CEO**
Alternate: Cheryl O'Flaherty, **VP Operations and CFO**
Sara Sayed, **Quality and Risk Coordinator**
Deborah Ruuska, **Front-line Staff**
Brock Chisholm, **Patient Care Manager**
Carolyn Voort, **Patient Care Manager**
Dr. Shannon Wiebe, **Physician**

Current projects and committee work

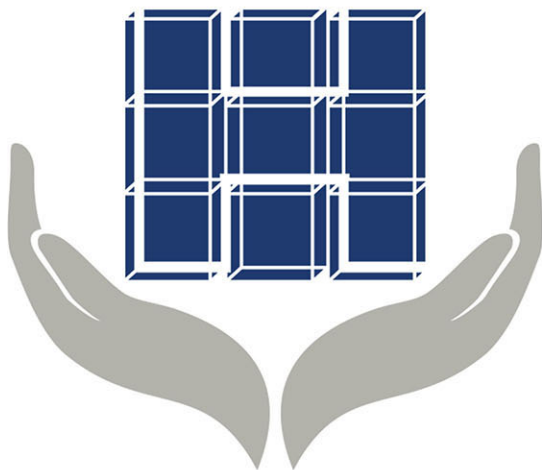
- PFAC is actively involved in providing patient perspectives and advice on strategic health policy priorities that have an impact on the care and health care experience of patients.
- The PFAC participates in the accreditation process by providing feedback on the quality and safety standards of the health care system.
- The PFAC successfully integrated members into the dyad model, which pairs a clinical leader and an administrative leader to jointly lead a clinical program and service.
- The PFAC addressed the issues brought forward by a PFAC member's experience with the Life Labs service. Our CEO, Ray Racette, addressed and resolved issues by working in collaboration with Life Labs and the LWDH Lab.
- The PFAC has reciprocal representation at the board level and participates in the Governance and Nominating Committee and board policy review.

Future initiatives

- The PFAC will continue to engage in the strategic plan of the hospital, ensuring that the voices of patients, families and caregivers are at the centre of policy development and decision-making.
- The PFAC will be involved in the planning process for the new hospital, the ER renovations, and other capital projects that affect the patient experience.
- The PFAC will collaborate with other patient and family advisory councils across the province and the country to share best practices and learn from each other. For example, the recent online webinar with the Chair of the Minister's PFAC Betty Lou Christie, and the MOH.

Challenges and opportunities

- The PFAC has faced some challenges of engagement with virtual meetings due to the COVID-19 pandemic, such as technical difficulties, lack of non-verbal cues, and reduced social interaction.
- The PFAC has encountered some barriers to recruitment and retention of diverse and representative members, such as lack of awareness, time commitment, and accessibility issues.
- The PFAC has identified some opportunities to overcome these challenges, such as using various communication platforms, providing training and support, and reaching out to under-represented groups.
- The PFAC has also recognized some opportunities to enhance its impact and influence, such as increasing its visibility, strengthening its relationships with stakeholders, and measuring its outcomes.
- The PFAC is committed to improving the quality and safety of patient centered care at LWDH by promoting the importance of the patient voice and collaboration. We thank all our members, staff, leaders, and partners for their support and dedication.



LAKE OF THE WOODS DISTRICT HOSPITAL
SERVICE AWARDS
2105 Years of Service

45 YEARS

KATRINA BELAIR

40 YEARS

ANGELA SCHUSSLER
DONNA MAKOWSKY
LESA SIERADZKI
ROWENA LASS

35 YEARS

CAROLYN VOORT
CINDY VAN BELLEGHEM
ELIZABETH HARRIS
EVELYN PALMER
JANINE BAYS
JUDY BAIN
PEGGY HOLLAND
SHANNON OLSON
SHERYL BAILEY

30 YEARS

KATHY WILSON
MARGO BURGESS
MARIE SHERRED
MARY DESOUSA
MICHELLE WAGENAAR
RICHARD HOPPE
SANDRA ZURKAN
SANDRA TURCOTTE

30 YEARS

SHELLEY MOSIONIER
STACEY SZAJEWSKI

25 YEARS

BARBARA TSENTOUROS
CARRIE CAMIRE
DAWNA WHITE
DENISE FORSYTH
JON HENSRUD
KATHERINE DELORME
LEA-ANNE VAN DE WETERING
MICHELLE FAVREAU
SHERRI BECHARD

20 YEARS

AMANDA DAWE
ASSUNTA DEWSON
BRENDA POLIUES
CAROL PETERSON
CORINNE BURLEY
DEBORAH RUUSKA
JENNIFER MAY
MAUREEN CONWAY
MOLLY STOUFFER
PAMELA CHAGNON
TANYA LAEWETZ
TANYA JONES
TARA MILSOM

15 YEARS

ALLAN CARGANILLO
ANDREA DAY
BAILEY CHARLEBOIS
BENJAMIN PAWLOWSKI
BRIANNE WARNICK
CHANTAL PLOURDE
CHARLENE MELILLO
CHELSEA LUNDIN
COLLEEN HALVERSON
DALLAS HINTZ
DARREN WILLIS
GAELYN LAX
HILARY JACKSON
KIMBERLY PAUL
KRISTEN RICHARDS
LAURA SOKOLYK
LAURA HOPPE
LESLEY SMITH
LISA HATFIELD-JOHNSTON
LORI-ANN RIOCH
REBECCA GARROW
SAMANTHA NELSON
SANDRA DIDZUN
SEAN HAILSTONE
TINA PETRI
WANDA HUBER

10 YEARS

CATHERINE PATZEL
CHRISTIAN ZILINSKI
GERALD ROWAN
HOLLY MAHON
JESSICA CARVALHO
JODIE SAARINEN
KARLA SMITH
KATHLEEN KEARNEY
KEN KOCH
KIMBERLY KING
LINDSAY WILLIAMS
MAREK BANDUR
MARGARET PARMETER
MARIA TOTARO
MICHAEL ALVESTAD
MITCHELL PEARSON
NATACHA BOULTON
PAULA PEACOCK
ROBIN OLSON
RYAN JACKSON
SAMANTHA BROWN
SHANNON MARTIN
SHAWN SPENCER
SHERYL BELANGER
TIFFANY SCRIBILO
WANDA HUBER

5 YEARS

AARON BLAND
ALANNA BAIN
ANGELA MARTIN
BENJAMIN ROSS
BRANDY PARNELL
CHRISTINE PIPER
DANA ALBERT
ELIZABETH MILLAR
HELENA LIEBERMANN
JANICE McASLAN
JOANNE TOTH
KATHERINE IRIAM
KAYLA MARTIN
LAURA REYNOLDS
MAIREAD SCULLY
MARGARET WILLIAMS
MERIELE WARREN
MICHELLE BALCAEN
NORMAN SHERBERT
PAMELA CARLSON
PAMELA SIEMENS
PATRICIA MULASH
PUSHPAGUNARATHNA -
MAHA VIDA
ROBERT YOUNG
ROBERT BAKER
SPENCER ALCOCK
T. MARK CUDNEY
TEFFEE BASIYA
THERESA SAWKINS
TRAVIS WHITCOMBE

RETIREMENTS

ALANNA GURICA
ANGELA SCHUSSLER
ANGELE BOURGEOIS
BARBARA GIBSON
BEVERLY AFFLECK
CAROL HENLEY
DONNA MAKOWSKY
ELLEN RATTAI
JUDITH PAUL
LESA SIERADZKI
LISE CYNORA
MARIA CAIRNS
MARIE SHERRED
MARILYN DREW
MICHAEL BURTON
ROBERT YOUNG
SANDRA ZURKAN
SHARON GEARY
TRACY STASIUK
VALERIE BAKER



LWDH FOUNDATION GRATITUDE REPORT

Thank You!

Your Impact in Just 1 Year!

Each year, LWDHF grants essential funds to support the purchase of LWDH's priority medical equipment needs. Thanks to the generosity of our community, LWDHF invested **\$1,063,363** in new and replacement capital medical equipment at LWDH between April 1, 2022 and March 31, 2023, ensuring our hospital has the resources it needs to provide medical care to patients close to home.

Without the generosity of our community, our hospital is just a building.

Government funding pays for the operation of Lake of the Woods District Hospital, but not the vital equipment needed to care for our patients.

COMMUNITY GENEROSITY BY THE NUMBERS

1,153
DONORS



HIGHLIGHTS

\$160,000 raised by
The Par 3 Charity Challenge
driven by the Dingwall Group

3,149
DONATIONS
RECEIVED



\$351,000 raised by
the 16th Annual Lifesavers
Dinner & Auction

\$65,104 in
Memorial Gifts

31%
STAFF
PARTICIPATION

189 of 618 LWDH
employees made at least
one gift to LWDHF in 22-23

\$1,063,363

TRANSFERRED TO

— LWDH FOR —
CAPITAL EQUIPMENT

EQUIPMENT FUNDED BY LWDHF IN 2022-2023

20 Novum IQ Pumps & Carriers - ED, ICU, 2E, 3E
4 CADD Pump Adapters - 3E, 2E, Palliative, OR
2 Exam Tables - Internal Medicine
2 ER Transducers - Emergency Department (ED)
Backup Hematology Analyzer - Laboratory
Bladder Scanner & Cart - ED
Blanket Warmer - Mental Health & Addictions
EMG Machine - Visiting Specialist
Fetal Monitor - Maternity
Fluency Flex Software & Installation - IS/DI
Hematology Analyzer - Laboratory
Klimer Cribs - Maternity
LUCAS Chest Compression System - ED
McCulloch Retractor - Surgical Services
Portable Ultrasound & Stand - Maternity
Screening Kiosks - Admitting

Diagnostic Imaging Equipment & Projects

Barco Coronis UNITI
Bone Mineral Density machine
Digital Mobile X-Ray machine
Helical Shuttle Software for CT Scanner
Echo Ultrasound machine
Fluoroscopy Suite Project



Message from the Lake of the Woods District Hospital Foundation

As we have begun to transition out of the pandemic over the past year, we are pleased to highlight a year of growth and progress at the Lake of the Woods District Hospital Foundation (LWDHF). The Foundation in partnership with our community, successfully hosted a number of community events that raised an astounding total of \$511,000. Most notably, the resurgence of the Par 3 Charity Challenge driven by the Dingwall Group and the 16th Annual Lifesavers Dinner and Auction. Each event engaged, connected and celebrated the diverse and caring community at the lake.

The difference our community makes at LWDH has been on full display, as new equipment has been received in various departments across our hospital. This included nearly \$700,000 to fund new equipment in our Diagnostic Imaging Department at LWDH including; portions of the Fluoroscopy Suite Project, an Echo Ultrasound machine, a Portable Digital X-ray machine, a Barco Monitor and a Bone Mineral Density machine. All of which help to bring state-of-the-art technology to our community and offer enhanced patient care, close to home.

Our financial success this year resulted in total of \$1,063,363 being transferred to LWDH to support new capital medical equipment and facility enhancements. Many of this years accomplishments are the result of the hard work and dedication of our wonderful staff, Board of Directors, and the consistent caring support of our generous community. Any gift, regardless of size makes a difference and we can all be proud that together we are making care better at the Lake of the Woods District Hospital - thank you! As we look ahead, the Foundation is focused on working with our partners to make sure the community we serve has equitable access to high quality health care services today and in the future.

Mira Trebilcock
Executive Director

Kimberly Mejia
Chair

2022/2023 LWDH Foundation Board of Directors

CHAIR

Kimberly Mejia

VICE CHAIR

Melanie Buffett

SECRETARY/TREASURER

Jackie Hailstone

PAST CHAIR

Anthony Sharp

DIRECTORS:

Marc Bissonnette

Laci Dingwall

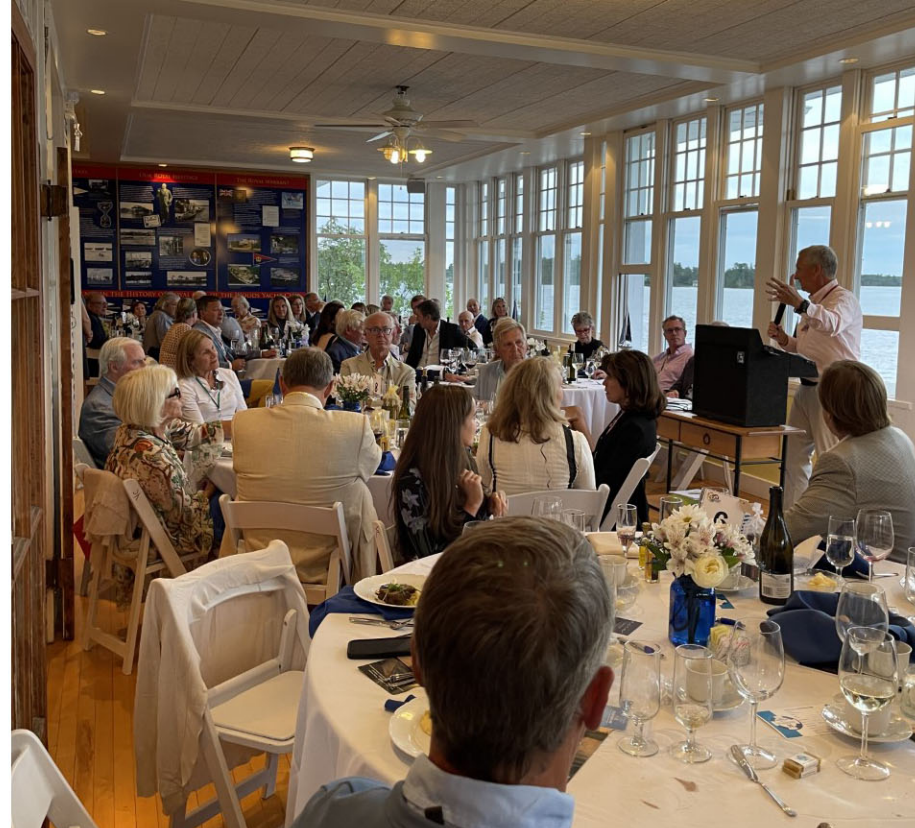
Barry Marmus

Stephen Mitchell

Shauna Aubin

Ashley Hendy

Colleen Neil



2022/2023 Year in Review



Surgical Services Expansions

2022/2023 was an exciting year for the LWDH Surgical Services Department with the launch of the Maxillofacial program (March 2023) and the Urology program in November 2022.

Maxillofacial procedures can treat diseases, fix injuries or correct defects of the face, jaw or mouth to reduce pain and restore function. These procedures are performed by a highly trained dental surgeon. Urology is the branch of medicine that focuses on surgical and medical diseases of the urinary-tract system and the reproductive organs. Until now, patients in NW Ontario had to travel out of province to access these types of surgeries. Significant progress in ensuring care as close to home as possible and towards decreasing long wait times for our residents was achieved with these expansions.

Bringing these projects to life took an incredible amount of time, coordination, training and planning. Thank you to the incredible teams at Brandon Regional Health Centre, Dr. Fahad Cadili's office in Kenora, Thunder Bay Regional Health Sciences Centre, Regional Surgical Services, the world-renowned surgeons from Superior Urology and the many, MANY team LWDH members involved!

Emergency Renovation

This phased reno got underway this year and aims to improve patient privacy, patient flow and staff spaces. The first phase included creating a new staff lounge, staff washroom, storage, accessible shower/washroom and a new ambulance offload area inside the ED.

LWDH Wellness Committee

In 2022/2023, the LWDH Wellness Committee coordinated 8 events, one program, one membership initiative and 3 engagement and planning activities focused on one or more elements of personal wellness. In total, 600 LWDH staff took part in Wellness initiatives over the course of the year!

2SLGBTQ+ Inclusivity Committee

The 2SLGBTQ+ Committee formalized in 2022/2023 and exists to provide a forum for staff, users and community partners of the LWDH to review, take actions and make recommendations regarding the culture, policies and procedures of the LWDH as they relate to and impact on sexual orientation, gender identity and gender expression.

Walk-in Counselling Service

In November 2022, LWDH Mental Health & Addictions Community Programs began offering a walk-in counselling clinic every week open to anyone over the age of 16. No appointment is necessary during walk-in hours and there is no fee for this service.



Paediatrician Clinic

LWDH was pleased to welcome Dr. Jazmyn Balfour Boehm, a Paediatrician from Thunder Bay to the area this year. Dr. Balfour Boehm began offering an outpatient clinic in our hospital in February 2023.

Some of her specific interests include Indigenous Child & Youth Health, LGBTQ2SA+ Healthcare, Child Protection, Developmental Paediatrics, Mental Health & Behavioural Paediatrics, Diabetes Management, Medical Education, and Simulation. The LWDH team is beyond happy to see this service return to our area!

Long Service Awards

136 incredible individuals celebrated 5, 10, 15, 20, 25, 30, 35, 40 and 45 years of service in 2022/2023. When all of their time dedicated to LWDH is totalled - it equals an astounding 2,105 YEARS!! The commitment to patients, colleagues, and our community immeasurable. EVERY role in every department plays an important part of the hospitals function and we were beyond proud to honour this team at a special recognition evening in the spring of 2023.

Sunshine Club

Sunshine Club volunteers continued to coordinate fun events, treats, bereavement condolences and retirement gifts for staff in 2022/2023. The overall goal of this kind group is to encourage camaraderie, a sense of community and added joy in our work days (with use of staff funds) and it is safe to say they succeeded! Thank you Sunshiners!



Dual Credit Healthcare Program

An exciting new program began as a trial project this year between LWDH, Keewatin Patricia District School Board and Confederation College that has potential to be a game changer for encouraging high school students to pursue post-secondary studies. The project has high school students in an innovative, new semester-long program to gain both a high school credit and a college-credit. It examines concepts of the Canadian health care system, social determinants of health, and professional roles and responsibilities. Through hands-on learning in the LWDH simulation lab and the Confederation College health lab, the students are learning about health care professions, daily work and responsibilities, and time management. The course is designed to increase high school graduation and allow a seamless transition to post-secondary studies. While the College has teamed up with the Kenora high school to offer dual credit programs before, this is a FIRST for the healthcare field and one that we can't wait to see continue!

New location for RAAM / MECCA

LWDH's Rapid Access Addiction Medicine (RAAM) clinic and Medically Enhanced Coordinated Care for Addictions (MECCA) program, requiring a larger space, moved this year to Market Square on Second Street. The RAAM clinic provides a low-barrier, walk-in clinic that patients can attend to get help for a substance use disorder without an appointment or formal referral. The MECCA program includes primary care, substance education, methadone treatment and oxycontin withdrawal support.

Beyond Expectations

LWDH has a Staff Recognition Sub-Committee which receives nominations from hospital staff, about their colleagues, who are known to go above and beyond their day to day work. In 2022/2023 LWDH was thrilled to celebrate the following individuals:

Dr. Jean-Marc Rizk, Dr. Lorraine Dooley, Sandy Zurkan, Corinne Coffey, Jason Makarow, Janine Moloney, Melanie Buffett, Aaron Bland, Ashley Green, Angela Martin and Dr. Casey Wong.

2022/2023 Year in Review



Our Communities
LAKE OF THE WOODS DISTRICT HOSPITAL

NEW Fluoroscopy and Echocardiography Spaces

2022 saw an important milestone for the Diagnostic Imaging Department in our hospital with a Grand Opening taking place to celebrate a new Fluoroscopy Suite and Echocardiography / Biopsy Room.

In 2021, LWDH's Fluoroscopy Suite was decommissioned as it was fully obsolete and no longer met standards. LWDH also lacked a dedicated space and Echo technologist to adequately serve and manage the volume of patients requiring Echocardiography. The loss of both these services meant patients had to travel to Winnipeg and Thunder Bay to access procedures, which inevitably meant longer wait times and added patient stress. Until now.

Ray Racette, LWDH President & CEO shares "We are extremely proud of both projects. In a very short time frame, careful planning took place on new equipment selection and purchasing, designing a space solution for the equipment selected, raising the required funding, completing renovations, getting the fluoroscopy room approved for use by the Ministry of Health, certifying the equipment for use, and training and certifying staff." When a project of this complexity takes place, it requires a coordinated effort across the hospital for success to occur. Ray continues "A project of this magnitude takes the

collaborative efforts and vision of many groups. I would like to acknowledge the work of our professional and dedicated teams in Diagnostic Imaging, Maintenance, Finance, Administration, Purchasing and Environmental Services. I would also like to thank the Hospital Foundation and the province for funding these essential patient care projects."

Echocardiography provides visualization of how the heart is functioning and performing. Fluoroscopy is imaging equipment which allows real-time 3-D visualization of body structures. During fluoroscopy, x-ray beams are continually emitted and captured on a screen, producing a real-time, dynamic image. This allows for a dynamic assessment of anatomy and function. The new LWDH Fluoroscopy Suite offers dual purposes: fluoroscopy and x-ray capabilities, unlike the older unit which was solely fluoroscopy. Given these capabilities, this unit will be utilized 24/7 by Diagnostic Imaging. Additionally, the new machine has pediatric settings, meaning pediatric patients will be able to receive treatments in Kenora rather than having to travel to a children's hospital. It also supports swallowing studies which are of particular importance for speech language pathology assessments, and for determining why patients are experiencing difficulties swallowing.

Medical equipment is extremely expensive. The cost of these two projects equated to a nearly one-million dollar investment into our hospital. Mira Trebilcock, Executive Director with Lake of the Woods District Hospital Foundation shares, "The recent Diagnostic Imaging equipment purchases were made possible through the generosity of our community. Nearly \$500,000 in proceeds from the online monthly 50/50 raffle, individual donations and the annual Lifesaver Dinner & Auction helped to fund new technologies that directly enhance patient care and keep exceptional care close to home. We are extremely fortunate to have the unwavering and generous support of our community to help transform and shape LWDH as we know it today."

QUICK FACTS about LWDH Diagnostic Imaging

- Kenora is the only site in our region outside of Thunder Bay to offer Fluoroscopy.
- The LWDH Diagnostic Imaging Department is an extremely busy place! It sees approximately 120 people per day!
- There are eight services offered by LWDH Diagnostic Imaging – Fluoroscopy, Echocardiography, ECG, Biopsy, General X-Ray, Bone Mineral Density, Mammography, CT and Ultrasound, and special procedures.
- The LWDH Diagnostic Imaging team consists of 20 incredible team members! (medical radiology technologists, support, manager, and radiologist & service lead Dr. Catherine Murray).

2022/2023 Year in Review

KCA Patient Support Services and Cultural Services

In September 2022, LWDH and Kenora Chiefs Advisory (KCA) were excited to introduce two new roles in the hospital with the Patient Support Services Manager and Cultural Services Manager. The Patient Services Manager position was filled by Erin Beach who works directly with the Client Navigation and Utilization Coordinators to ensure navigation, interpretation and transitional services are provided across hospital departments while Donna Namaypoke filled the Cultural Services Manager position and works to embed culture and learning into the every day at LWDH.

Indigenous Advisory Council

There has long been an aspiration at LWDH to create a new forum within which representatives from hospital staff, partners, and the communities could have discussion on hospital program and service enhancements with a holistic, culturally safe lens. In the fall of 2022 much planning and collaboration resulted in a place for this with the Indigenous Advisory Council (IAC). Membership of the IAC consists of LWDH, KCA, and Waasegiizhig Nanaandawe'iyewigamig (WNHAC) ex-officio members, four community member positions and an LWDH staff representative.

Moving forward, the Council plans to meet consistently and at each meeting, there are two standing agenda items - a traditional teaching and a presentation from the hospital (another important purpose of the Council is for participants to become hospital knowledge keepers with their peers).

Cultural Competency Funding

Funding in the amount of \$976,669 was granted to Ogimaawabiitong – Kenora Chiefs Advisory over the next two years through the Addressing Racism and Discrimination in Canada's Health Systems Program through Indigenous Services Canada. This initiative is focused on discussing and exploring Anishinaabe history and culture, learning about traditional perspectives and distinct challenges experienced by the First Nations in our area. Funds will be specifically used to develop Culturally Safe Care and Anishinaabe Cultural Competency training programs, which would be delivered to all hospital employees. Training will happen as part of new hire orientation and on an ongoing basis throughout an employee's hospital career. Part of the funding will also support a full-time Cultural Training Manager position to facilitate the process at LWDH.

LWDH is extremely excited to work together with KCA on this essential project. Attention to key elements of cultural safety and humility are fundamental to creating a healthy care relationship. Significant cultural training for all our hospital and professional staff will mean bridging gaps in cultural patient care and ultimately an enhanced patient experience.

Current Operations Innovation Working Group

LWDH is proud to partner with Kenora Chiefs Advisory (KCA) and Waasegiizhig Nanaandawe'iyewigamig (WNHAC) to implement change and solutions in current hospital operations via the LWDH Current Operations Innovation Working Group.



*Lake of the Woods District Hospital and Kenora Chiefs Advisory have been working in partnership to foster relationships and to improve patient experiences. The result of this work is a blossoming **Indigenous Patient Relations Department** in our proposed new hospital plans AND in our current hospital.*

New Hospital Project

Plans for the Indigenous Patient Relations Department in the proposed new hospital include on-unit traditional healing spaces throughout the hospital, a Ceremonial Room, Indigenous Resource Centre, traditional kitchen and external spaces such as Sweat Lodge and landscaped spaces (to allow for gatherings, fire, traditional garden, access to water, etc). All proposed inclusions in the new hospital were drafted in deep consultation with our communities.

New Hospital Project

Planning stages complete!

When the planning for Kenora's new hospital began no one could ever have imagined it would be done while navigating a global pandemic and a health human resource staffing crisis. But yet, in late 2022 the planning stages of our new hospital project were completed!

In the summer of 2022, a completed Stage 2A report was submitted to the Ministry of Health, the project's major funder. This stage focused on the Functional Program which includes identifying which departments need to be co-located, patient flows, how many rooms are needed, what services need to be included and the justification for those services.

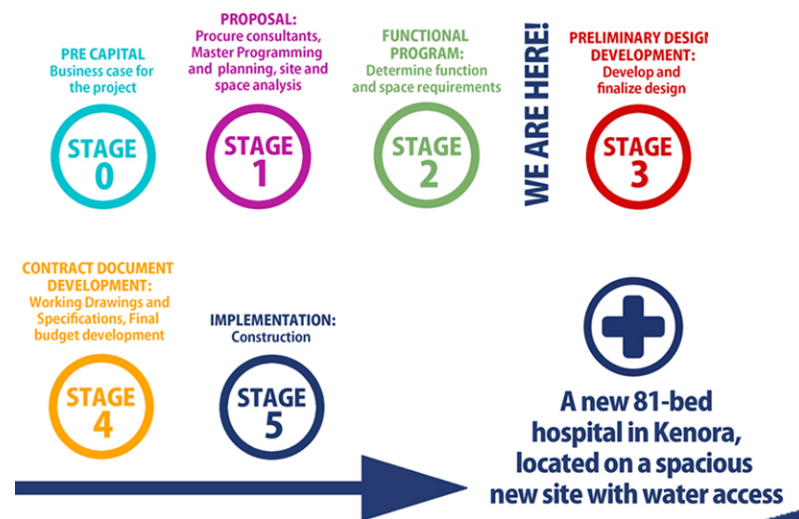
Extensive consultation with staff, partners and other health care facilities continued throughout each stage of the project and was a significant portion of this fiscal year's work. Stage 2B consisted of refining the cost estimate and furniture and equipment planning and hiring a consultant to lead this work. The complete Stage 2 final report (A&B) was completed this year and we anxiously await direction from the Province of Ontario on when the next stage can begin (Preliminary Design and Development).

Proposed in Stage 2A is a new 81-bed hospital in Kenora, on a new site with water access. Service expansions are planned for in Mental Health and Diagnostic Imaging. Other highlights include:

- A significant staffing expansion in the new hospital.
- The physical building doubling in size over the current hospital.
- 100% single patient rooms.
- Ample equipment storage throughout units.
- Extra space in the Palliative Care rooms for family as well as adjacent lounge & quiet room.
- Ambulatory Care: four treatment spaces and eight exam/consult rooms (visiting specialists, stroke, wound clinic, minor procedures, respiratory care, etc). Five chemo stations and five dialysis stations.
- Rehabilitation will be right-sized and include admin space, patient change room, therapy room, gym and will be adjacent to outpatient treatment space.
- Diagnostic Imaging will expand to include MRI and space for a second radiologist.
- Two withdrawal management beds.
- Bariatric rooms throughout the units.

- Expanded student capacity to be able to accommodate 50-60 placements per year.
- 4 ICU beds will be negative pressure and will be able to accommodate virtual care (virtual bedside consults).
- Proposed for the pharmacy are automated packing and dispensing units in clinical areas
- Public spaces to include: Information desk, volunteer kiosk, right-sized common spaces with accessible seating areas, gift shop, foundation offices, public washrooms.
- A new Indigenous Health service.
- 3 operating rooms, a procedure room, post-anesthesia recovery room, pre-admission clinic, day surgery unit is proposed for the Surgical Services department.
- In hospital spiritual care and Indigenous health spaces will include a ceremonial room, Indigenous Resource Centre, traditional kitchen, traditional healing rooms, quiet rooms, multi-faith room. External spaces will include sweat lodge, landscaped spaces (to allow for gatherings, fire, traditional garden, access to water, etc).
- Transitional Care Unit which will include restorative care, transitional care, cognitive behavioural support, convalescent care. This space will have on-unit dining and recreation space and a staffing complement different from acute units.

Stage Two also proposes an Emergency Department right-sized for Ornge and EMS that will include: a

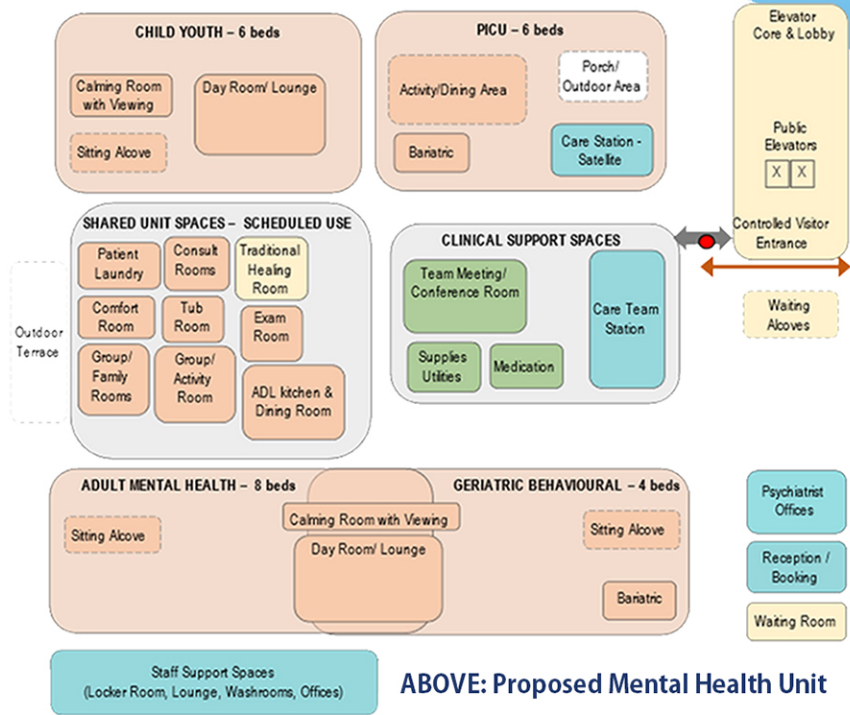


decontamination area, airborne isolation rooms, secure rooms, security space, consult/quiet room with smudging capability, Rapid Assessment (lighter care, non acute zone - 6 seats), Major Treatment Rooms (2 patients), Treatment Rooms (12) and Mental Health Treatment Rooms (3). The ED is proposed to be located beside Diagnostic Imaging.

Proposed in the Mental Health Unit is a 6-bed PICU (activity/dining area, outdoor area), 6-bed child/youth zone (with sitting alcove, day room/lounge), 8-bed adult mental health zone (sitting alcoves, day room/lounge), 4-bed geriatric behavioural zone and shared spaces such as group activity space, consult rooms, traditional healing room, exam room, comfort room, family rooms, patient laundry, kitchen and dining area, lounge, etc.

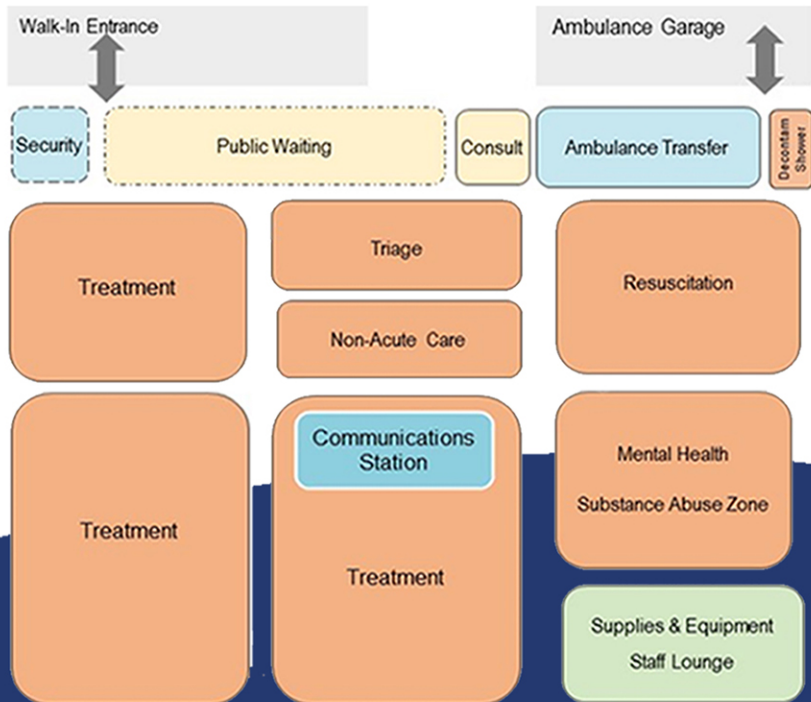
Outpatient Mental Health services are proposed to be managed in a separate building on the hospital campus. Mental health counsellors will be available in the ED 7-days per week.

Our goal for the next fiscal year (2023/2024) is to see the project move into Stage 3, where the design for our new hospital is finalized! Thank you and congratulations to all who have been involved so far in this exciting community project!



ABOVE: Proposed Mental Health Unit

BELOW: Proposed Emergency Department



Lake of the Woods District Hospital

BY THE NUMBERS



1,949
INPATIENT
ADMISSIONS



144
BABIES
BORN



17,526
EMERGENCY
VISITS



2,082
OPERATIONS
PERFORMED



11,325
X-RAYS



2,508
COVID
ASSESSMENT
VISITS



80
BEDS IN
SERVICE



21,279
PHYSIOTHERAPY
ATTENDANCES



826,457
PAID HOURS
OF WORK



1,008,815
LABORATORY
PROCEDURES



200,663
KGS OF
LAUNDRY



578
CHEMOTHERAPY
TREATMENTS



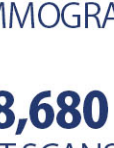
3,359
DIALYSIS
TREATMENTS



6,178
ELECTROCARDIOGRAPHIC
EXAMINATIONS



4,956
ULTRASOUND
EXAMINATIONS



1,747
MAMMOGRAMS



8,680
CT SCANS



496
ECHOCARDIOGRAM
EXAMINATIONS

FINANCIAL SUMMARY

For the year ended March 31, 2023

REVENUE

Ministry of Health / Ontario Health / CCO
Patient Revenue from other payors
Preferred accomodation and co-payment revenue
Other revenue and recoveries
Amortization of grants & donations for equipment
Total Hospital Operating Revenue

2023	2022
\$49,839,798	\$49,751,329
\$5,748,692	\$4,321,388
\$89,048	\$119,653
\$4,986,668	\$4,225,604
\$1,091,856	\$943,106
\$61,756,062	\$59,361,080
\$10,384,465	\$8,515,058
\$72,140,527	\$67,876,138

EXPENSES

Salaries, wages and employee benefits
Medical staff remuneration
Supplies and other expenses
Medical and surgical supplies
Drugs
Amortization of Equipment
Bad Debts
Total Hospital Operating Expenses

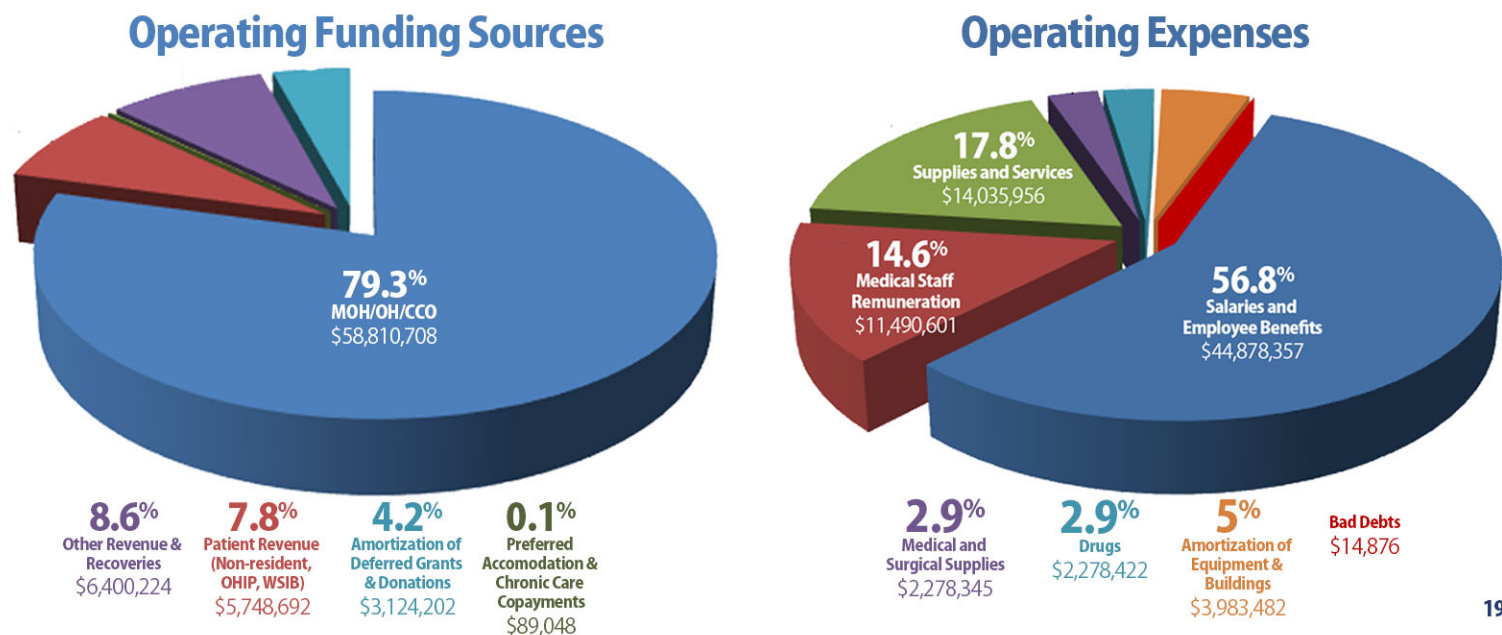
\$37,366,489	\$31,363,215
\$11,490,601	\$11,034,806
\$11,163,359	\$9,200,240
\$2,278,345	\$1,837,141
\$2,278,422	\$2,201,981
\$1,373,950	\$1,139,039
\$14,876	\$36,723
\$65,966,042	\$56,813,145
\$10,384,465	\$8,515,058
\$76,350,507	\$65,328,203

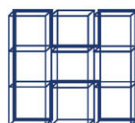
Surplus (deficit) before amortization related to buildings

Amortization of buildings
Asset retirement obligation accretion related to buildings
Amortization of deferred contributions for buildings

(\$4,209,980)	\$2,547,935
(\$2,532,431)	(\$2,422,269)
(\$77,101)	(\$74,856)
\$2,032,346	\$1,982,464
(\$4,787,166)	\$2,033,274

Surplus (deficit) for the year





**Lake of the Woods
District Hospital**

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