



2023/2024 Annual Report

Our Communities  Our Hospital
LAKE OF THE WOODS DISTRICT HOSPITAL



Message from the Chair of the Board of Directors

The 2023-24 year at Lake of the Woods District Hospital (LWDH) was filled with both opportunities and challenges. Even though the pandemic has ended, the reverberations are still with us both in the healthcare sector and in broader society.

It was a busy year for the Board of Directors, and although there is not room to provide an exhaustive list of activities and achievements, there are a few I want to highlight. First and foremost, we owe a debt of gratitude to many. A heartfelt thank you to the staff of LWDH. Amid a near catastrophic staffing crisis, you have continued to go the extra mile every day. From keeping the Emergency Department open to keeping the air conditioning on, and everything in between, this team rallied to the cause. Thank you for your heroic efforts, and may 2024-25 be just a little bit easier. It was this kind of commitment and effort that resulted in our hospital being awarded Exemplary Standing by Accreditation Canada. To achieve such standing under normal circumstances, is remarkable; to do so in the face of staffing, financial and infrastructure challenges, is near-miraculous! It is an accomplishment to be very proud of.

The past year saw Ray Racette, our President and CEO of six years, give notice of his retirement, as of June 21, 2024. Ray guided the hospital with a judicious and steady hand during a period of remarkable challenge and uncertainty. Ray consistently showed grace-under-pressure, as he led a dedicated team through uncharted territory. Handling the pandemic, the ensuing staffing crisis, the challenges of hospital financing and operating in an antiquated facility, while still driving the All Nations Hospital project forward, Ray showed remarkable patience, good judgment and wisdom. On behalf of the board, Ray, thank you for your hard work, commitment and dedication to excellence.

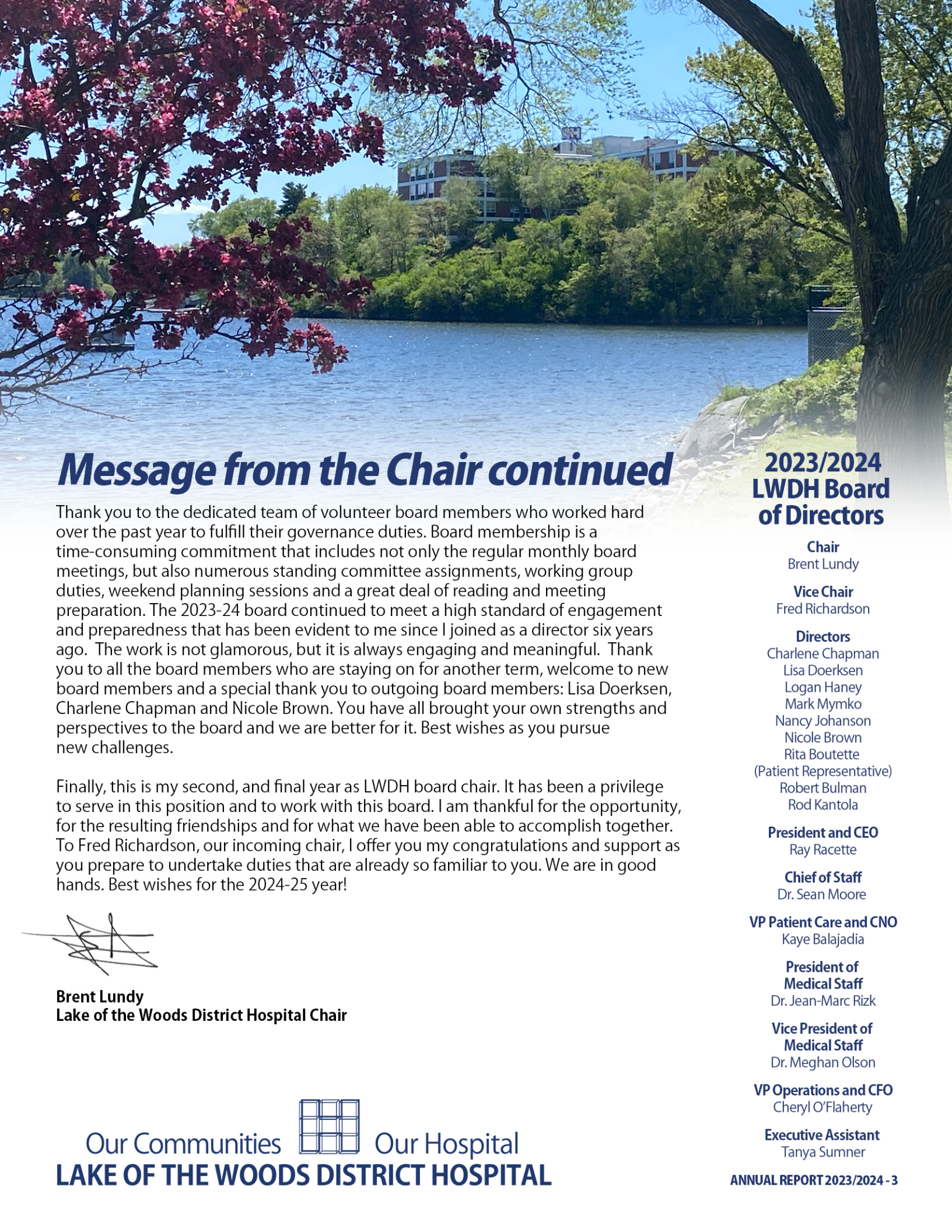
Ray's notice of retirement triggered a search for a new President/CEO, which the Board undertook with rigor

and care. After deciding to look first to home-grown talent, we were delighted to name current VP of Operations and CFO, Cheryl O'Flaherty, to replace Ray. Cheryl has had a 20-year career at LWDH and is intimately familiar with its operation, the new hospital project, and has built strong relationships with our partners in that journey. We are proud to see Cheryl become the first woman President and CEO in LWDH history. Congratulations Cheryl! The Board of Directors has every confidence in you, and we look forward to supporting you in your new role.

Aside from regular duties, the Board was involved in refreshing the hospital's bylaws and played an active role in the development and approval of a new strategic plan that will guide us over the next four years. We were delighted this fiscal year to see the important upgrades made in Diagnostic Imaging and how the establishment of the Indigenous Advisory Council has provided several opportunities to enhance programs and services through a wholistic and culturally safe lens. The Board also continued to support the good work of the All Nations Health Partners Ontario Health Team. And finally, the Board continued to work in collaboration with Ogimaawabiitong Kenora Chiefs Advisory Board of Directors to support and monitor the work toward building a new hospital in Kenora. Although the road has been long and winding, we are confident we are moving toward our shared goal of a state-of-the-art facility that will serve the needs of all people in the region.

Thank you to our fund raisers, from the LWDH Auxiliary to the LWDH Foundation, and to our donors, large and small, who do so much to support the hospital's mission. Thank you to all who volunteer, whether it be through these organizations, by quietly contributing in their own way, or by serving on a hospital committee or working group. All of these efforts make us better.

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Message from the Chair continued

Thank you to the dedicated team of volunteer board members who worked hard over the past year to fulfill their governance duties. Board membership is a time-consuming commitment that includes not only the regular monthly board meetings, but also numerous standing committee assignments, working group duties, weekend planning sessions and a great deal of reading and meeting preparation. The 2023-24 board continued to meet a high standard of engagement and preparedness that has been evident to me since I joined as a director six years ago. The work is not glamorous, but it is always engaging and meaningful. Thank you to all the board members who are staying on for another term, welcome to new board members and a special thank you to outgoing board members: Lisa Doerksen, Charlene Chapman and Nicole Brown. You have all brought your own strengths and perspectives to the board and we are better for it. Best wishes as you pursue new challenges.

Finally, this is my second, and final year as LWDH board chair. It has been a privilege to serve in this position and to work with this board. I am thankful for the opportunity, for the resulting friendships and for what we have been able to accomplish together. To Fred Richardson, our incoming chair, I offer you my congratulations and support as you prepare to undertake duties that are already so familiar to you. We are in good hands. Best wishes for the 2024-25 year!



Brent Lundy
Lake of the Woods District Hospital Chair

2023/2024 LWDH Board of Directors

Chair
Brent Lundy

Vice Chair
Fred Richardson

Directors
Charlene Chapman
Lisa Doerksen
Logan Haney
Mark Mymko
Nancy Johanson
Nicole Brown
Rita Boutette
(Patient Representative)
Robert Bulman
Rod Kantola

President and CEO
Ray Racette

Chief of Staff
Dr. Sean Moore

VP Patient Care and CNO
Kaye Balajadia

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

**Vice President of
Medical Staff**
Dr. Meghan Olson

VP Operations and CFO
Cheryl O'Flaherty

Executive Assistant
Tanya Sumner

President and CEO Message



With my retirement from LWDH on June 21, 2024, this will be my last President & CEO Report to the community. Having joined Lake of the Woods District Hospital in September, 2018, it is surprising how fast this moment has come. I am so pleased that I had the privilege of ending my leadership career here, in this region, at this hospital, and during a period of unprecedented opportunity and challenge.

I am very grateful to have served in a region which is highly partnered through a coalition of the willing, the 15 partners making up the All Nations Health Partners (ANHP). It was a tremendous achievement when the ANHP were selected in 2019 to become one of the first 24 Ontario Health Teams approved, and the only one at that time with Indigenous Partners at the table. We have learned so much by collaborating and creating innovative solutions and models to keep our region safe and supported.

This past year we advanced key priorities that are critically important for the future:

1. Following four years of planning and extensive discussions with provincial decision makers, we were excited when Premier Ford announced the All Nations Hospital Project has been approved by the Province. We thank Minister Rickford for his ongoing support, and are awaiting approval to proceed into the design stage of the project. Planning the All Nations Hospital in a true partnership between LWDH and KCA, our Indigenous partner, has demonstrated the power of collaboration, inclusion and knowledge sharing, so essential for ensuring the new hospital is planned to meet the needs of all people.
2. The LWDH Board of Directors approved a new Strategic Plan for the period 2024 – 2028 to guide the hospital through an exciting time of change. During this period, the design of the new hospital will be completed, and construction will begin. In addition, future service delivery will be considered by the ANHP OHT, which has been selected by the Province as one of twelve OHTs in Ontario to proceed to maturity. The ANHP OHT will become a legal entity and will be considering system design improvements in key areas, including Primary Care, Homecare, and Mental Health and Addictions in our region.
3. We have worked hard to improve access to services. Rehabilitation Services is now providing more services to patients in their home. Dialysis has been expanded significantly to serve more patients from our area. Emergency has added a fast track service led by Nurse Practitioners to see less acute patients sooner. We continue to advance efforts to bring enhanced Diagnostic Imaging services like MRI and state-of-the-art Mammography to LWDH. New services like MRI are only made possible with the support of the LWDH Foundation, their innovative engagement strategies and a loyal donor community that so generously supports enhanced patient care at LWDH.
4. The ANHP OHT is playing a large role in system improvement by proposing a new model for service delivery. This new approach is a generalist physician service model that has been designed by our physicians in collaboration with partners, and negotiated with the Ontario Medical Association and the Ministry of Health. The new model, once approved, will support primary care delivery to all communities as well as physician support to the emergency department and inpatient coverage at LWDH. It includes a progressive physician compensation model that resolves compensation equity issues that have seriously hampered physician recruitment and retention, and significantly contributed to our physician vacancy issues.

In October 2023 Accreditation Canada surveyed LWDH and assessed our services against national standards for hospitals. A team of external surveyors from Accreditation Canada was on-site in the hospital, talking with staff, physicians, board directors, community partners, volunteers, patients and families about our hospital and how we work together to offer safe, quality healthcare services. Following the survey results and assessments, Accreditation Canada awarded LWDH "Accreditation with Exemplary Standing", the highest rating a hospital can be given. Achieving Exemplary Standing is a true achievement to be celebrated, particularly in this challenging post-pandemic period. It recognizes our shared commitment to providing safe, high-quality health services to the region we serve.

I am honoured to have served with a truly outstanding and inspiring team of leaders, hospital staff and professional staff who have demonstrated, on a daily basis, their talent, perseverance, and courage to tackle and endure all of the relentless challenges we have faced. It has not been easy to maintain services for our region in a time of uncertainty triggered by a global pandemic, then followed by a health human resources crisis, but we have. That is the character that makes this hospital special.

To the Board of Directors, thank you for this opportunity, and for your guidance and stewardship during my tenure here. Governing through unprecedented times was also unique for you, and you have done so with the best interests of those we serve in mind.

**Thank you and Miigwech,
Ray Racette, President and CEO**

Message from the Chief of Staff



Over the past year, we have achieved significant stabilization following the chaos of human resources and financial challenges brought on by COVID and lack of primary care in our region. I want to share my appreciation and gratitude for the nurses, physicians, nurse practitioners, pharmacists, physician assistants, physiotherapists, lab and DI techs, educators, administrative staff, housekeepers, maintenance and the long list of support staff at Lake of the Woods District Hospital who all play essential roles in keeping the hospital moving forward.

We have successfully recruited two new general surgeons, Dr. Jossie Swett-Cosentino and Dr. Julie Kickbush, which means LWDH now has a full complement of General Surgeons. They have already brought significant experience and ideas to our program and are making progress toward tackling the surgical waitlists and helping standardize and optimize our pathways and practices. Kenora is extremely proud to have such a strong surgery program supported by our very dedicated and talented nursing staff.

The Emergency Department (ED) continues to face severe nursing and physician staffing challenges and we anticipate ongoing critical shortages in the year ahead. We have had success negotiating with the province to retain a portion of funding to help support our staffing efforts but are relying on significant support from the Ministry in finding stabilization solutions for the future. Our hospital building is well past the tipping point toward obsolescence, but we have worked tirelessly to mitigate the shortcomings and the space restrictions through multiple phases of ED renovations and the implementation of a tracker board in our ED.

Our Visiting Specialist programs have seen the addition of Dr. Lorne Bellan (Ophthalmology) and Dr. Jeffery Barnes (Neurology) which will aid in moving patient consults and surgeries forwarded. We anticipate new specialist additions to the Gynecology and Orthopedic programs to be in place before the end of this year.

Our Mental Health and Addictions team has experienced a lot of changes this year, including Changes Recovery Homes integration with Lake of the Woods District Hospital. Psychiatry welcomed Dr. Michelle Marlborough in the last year and she has helped the psychiatric team in finding solutions to catch up on the outpatient waitlists. We currently have a full compliment of three psychiatrists providing much more comprehensive care for inpatients and outpatients for the first time. They have implemented a journal club and are providing scholarly events locally and at a national level.

Our Internal Medicine, Intensive Care, and Hospitalist programs are running smoothly with the leadership of Dr. Lorraine Dooley, Dr. Jean-Marc Rizk and Dr. Brad Kyle and all services engage in our grand rounds, morbidity and mortality rounds

and providing leadership with order sets and best practices. Their efforts help us all to strive for cutting edge knowledge and practices.

The Diagnostic Imaging department continues to be a leader in providing superb services to our patients and is now focused on bringing to LWDH essential technology such as MRI and enhanced mammography. These health equity issues are critical for our communities and we will need to dig deep to support the purchase of the equipment, and we are counting on our government to see the dire need and recognize our business case as essential steps in the cost-effective care of our patients. We have welcomed a new Laboratory Director, Dr. Tony Mazzulli who will be supporting LWDH as well as other sites in the region. He is the Microbiologist-in-Chief and Infectious Diseases Specialist at Sinai Health and University Health Network, Toronto and a consulting Medical Microbiologist for the Public Health Ontario Laboratories, in addition to many other roles. We are still working through processes of reducing time in pathology reporting through innovations such as digital pathology and AI applications in pathology.

We continue to struggle to gain access to our normal referral centers across provincial boundaries in Manitoba. We have an agreement in place which has been extended to April 1, 2025, and there are changes in the provincial leadership that give us reason to be very optimistic for the years ahead.

The community will forever be thankful for the late Dr. Bill Kyle, who passed last year. Dr. Kyle worked as a physician in Kenora for 30 years as our Radiologist and the head of Diagnostic Imaging. During his tenure, he was instrumental in bringing Ultrasound, Bone Density Scanning and CT Scanning to our community and greatly expanded access to cutting edge care. On a personal note, Dr. Kyle was kind and generous with his time in mentoring me when I first started out as Chief of Staff here – a role that he had served in and excelled at during the 90s. His leadership and legacy have had substantial impacts on the medical care in our region.

There continue to be significant challenges at LWDH, but there is some light at the end of the tunnel as we move out of the post-pandemic years. 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 LWDH provide the best care for 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 Patient and Family Advisory Committee at Lake of the Woods District Hospital (LWDH) provides a unique opportunity for patients and/or family members to have a key role in improving the patient experience at the hospital by working with the staff and leadership team. Learning first hand how care is experienced by the patient is paramount in developing a culture of patient centered care and patient partnering.

During the past year, the Committee underwent a review as part of the hospital's Accreditation process. Following recommendations made by Accreditation Canada, the Committee developed an effective plan to carry us forward. This plan aligns well with the hospital's new strategic plan which calls for this very partnering with patients and families in decision-making for care.

Currently there are committee members embedded in various departments and working groups in our hospital. Some of those include Emergency, Diagnostic Imaging, Ethics, Accessibility, Policy and Forms and the Board of Directors. We are one of the few hospitals in Ontario where a patient representative from the Committee is a voting member of the Board of Directors.

As the Committee works to recruit more members, there will be more members embedded within the hospital working groups. Patient and family committee members are not required to have a background in healthcare, but rather must be a patient, family member or caregiver who has accessed hospital care in the past two years. The Committee strives to find volunteers that reflect the diversity of cultures in the population that we serve.

We thank all our members, our staff, Leadership Team and partners for their support and dedication to this important work and look forward to continuing this work in the coming years.

2023/2024 Patient and Family Advisory Committee

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

Marj Poirier
Wayne Ficek
Theresa Bowen
Mervin Copenace
Elissa Grynol

Hospital Members
Co-Chair
VP Patient Care and CNO
Kaye Balajadia

President & CEO
Ray Racette

VP Operations and CFO
Alternate: Cheryl O'Flaherty

Quality and Risk Coordinator
Sara Sayed

Front-line Staff
Deborah Ruuska

Patient Care Manager
Carolyn Voort

Non-Patient Care Manager
Melanie Buffett

Physician
Dr. Shannon Wiebe

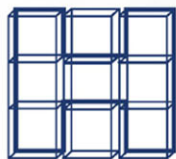
LWDH Auxiliary Contribution

Every year the LWDH Auxiliary makes a monetary donation to the hospital, based on needs identified by the hospital and what the annual gift shop revenues (and Christmas Short Bread Sale – something our staff wait all year for!) will allow for. In the 2023/2024 fiscal year the Auxiliary was able to donate an incredible \$40,422.08! These funds have supported the cost of purchasing new overbed and bedside tables (\$18,046.89) as well as a Patient Lift Tracking System AND covering the cost of the installation (\$22,375.19). These much-needed new items will immensely help the LWDH team do their job in providing exceptional care for every patient.



Pictured L-R: Tania Lysak, 2 East Unit Manager with Auxiliary members Jane Van Wallegghem and Sharon Turcotte.

Thank you so much to the entire Auxiliary, Terri and Gail (Gift Shop Convenors) and to the NUMEROUS devoted gift shop volunteers who together make purchases like this possible!



Lake of the Woods
District Hospital

Strategic PLAN 2024 - 2028

After much collaboration with patients, their families, the public, volunteers of the hospital, hospital staff and partners in healthcare over the course of the 2023/2024 fiscal year, a 2024-2028 Strategic Plan for our hospital was completed. It includes refreshed mission and vision statements which are focused, impactful; and easy to remember. The hospital's values have also been refined and are explained in the plan. Please take a moment to view the full Plan on our website lwdh.on.ca

VISION

Extraordinary care
for every patient.

MISSION

To support patients
and families along their
health care journey.

VALUES

Compassion,
Collaboration,
Excellence,
Integrity,
Respect

STRATEGIC DIRECTIONS

Authentic Partnerships
Patient Safety and Clinical Excellence
Effective Stewardship
Engaged Workforce
Campus of Care

2023/2024 Year in Review



Emergency Department Renovation

LWDH began work in September 2022 on a multi-phase plan to overhaul the Emergency Department (ED). Goals are to create efficient team work spaces, increase patient privacy, provide a clear line of sight into the waiting area from both admitting and security, and to build an overall safer space.

The 2023/2024 year saw the completion of Phase 2 of this exciting project which focused on building effective and safer workspaces for our team of incredible nurses, physicians, learners and support staff. The LWDH ED now has a new team station, physician station, medication room and supply room. Phase 3 of the project began in March 2024 and includes updating the Switchboard space.

The incredible LWDH ED team is recognized for all they do, every given day, but in particular now, as they've done an outstanding job providing exceptional patient care while also working beside a construction zone.



COMING SOON!
This architect rendering depicts the new LWDH Emergency Department waiting area, registration and triage area layouts.



LAKE OF THE WOODS DISTRICT HOSPITAL SERVICE AWARDS

68 incredible individuals celebrated 5, 10, 15, 20, 30, 35, 40 and 45 years of service in 2023/2024 and we wished 13 retirees the best in their next chapter. Our staff commitment to patients, colleagues, and our community is immeasurable. EVERY role in every department plays an important part in the hospital's function and we were beyond proud to honour this team at a special recognition evening in the spring of 2024.



45 YEARS
JOELLE THOMSON

40 YEARS
PEGGY HOLLAND

35 YEARS
MARGO BURGESS
MICHELLE WAGENAAR

30 YEARS
BROCK CHISHOLM

20 YEARS
DELLA CROWE
DR. JOEL KROEKER
ADELE KUFFLICK
CHERYL O'FLAHERTY
KIMBERLEY REYNARD
GEORGE STORM

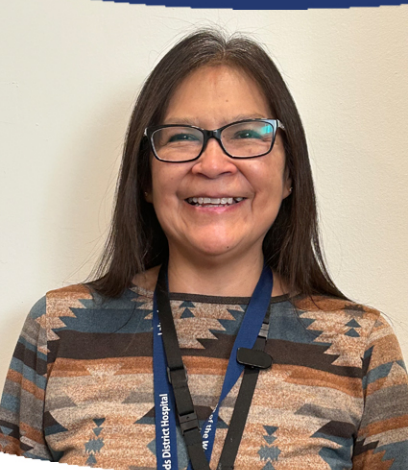
15 YEARS
JESSICA MOUSSEAU
ROBIN OLSON
MARC RIVEST
TIFFANY SCRIBILO
DR. SHANNON WIEBE
LINDSAY WILLIAMS
JENNIFER YOUNG

10 YEARS
VAHID CAMPBELL
ALLISON CHARLEBOIS
CORINNE COFFEY
KENDRA DOBINSON
TERYL DRYSDALE
ASHLEY GREEN
DR. BRAD KYLE
DR. DAVID KYLE
KAITLIN MYLES
SHAWNDEL O'SULLIVAN
CYNTHIA PARKER
AMY PAYNE
LAURA-LYNN REEVES
MARGARET SCHRAM
RILEY SLEEMAN
KARLI SOBISKI
BEKKIE VINEBERG

5 YEARS
ASHLAN ADAMS
SUSAN ALEXIUK
HAELEE BURGELIS
DAVA CALUNGSOD
HAILLEY CONWAY
BAILEY COULIS
IAN DAVIDSON
MARIBEL DESTURA
DENNIS DUMPHY
BRADLEY EDIE
STEPHANIE GAUTHIER
CYNTHIA GRAMENZ
DR. JONATHAN GREK
CHARMAINE HAY
DIANE HEIDA
DR. EMILY HILDEBRAND
PAIGE HOLLIS
BAILEY JAMES
ROBERT KEMBER
JODI LARSON
KYLIE LINDQUIST
AYA MOHAMMED
JANINE MOLONEY
DR. MEGAN OLSON
TARYN PARISIEN
MARNIE PROCTER
RAY RACETTE
DR. JEAN-MARC RIZK
DEEPAK SREENIVASAN
KYRA STRATH
GARETT WALKER
BLAIR WINSTANLEY
DARYL WOLOSCHUK

RETIREMENTS
VAL BAKER (2023)
JOHN KELLY MACDONALD
JAMES KERRY MACDONALD
JENNIFER MAY
MARTIN CAMIRE
KEN KOCH
ELIZABETH HARRIS
JOLANDA WINLOVE-SMITH
CYNTHIA JORDENS
JOANNE TOTH
DEBORAH RUUSKA
MAUREEN CONWAY
MARG PARMETER
SHELLEY MOSIONIER

2023/2024 Year in Review



Indigenous Patient Relations Department

Lake of the Woods District Hospital is working together in partnership with Ogimaawabiitong Kenora Chiefs Advisory to build a robust Indigenous Patient Relations Department (IPRD) in the hospital to support patients, their families and staff. The staffing compliment of the IPRD, LWDH's newest department, now includes 3 Patient Navigators, IPRD Manager and an Emergency Department Mental Health Therapist. In addition to navigation work (accessing traditional healing, translation, transportation, referrals, etc) this department provides and coordinates cultural events and ceremonies, and promotes education and awareness. In 2023/2024 this included elder teachings, staff education on language, land acknowledgement work and feasting.

Nurse Practitioner Service

To address seasonal surges in patient volumes, decrease Emergency Department (ED) wait times and to mitigate the risk of closing the ED due to staffing shortages, LWDH opened the Nurse Practitioner (NP) Service in May 2023. This extension of the ED offers an efficient and effective pathway for patients seeking non-emergency care and quickly had an impact on left without being seen rates and average wait times. Patients attending the ED who are triaged as less acute, with a Canadian Triage and Acuity Scale (CTAS) score of 4 or 5, are redirected to the ER South, where the NP Service is located. Since inception, an additional NP has been added to the LWDH team in an effort to see the NP Service operate 7-days a week.

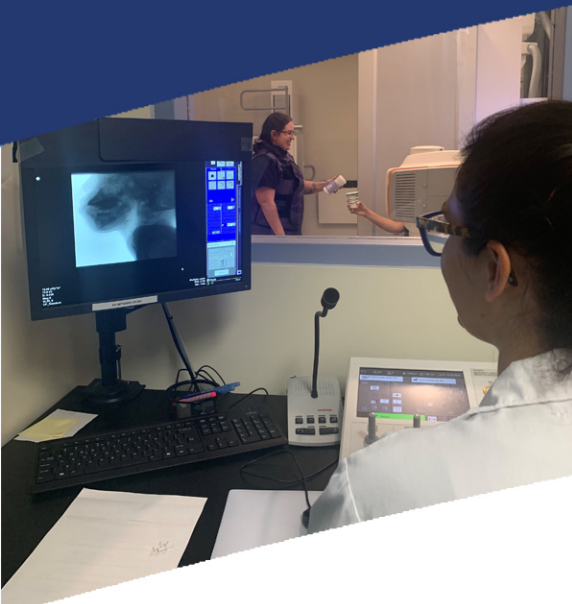


Accredited with Exemplary Standing

Every four years, our hospital participates in an Accreditation Survey, which provides an opportunity to measure services against national hospital standards. Accreditation identifies what is being done well and what needs improvement and is important because it helps create better health care and social services for you, your family, and your community. It allows organizations to understand how to make better use of their resources, increase efficiency, enhance quality and safety, and reduce risk. Accreditation Canada surveyors visited LWDH in October 2023, talking to staff, physicians, patients and families about our hospital and how we work together to offer safe, quality healthcare services. We were thrilled to receive results from this process and share with our communities that LWDH was awarded "Accredited with Exemplary Standing". This is the highest possible ranking that can be achieved by a hospital. The strength of LWDH is our people and this award is a testament to their collective effort and talent.

LWDH becomes "Mask Friendly"

In May of 2023, after nearly three years of masking brought on by the global COVID-19 pandemic, LWDH began the gradual and careful shift away from mandatory masking. By June LWDH had adopted a "mask friendly" environment and revised visitor policies. This was informed by our excellent Infection Control and Occupational Health and Safety practitioners and will allow the hospital to pivot in the event there is an outbreak and more precautions are required.



Pediatric Feeding and Swallowing Assessments

In August 2023, FIREFLY and LWDH announced that pediatric feeding and swallowing assessments could now take place in Northwestern Ontario due to the recent creation of the Pediatric Complex Feeding and Swallowing Clinic at FIREFLY and the purchase of a new Digital Low Dose Fluoroscopy unit at LWDH. The FIREFLY Clinic provides non-emergency assessment and recommendations for complex feeding and swallowing concerns, while the new Fluoroscopy machine at LWDH has pediatric settings which allows for a much lower dose of radiation to be administered during Video Fluoroscopic Swallow Studies. LWDH is the ONLY facility in Northern Ontario providing this type of pediatric assessment. Prior to August, pediatric clients would be referred to Winnipeg, Thunder Bay, or Southern Ontario which often meant lengthy wait times. The new Fluoroscopy unit was officially opened in February 2023 and was made possible with support from the community through the Lake of the Woods District Hospital Foundation.

CT Enterography

September 2023 saw LWDH begin to offer this new non-invasive examination, known as one of the best imaging modalities to assess for small bowel abnormalities (such as Crohn's disease, Celiac disease, gastrointestinal bleeds, small bowel tumors and some vascular lesions in the gastrointestinal tract) which are often difficult to visualize on conventional CT scanning. Prior to September, patients requiring CT Enterography needed to travel to Thunder Bay or out of province.

Two-Eyed Seeing Conference

Through LWDH's participation on the Kenora Rainy River District Mental Health and Addictions Network, our hospital co-hosted this conference in Kenora, in September 2023. The event brought together 155 students, mental health care practitioners, those with lived experience, elders and caregivers for three days of collaboration, education and discussion centered around blending Western Medicine and Traditional Healing. The event spurred the creation of a regional education series.



Lab Technology

In collaboration with Lake of the Woods District Hospital Foundation, the LWDH Laboratory put into place several equipment enhancements in 2023/2024. A significantly impactful advance in technology was the purchase and implementation of TeleVu Smart Glasses which provide real-time support for the grossing Medical Laboratory Technologists (MLT). The smart glasses connect virtually with the Pathology Assistant (PA) at the Toronto General Hospital (TGH) who can then provide immediate assistance to the MLT for difficult or unusual cases. The PA at TGH can see exactly what the LWDH MLT is seeing on the bench as everything is displayed on a monitor in Toronto. The TeleVu Glasses have been used in Ontario hospitals in wound care programs and in Surgical Services, but LWDH was the first to venture into using the technology in a lab setting.

Medical Priority Dispatch System

November 8th, 2023 marked a major milestone for Kenora's Central Ambulance Communication Centre (CACC) with the successful implementation of the Medical Priority Dispatch System (MPDS). The first call was received at 02:23 hours CST that day. MPDS is a renowned and globally recognized system for processing emergency medical calls efficiently and effectively. It aims to improve prioritization of calls, improve ambulance availability, reduce ambulance offload delays and see paramedic resources better matched to respond to the right patient at the right time. This significant undertaking took nearly a year to come to fruition and was due to the drive, commitment, and flexibility of the entire CACC team. CACC is funded by the Ontario Ministry of Health and Long Term Care and staff are employed by Lake of the Woods District Hospital.

Indigenous Self-Identification

The 2023/2024 fiscal year saw the Indigenous Patient Relations Department and Medical Records Department implement Indigenous Self-Identification in our hospital. All hospital patients are now asked if they would like to self-identify as Anishinaabe or Indigenous. Self-identification is 100% voluntary and the question is asked so that a direct path to resources such as patient navigators and other healing tools can be coordinated to better support patient care for Indigenous patients.

2023/2024 Year in Review



LWDH Wellness

Working in healthcare can be extremely challenging. Recognizing that supporting staff in turn supports exceptional patient care, a Staff Social Worker position was put into place this year to provide LWDH employees with immediate support, short term counselling, referrals, and group and individual debriefing after a serious incident.

Our hospital Wellness Committee promotes a culture of Mental, Physical, Emotional and Spiritual well-being by coordinating activities and providing support that will result in a healthier workplace and in healthier lifestyles. Over the 2023/24 year, the Wellness Committee coordinated 10 events, one program, one membership initiative and four engagement activities focused on one or more elements of personal wellness. In total, 658 staff and family members took part in Wellness initiatives over the course of the year!

LWDH also has a Staff Health Physiotherapist dedicated to providing physio assessment, treatment and education for any staff member with a need.

LWDH's Occupational Health and Safety team works to create a safer work environment that reduces the risk of injury and promotes overall well-being. In 2023/2024 various programs and activities were coordinated by this team including new hire orientation, modified and return to work programs, and immunizations.



Changes Recovery Homes

After much work and collaboration in 2023/2024, Changes Recovery Homes (Changes), a recovery home for adults waiting for addictions treatment or requiring continued support post treatment, officially integrated with Lake of the Woods District Hospital on April 1, 2024. More than a residence, Changes has aided in transforming lives in our district for several decades by offering programming, continuous guidance and assistance available at the home. Changes aligns well with the continuum of addiction and mental health care currently provided through LWDH's Mental Health & Addiction Services portfolio. LWDH has had a longstanding partnership with Changes and this integration is an opportunity to deliver a more seamless, coordinated experience for clients and their families in accessing addictions and mental health services. Linkages to traditional healing and cultural supports will also be available for Changes clients through the Indigenous Patient Relations Department.

Indigenous Advisory Council

This important Council which includes community members, LWDH, Ogimaawabiitong Kenora Chiefs Advisory, and Waasegiizhig Nanaandawe'yewigamig, made significant progress in 2023/2024, strategizing service enhancements in Diagnostic Imaging and in the Emergency Department considering a holistic and culturally safe lens. The Council also reviewed the way patient experience feedback is collected in our hospital and provided guidance ahead of Self-Identification implementation.



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. The award, titled Beyond Expectations, was presented to staff from Surgical Services, Administration, Environmental Services, Emergency, Respiratory, Morningstar Centre, and BioMed as well as Professional Staff. This goes to show just how important and impactful every department of the hospital is.

Congratulations and thank you:

Dr. Hristo Hristov, Tanya Sumner, Romel Merana, Carly Montgomery, Kristin Richards, Mervin Rico Bureros, Angela Monty, George Storm, Chelsea Campbell, Eyaas Thabet



Message from the Lake of the Woods District Hospital Foundation

Thanks to the incredible generosity and dedication of our community, Lake of the Woods District Hospital (LWDH) is equipped with the best tools for its talented team of care providers to deliver extraordinary care to every patient. Critical acquisitions including medical equipment and technology are not covered by government funding. Together, we make it happen.

This past year has been a powerful reminder of the incredible impact our community can have on the future of health care. The generosity we've seen from so many of you has been truly inspiring. These gifts, including a \$500,000 commitment from the FDC Foundation to invest in substantial laboratory upgrades and innovations, as well as two significant Legacy Gifts from Benny Oakley and Gordon Smith, are ensuring the LWDH is equipped to care for our rapidly growing community, now and for years to come.

Donors continue to support these priority needs through their response to the Foundation's appeals and summer events. The 'Gifts of Gratitude' was launched in 2023 as a way for grateful patients and families to express their gratitude for the care received and invest in the community's well-being. Over \$20,000 was raised, more notably 30 individual healthcare providers and 2 departments were recognized for the care they provided. Similarly, the 3rd Annual Par 3 Charity Challenge driven by the Dingwall Group, was a tremendous display of the strength of our community with over 65 sponsors, 144 golfers and 90 volunteers. The tournament raised an outstanding \$200,500 for 15 new stretchers and mattresses, replacing all existing beds in the Emergency Department. The 17th edition of the Lifesavers Dinner and Auction saw unprecedented support from 30 Lighthouse families, 3 Lifeboat table sponsors, countless individuals and organizations who provided auction prizes, to help raise a record-setting grand total of \$429,803 for numerous pieces of equipment throughout the hospital.

As we continue to gratefully receive donations from across the region and beyond, we will remain good stewards of this generosity. Please take a moment to read our 2023/24 Impact Report, which offers a snapshot of how \$1,476,551 in donations are making a difference and enhancing patient care at LWDH.

As we look to a future where we can build bigger and better facilities, acquire new technology, and continue to save lives, we know we can't do it without you. From community partners, to business leaders and compassionate individuals, we continue to work together, advancing care and growing services close to home. Thank you for your generous support.


Mira Trebilcock
Executive Director


Kimberly Mejia
Chair



2023/2024 LWDH Foundation Board of Directors

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Ashley Hendy

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LAKE OF THE WOODS DISTRICT
HOSPITAL FOUNDATION

DONATE 
www.lwdhf.com



Transforming Care Close to Home

Each year, the Lake of the Woods District Hospital Foundation (LWDHF) grants essential funds to support the purchase of LWDH's priority medical equipment needs. Thanks to the generosity of our community, LWDHF invested **\$1,476,551** in new and replacement capital medical equipment at LWDH during the past fiscal year, ensuring our hospital has the resources it needs to provide extraordinary care for every patient, close to home.

Who We Are

The Lake of the Woods District Hospital Foundation (LWDHF) is dedicated to fundraising in partnership with our community to meet the medical equipment and facility needs of the LWDH. The Provincial Government provides funding to Ontario hospitals to cover operational costs (electricity, insurance, medical supplies, etc.) Funding for capital equipment and technology (IV pumps, hospital beds, ultrasounds) relies on donations from the community.

Our goal is to inspire community giving at all levels to improve healthcare outcomes for the people of Kenora District and beyond.

Our Community Cares



3,199 Gifts



1,065 Donors



800 Volunteer
Hours

\$1,476,551 in Medical Equipment Funded

Between April 1, 2023– March 31, 2024

Lab

- Ultracentrifuge
- Motorized Microtome
- Tissue Embedding Console
- Micro Automated Slide Stainer
- Televue Smart Glasses
- Histology Tissue Processor & Reno
- PCR Analyzer
- 8 PCR GeneXpert Test Modules
- EPOC Readers, Hosts, Printers
- Torrent Automatic Extinguisher

3E/ICU

- Bariatric Bed Frame & Mattress
- 10 Vital Signs Monitors
- 2 ProCuity Bed Frame
- 2 IsoTour Premium Mattresses
- ISO Tour Mattress Pump
- 2 MedSURG S3 Hospital Bed & 2 Proform Mattresses
- 18 Overbed Table & Bedside Tables

Diagnostic Imaging

- Stress Test Machine
- CT Software Upgrade for Prime V.8

Emergency Department

- 12 Prime Wheel Electric Stretchers
- 3 Prime Electric Imaging Stretchers
- 2 LifePak 15 Monitor/ Defibrillator
 - LifePak Monitor power adaptor
- MediDispense Unit for the ED
- Metro Lifeline crash Cart
- Mobile Suture Cart
- A-Card Organizational System

Maternity

- Sleep Chairs with Padded Arms
- Avalon CL Transducer
- Gyne Stretcher
- 5 Bassinets
- MedDispense Unit for Maternity

Pharmacy

- Table Top Packager
- Medical Freezer

Surgical Services

- 6 Big-Wheel Electric Stretchers
- Accutome A-Scan Plus Connect
- Spine Fusion Power Console
- 4 Lead Aprons & Hangers
- Semi Rigid Uretero-Renoscope
- Single Chamber Warming Cabinet - Urology Fluids

Rehab/Patient Services

- Recumbent Bike
- 6 Patient Transport Chairs

Education

High-Fidelity Simulation Mannequins:

- SimJunior (Pediatric model)
- SimMom (Birthing mom & baby)
- MegaCode Kelly

Information Technology

- WiFi enhancements across LWDH
- VMWare Core Server Infrastructure

Laundry

- 90lb Washer & 120lb Dryer

Lake of the Woods District Hospital

BY THE NUMBERS



2,118
INPATIENT
ADMISSIONS



162
BABIES
BORN



20,168
EMERGENCY
VISITS



2801
OPERATIONS
PERFORMED



896,013
LABORATORY
PROCEDURES



97 INPATIENT DAYS
IN EMERGENCY



25,035
PHYSIOTHERAPY
ATTENDANCES



880,655
PAID HOURS
OF WORK



10,804
X-RAYS



194,936
KGS OF
LAUNDRY



818
CHEMOTHERAPY
TREATMENTS



269
DAYS OF HOSPITAL CARE
(Newborns)



80
BEDS IN
SERVICE



25,035
PHYSIOTHERAPY
ATTENDANCES



2,638
DIALYSIS
TREATMENTS



6,178
ELECTROCARDIOGRAPHIC
EXAMINATIONS



4,231
ULTRASOUND
EXAMINATIONS



1,513
MAMMOGRAMS



269
DAYS OF HOSPITAL CARE
(Adults & Children)



11,312
CT SCANS



1,837
AMBULATORY DAY
CLINIC VISITS



4,962
ECG



180 ULTRASOUND
PROCEDURES



157
STRESS TESTS



1004
BONE MINERAL DENSITY

FINANCIAL SUMMARY

For the year ended March 31, 2024

REVENUE

Ministry of Health and Long-Term Care/LHIN
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
Other programs administered by the Hospital

2024

\$64,335,449
\$7,587,640
\$130,237
\$6,418,131
\$1,336,926
\$79,808,383
\$12,217,078
\$92,025,461

2023

\$49,839,798
\$5,748,692
\$89,048
\$4,986,668
\$1,091,856
\$61,756,062
\$10,384,465
\$72,140,527

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
Other programs administered by the Hospital

\$44,678,292
\$11,433,354
\$14,599,982
\$2,749,398
\$3,219,024
\$1,636,331
\$45,323
\$78,361,704
\$12,226,155
\$90,587,859

\$37,366,489
\$11,490,601
\$11,163,359
\$2,278,345
\$2,278,422
\$1,373,950
\$14,876
\$65,966,042
\$10,384,465
\$76,350,507

Surplus (deficit) before amortization related to buildings

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

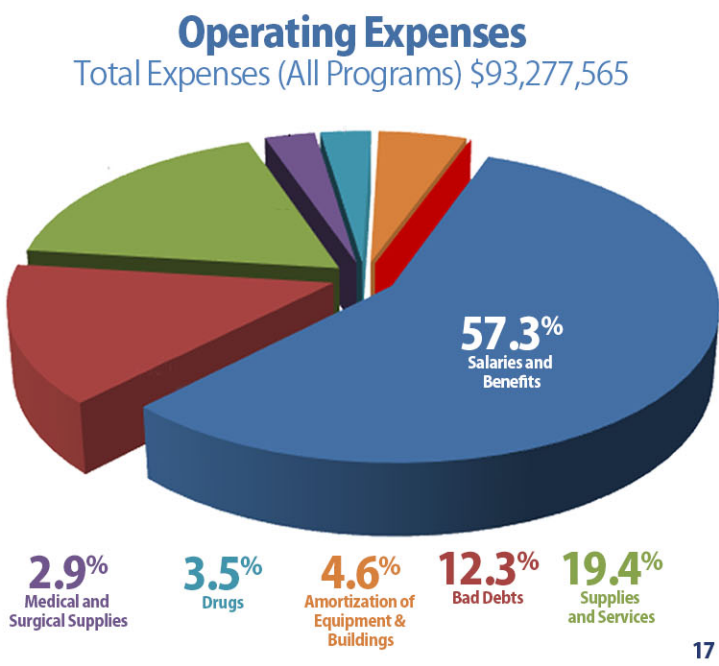
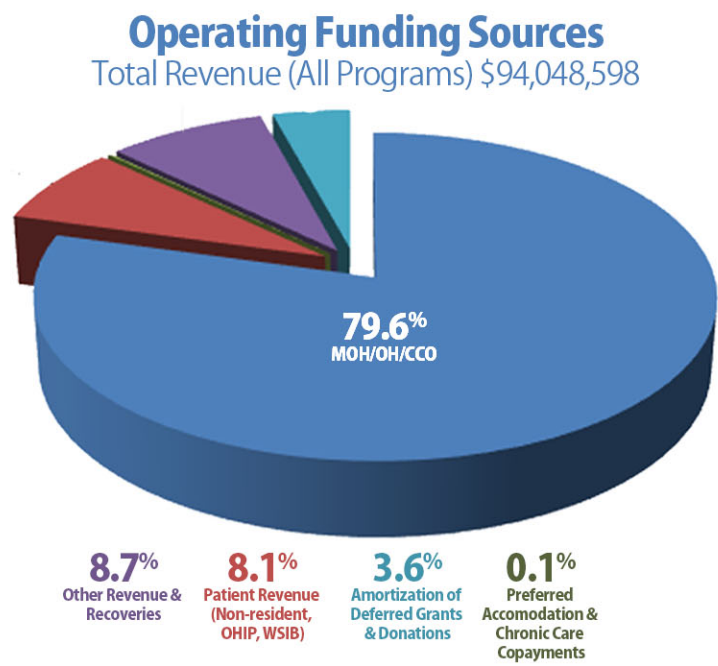
\$1,437,602
(\$2,610,291)
(\$79,415)
\$2,023,137

(\$4,209,980)
(\$2,532,431)
(\$77,101)
\$2,032,346

Surplus (deficit) for the year

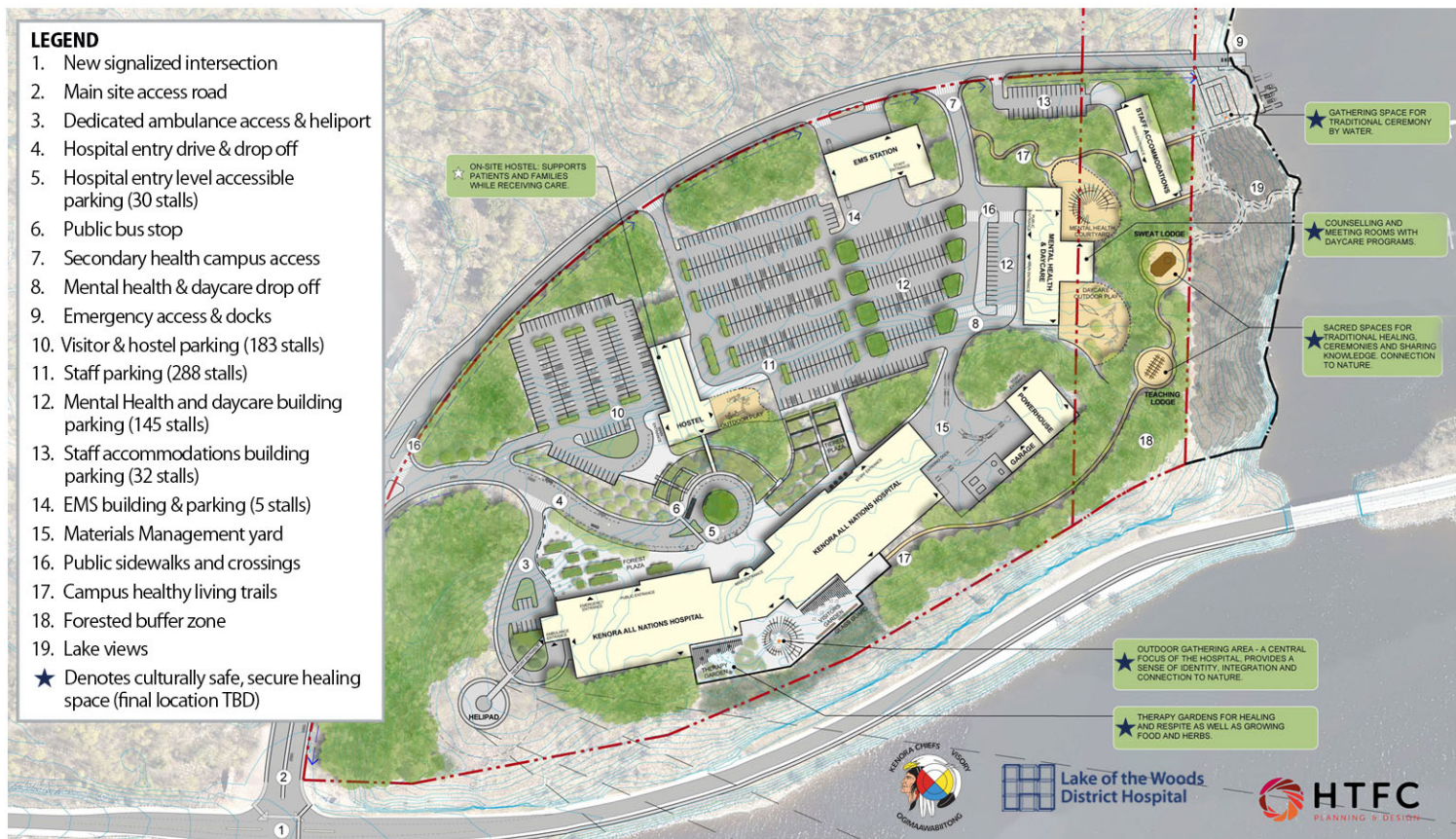
\$771,033

(\$4,787,166)



Kenora's New Hospital Campus

(CONCEPT ONLY)



Together in partnership, Lake of the Woods District Hospital (LWDH) and Ogimaawabiitong Kenora Chiefs Advisory (KCA) have completed planning to replace the current hospital with a new hospital that will serve all patients, with a blend of Western Medicine and Traditional Healing on a modern, new campus. This will ensure that everyone has the services they require for their care needs. Extensive consultation with staff, partners, the public and other health care facilities has taken place over the last four years to inform an in-depth proposal for government consideration (as a public hospital, the project would be primarily funded by the provincial government). The proposal includes the above recommended concept campus and the following proposed physical and service enhancements:

- A larger physical building and campus
 - 100% single patient rooms
 - MRI
 - An ER that is right-sized for major treatment and rapid assessment (lighter care, non acute zone - 6 seats), minor treatment rooms (2 patients), treatment rooms (12), and mental health treatment rooms (3)
 - Surgical Services: 3 ORs, procedure room, post-anesthesia recovery room, pre-admission clinic, day surgery unit
 - Ceremonial room, Indigenous Resource Centre, traditional kitchen, traditional healing rooms, quiet rooms, multi-faith room, Sweat Lodge and landscaped spaces
 - Bariatric rooms
 - 4 ICU beds with negative pressure and virtual bedside consult capacity
 - Large Palliative Care rooms, lounge and quiet room
 - Increased capacity for student and resident placements
 - Transitional Care Unit
 - 24-bed Mental Health Unit (child, adult, geriatric zones)
 - Outpatient Mental Health services managed in separate building on the hospital campus with mental health counselors available in the ER 7-days per week
 - Significant staffing expansion
 - 2 withdrawal management beds
- At a press conference in April of this year Ontario Premier Doug Ford has confirmed that the province intends to build a new hospital in Kenora. LWDH and KCA anxiously await formal government approval and look forward to sharing more details. **Stay tuned!**

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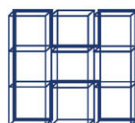
Lake of the Woods District Hospital is located on the traditional lands of the Anishinaabe people of Treaty Three and the Métis. Mother earth has allowed us to occupy the land that this building sits on, we will keep this in mind as we move forward working together with one another respectfully, embracing our differences.

Our Communities Our Hospital
LAKE OF THE WOODS DISTRICT HOSPITAL

This land acknowledgment is now posted in our hospital, Morningstar Centre and the RAAM Clinic and will soon be posted in all hospital facilities. It was developed specifically for our hospital in meaningful consultation with the Lake of the Woods District Hospital (LWDH) Indigenous Patient Relations Department, LWDH Indigenous Advisory Council, and with guidance and support from the Ogimaawabiitong Kenora Chiefs Advisory Council of Elders. Every hospital committee meeting and event is started with this acknowledgment which has been feasted, adopted in ceremony and is supported by the Lake of the Woods District Hospital Board of Directors:

"I wish to acknowledge that we are meeting on the traditional lands of the Anishinaabe people of Treaty Three and the Métis. Mother earth has allowed us to occupy the land that this building sits on, we will keep this in mind as we move forward working together with one another respectfully, embracing our differences."

The purpose of a land acknowledgment is to demonstrate recognition and respect for Indigenous peoples, both in the past and the present, and the contributions they have made to our communities and the nation. Acknowledging Traditional Territory recognizes and respects Indigenous peoples and the relationship they have with the land on which we gather. Acknowledgment is an essential component of reconciliation. Recognition and respect are essential elements of establishing healthy, reciprocal relationships.



**Lake of the Woods
District Hospital**

21 Sylvan Street West
Kenora, Ontario
P9N 3W7

807-468-9861
www.lwdh.on.ca

