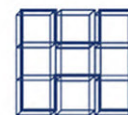




Photo © Tom Thomson courtesy of Minister Greg Rickford



**Lake of the Woods
District Hospital**

2024/2025 Annual Report



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807-468-9861 • www.lwdh.on.ca
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Message from the Board of Directors

Fred Richardson

These are exciting and challenging times at the Lake of the Woods District Hospital. We are bringing Kenora's first ever MRI scanner, a new, advanced mammography unit, and an updated CT scanner to our hospital. Our new rural generalist physician service model that supports primary care delivery to all communities is now operational. Financial and staffing resources at hospitals continue to be a challenge at national, provincial and regional hospital levels in the north; however, at LWDH, we're meeting these challenges in creative and adaptive ways.

It has been a busy year for the Board of Directors. We completed a revision of our corporate bylaws to become "ONCA" compliant and we are currently reviewing and revising our board policies to align with our bylaws. We are very pleased to have negotiated a new more comprehensive agreement with our Chief of Staff that addresses future COS needs. We are delighted to welcome Ashley Hendy, Chair of our Hospital Foundation to our board as an "ex-officio" member. We are full steam ahead on the implementation of our 2024-2028 Strategic Plan that includes everyone in the hospital, staff and volunteers alike.

The Board continues to support the groundbreaking work of the All Nations Health Partners Ontario Health Team. Our partnership with Ogimmaawabiitong (Kenora Chiefs Advisory) continues at staffing and board levels as we work towards the goal of a new All Nations Hospital on the chosen site. We applaud the work of the Indigenous Advisory Council that enhances our culturally safe and appropriate programs and services for Indigenous clients and patients.

Once again, a huge thank you to all LWDH staff at all levels. From the doctors who continue to keep our Emergency Department open, the nurses who do extra shifts to keep our wards open, the maintenance and support staff, our IT people, you make our hospital proud. A special thanks to all our administrative staff

who support our board in so many ways. Thank you to Cheryl O'Flaherty who has not only provided superb leadership for the hospital as CEO, but who has also provided exceptional support for the board from herself and senior staff.

Fundraisers play such an important role in the purchase of hospital equipment and devices for which we receive no provincial funding. Both the LWDH Foundation and the Hospital Auxiliary, once again, have come through in spades this year to financially support us in record amounts. You do indeed make a huge difference.

Volunteers are the lifeblood of many organizations and LWDH is no exception. To all of you whether you serve on a fund raising group, a hospital committee or working group, or through the LWDH Volunteer Program, a heartfelt thank you.

I would like to give thanks to each and every LWDH board member for their diligent work and support over the past year. I would give special recognition to board sub committee chairs Lori, Logan and Robert where much of the "real" board work is done. A special thanks to vice chair Nancy whose energetic "get it done" approach makes my job so much easier. This gratitude also extends to all board "ex-officio" staff whose reports and guidance have been invaluable to our board.

We have two outgoing LWDH board members who have served us well over the past six years. Robert Bulman's contributions as chair of our audit committee and his overall planning experience were invaluable. Brent's tenure as vice chair and chair guided our board through extremely challenging circumstances in a most professional manner. Best wishes to both of you in your future endeavours.

I am sure that next year will be full of exciting challenges and opportunities as we continue to provide extraordinary care for every patient.

Fred Richardson

Message from the President & CEO

Cheryl O'Flaherty



The past year has been a year of remarkable transitions and achievements. The 2024 – 2028 Strategic Plan was rolled out in May, after engagement with staff, community members and the Board Members. This plan reflects our values of compassion, collaboration, excellence, integrity, and respect. As we work together to achieve our goals, we keep the vision of 'extraordinary care for all patients' in mind. We may be challenged at times to achieve this for every patient interaction, we continue to strive towards this daily.

LWDH bid farewell to Ray Racette, who joined the organization in 2019 as President and Chief Executive Officer. Ray shared his years of hospital administrative experience with us and led LWDH through the pandemic. His willingness to challenge the status quo and support the staff to provide care during the most challenging time in our history was so appreciated.

I assumed the role of President and Chief Executive Officer in June 2024 and built an Executive Team to support our team and carry out the mission of LWDH. We have completed the first year of the Strategic Plan, with several goals accomplished.

One of the most impactful achievements over the past year was to receive approval for an MRI for our hospital. This approval included both operating funding and funding for capital building renovations. This project is well underway at this time, with the first patients expected to receive this procedure at LWDH in summer 2025.

The success of this project would not be possible without the support of the Lake of the Woods Hospital Foundation. The Foundation undertook a capital funding raising campaign – Beyond the Scan – to raise funds for the MRI equipment, but also for mammography equipment, replacement of CT scanner and an excellence fund for the hospital's other capital equipment needs. This campaign was led by a group of exceptional community leaders who volunteered to help us with this significant project. The results have been truly remarkable. It is wonderful to see the support from our community for this very

important equipment, which will be life-changing for our patients.

LWDH integrated with Changes Recovery Homes on April 1, 2024. This project was completed after several years of work with the Board of Directors and Staff of Changes Recovery Homes, supported by Ontario Health. The result of the integration is a clear pathway for clients for residential treatment, in our community.

Collaboration between the partner organizations of the All Nations Health Partners Ontario Health Team over the past year has led to improvements in discharge planning for patients leaving hospital, management of wait lists for diagnostic, specialty and surgical procedures, access to mental health and addiction treatment and alignment of digital tools.

The creation of the Rural Generalist Council Care Model was achieved in the past year. This model will provide for equitable patient access to Primary Care in communities, for all patients. This model also supports physicians in Primary Care and the Emergency Department with administrative support. The model is an example of how engagement with communities, commitment to a common goal and deep collaboration amongst physicians, First Nations leaders and executive leaders can lead to creative solutions to best serve our communities. The model is shaped to provide physicians who are seeking meaningful professional experience as a rural generalist physician, living and working in a small community, with access to great recreational opportunities, with work life balance as a foundational principle.

A heartfelt thank you to the staff, professional staff and Leadership Team of LWDH. The past year has been challenging in many ways, on many days. I am thankful for each of you, for showing up and providing care to those that we serve despite the challenging situations that we have faced.

Continued on Page 4



2024/2025 LWDH Board of Directors

Chair

Fred Richardson

Vice Chair

Nancy Johanson

Directors

Rita Boutette (Patient Rep)

Brent Lundy

Robert Bulman

Logan Haney

Rod Kantola

Mark Mymko

Lori Robertson

Mike Dietsch

Tara Singleton

Karen Dunlop

President & CEO

Cheryl O'Flaherty

Ray Racette (retired June 2024)

Chief of Staff

Dr. Sean Moore

VP Patient Services and CNO

Gillian Nattress

VP Operations & Capital Planning

Alison Wesley-James

President of Medical Staff

Dr. Meghan Olson

Vice President of Medical Staff

Dr. Jossie Swett Cosentino

President & CEO Message continued from previous

I would also like to thank the staff and Board of the Foundation. The leadership shown by this group is inspirational. The patients and our community are fortunate for your contributions.

I would like to thank the volunteers of the Auxiliary. The commitment to operate the 'best little gift shop in town' for the benefit of the staff, patients and families is so valued. And lastly, I would like to thank the Board of Directors for this opportunity and for their confidence. The support and leadership of these volunteers to support our hospital is remarkable.

As we look ahead to the next year, I see many opportunities to shape how patient care is delivered, given the challenges of the health care system. We are at a key juncture in the history of Lake of the Woods District Hospital - I look forward to working with our team over the next year.

Cheryl O'Flaherty
President & CEO



Message from the Chief of Staff

Dr. Sean Moore



I want to share my gratitude for everyone at Lake of the Woods District Hospital, all whom play essential roles in keeping the hospital moving forward. We have had a remarkable year, updating and implementing so many programs in clinical care areas, and with new diagnostic modalities, information technology, and care pathways.

Diagnostic Imaging continues to be a leader in providing superb services to our patients and is now embarking on expanding to include MRI, which is set to open in late summer of this year. We are aiming to provide world-class, state of the art breast imaging and treatment for our patients. This year, Dr. Catherine Murray (pictured below with some of the DI team) received the community Woman of Merit Award for her advocacy and leadership in women's healthcare.

Our Mental Health and Addictions team have experienced many changes this year, including Changes Recovery Homes (now Del-Art Recovery Home) joining Lake of the Woods District Hospital. Services continue to be provided by the staff and renovations are underway to ensure the space can be accessible. The psychiatrists have implemented a journal club and are providing scholarly events locally and at a national, and international level.

Our internal medicine, intensive care, and hospitalist programs are running smoothly with leadership providing an internal medicine journal club, engaging in our grand rounds, morbidity and mortality rounds and providing leadership with order sets and best practices. Their efforts

help us immensely in implementing best practices.

The Emergency Department has undergone a complete renovation over the past year. We are now enjoying a better and safer space in the waiting area, triage, and patient care areas, as well as the nursing and professional staff areas. We have also made significant improvements to the workstations and have fully implemented the features of the tracker board that can be leveraged until our new electronic medical records software (Meditech Expanse) is implemented in early 2027. I want to thank the nursing staff, physicians, and support staff who were all patient and helpful throughout this process.

Our visiting specialist programs have seen record numbers of patients this past year, and we're keen to expand and continue our relationships with these visiting specialists. Further, we have made important additions to gynecology, urology, orthopedics and ophthalmology and continue to have access to other programs like neurology and dermatology.

We have welcomed a new Laboratory Director, Dr. Tony Mazzulli, who will be supporting the Lake of the Woods District Hospital 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 in remote microscopy and AI applications in pathology.

This year, the Lake of the Woods District Hospital Foundation undertook and successfully met goals in their largest ever fundraising campaign, Beyond the Scan. This campaign will have a lasting impact on our hospital's ability to provide care in our community, with best-in-class equipment for the entire hospital.

We continue to be an important and popular teaching and research site, with an academic portfolio impacting rural care scholarly work at a national and international level.



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LWDH Auxiliary Contribution

Every year the Lake of the Woods District Hospital (LWDH) Auxiliary makes a monetary donation to our hospital, based on identified needs and what the annual gift shop revenues will allow for, as well as money raised through their annual Mother's Day Draw and Christmas Short Bread Sale – something our staff wait all year for! **In the 2024/2025 fiscal year the Auxiliary has been able to donate an incredible \$42,210!!**

These funds were used to support the cost of purchasing new vital sign monitors for LWDH's inpatient units and Ambulatory Day Clinic which have significantly enhanced operational efficiency for nursing staff. Each nurse now has exclusive access to a monitor, eliminating the need to share devices. Additionally, the hospital is now adequately equipped with a sufficient number of monitors to facilitate increased patient monitoring, particularly in cases where a patient's condition is deteriorating. **Since 2019, the Auxiliary has, incredibly, donated OVER \$200,000 towards patient care in our hospital!!**

Thank you so much to the entire Auxiliary, the Gift Shop Convenors and to the NUMEROUS devoted gift shop volunteers who together make such a difference in our hospital!



Chief of Staff Message *continued from previous*

Special mention should be made of the Local Education Group Lead, Dr. Sarah Giles (pictured right with myself), who has achieved advancement as an Associate Professor at NOSM and is also the incoming President of the Society of Rural Physicians of Canada.

Development of Metric reports for LWDH services is ongoing, and aiming to improve planning and operations. These reports are being used for planning, staffing and measuring changes in patterns of patient presentation, flow and adherence to best practices.

The All Nations Health Partners Ontario Health Team Rural Generalist Council has transitioned to a new compensation model implemented on April 1, 2025. We are very hopeful that this will increase recruitment and retention success and result in much needed access to care for our communities.

Our updated electronic medical record, MediTech Expense, is projected to be implemented in early 2027. A huge amount of planning, human resources and funding is being put in to make this project a success. We are expecting significant quality improvement with this implementation but are also projecting some efficiency loss during the transition phase to a single paperless EMR.

The community will forever be thankful for the late Dr. Jim



Beveridge, who passed away this year. Dr. Beveridge worked as a physician in Kenora for 30 years, and his leadership and legacy have had substantial impacts to the medical care in our region.

Lastly, I would like to thank the hospital Board of Directors, my colleagues in the hospital, and our administration executive assistants for their continued dedication to helping Lake of the Woods District Hospital provide the best care for our patients during this past year.



A Message from the Lake of the Woods District Hospital Foundation



This past year has been nothing short of extraordinary, a time of momentum, generosity, and shared purpose. Thanks to you, our dedicated supporters, we have surpassed every expectation in our mission to strengthen local health care at the Lake of the Woods District Hospital.

The Lake of the Woods District Hospital (LWDH) Foundation is thrilled to announce that the Beyond the Scan Capital Campaign has exceeded its goal, raising an astounding \$9,522,151 in cash and pledges. This historic achievement is bringing Kenora's first-ever MRI, a new CT Scanner, and an advanced Mammography Unit to our hospital enhancing diagnostics, reducing travel and wait times, and improving outcomes for patients across the region. Because of your overwhelming support, the LWDH Foundation will also be able to fund a new Central Monitoring System and over \$2.5 million in upgrades across multiple departments through the Excellence Fund.

Your generosity turned a campaign into a movement. From heartfelt individual gifts and monthly donors to major contributions and matching gift champions like the FDC Foundation, every dollar helped write a new chapter in community health. We extend special thanks to our Campaign Cabinet, whose leadership and passion guided this success every step of the way.

Outside of the capital campaign, the power of community continues to shine through our annual fundraising programs and events, which remain essential to the Foundation's mission year after year. Signature events like the Lifesavers Dinner and Auction, the Par 3 Charity Challenge driven by the Dingwall Group, and initiatives such as the Gifts of Gratitude Program and Employee Giving Program are not only impactful fundraising initiatives, they deepen connection and remind us why local health care matters. These efforts support urgent and ongoing equipment needs, celebrate our care teams, and help ensure the Hospital is prepared for the future.

You'll find more stories, impact details, and donor recognition in the Foundation's 2024-25 Annual Impact Report; a tribute to what we've achieved, together.

As we look ahead, our commitment remains steadfast: to transparency, accountability, and ensuring every gift makes a measurable difference. Funds raised through the Beyond the Scan Campaign will be transferred to the hospital in phases over the coming years to support the timely purchase and implementation of critical equipment.

From all of us at the Foundation, we thank you for your belief in our hospital, your investment in local care, and your commitment to something bigger. You went Beyond the Scan and you helped transform care for Northwestern Ontario.

With heartfelt gratitude,

Ashley Hendy, Board Chair

Mira Trebilcock, Executive Director



2024/2025 Year in Review

In 2024, Lake of the Woods District Hospital (LWDH) collaborated with patients, their families, the public, volunteers of the hospital, staff and our partners in healthcare to build a comprehensive 4-year Strategic Plan. In it, five areas of focus were identified: Authentic Partnerships, Patient Safety & Clinical Excellence, Effective Stewardship, supporting an Engaged Workforce and planning a robust Campus of Care. Our team has used this plan as a clear roadmap, guiding us toward the vision of Extraordinary Care for Every Patient and less than a year after launching the Plan, significant progress has been made in several areas, the following Year in Review highlights report on some of our major accomplishments aligned with the strategic directions our staff and our communities prioritized.



Strategic Direction:

Authentic Partnerships

Providing the right service, at the right time, in the right setting

Your Hospital is a proud and active member of the All Nations Health Partners Ontario Health Team (ANHP OHT). This collaborative had its start in ceremony in 2017 when Indigenous, municipal and health care leaders signed on to a Resolution committing to work towards the development of a seamless, patient-centered health care system. With the ultimate goal of providing the right service, at the right time, in the right setting, for all in the Kenora region, the ANHP OHT has quietly made significant progress over the years since its inception.

The ANHP OHT represents the foundational approach of the first strategic direction of the LWDH Strategic Plan – Authentic Partnerships. The close collaboration of these 16 partner organizations furthers the work of advancing health system integration, innovation, research and education. A significant accomplishment in 2024/2025 involved the creation of the **Rural Generalist Council Model**. Designed to help ease administrative demands on physicians, fill in shortages, connect unattached patients with physicians, create health equity and work towards better continuity of care across different ser-

vices, the model is tailor-made for the vastness and diversity of our region. This initiative was driven by local physicians with the support of hospital primary care, and Indigenous service provider organizations each step of the way. By the end of the 2024/2025 fiscal year LWDH was recruiting to fill a coordinator role to support this important work.

Another important achievement LWDH has been involved in, through the ANHP OHT partnership in 2024/2025 is the work to develop Integrated Care Pathways (ICPs) through the **Clinical Advisory Working Group**. An ICP is an innovative approach to treating a person who needs help. That person needs to see the right care providers, in the right order, in the right place, at the right time. An ICP makes sure this happens, by identifying a care team, and mapping out the treatment process from start to finish. Using a structured, evidence-based approach to care, an ICP puts the patient at the centre, resulting in better care. The ANHP Clinical Advisory Working Group has outlined several ICP priorities, including: Early Chronic Pulmonary Obstructive Disease (COPD) Identification – Recent collaboration with Ogimaawabiitong Kenora Chiefs Advisory (KCA), Waasegiizhig Nanaandawe'tiyewigamig Health Access Centre.

Mamoo'kandaa Oshki Aakoziwigamig Working Together for our New Hospital



Strategic Direction:

Authentic Partnerships

Providing culturally safe care and LWDH's blossoming Indigenous Patient Relations Department

LWDH has been 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 for several years. The staffing compliment now consists of three exceptionally caring Patient Navigators, a supportive Manager who also has a passion for bringing culture and learning into the hospital and a full-time Emergency Department Mental Health Therapist. In addition to navigation work (advocacy, accessing traditional healing, translation, transportation, referrals, etc) this department coordinates cultural events and ceremonies, and promotes education and awareness. In 2024/2025 this included elder teachings, staff education on language and cultural traditions, Sweat Lodge Ceremonies, and Spring and Fall Feasts.

Additionally, our partners Ogimaawabiitong Kenora Chiefs Advisory (KCA) completed the development of a comprehensive training curriculum specifically for those working in our region's healthcare sector focused on Culturally Safe Care and Anishinaabe Cultural Competency this year. The training builds upon the education offered by LWDH at the time of hire and is

very interactive with time for sharing as well as self-reflection. LWDH has set a goal of having all staff and professional staff participate in this meaningful experience by April 2026, as part of a commitment to Truth & Reconciliation and to achieving our values of compassion, collaboration, and respect. This training, built specifically for the hospital and our region, will expand our team's understanding of cultural safety and humility and offers numerous benefits, including increasing the understanding and implementation of Anishinaabe wise practices, and improving skills and resources for better health outcomes. In 2024/2025 56 staff participated in the training, with several more participating already in Quarter 1 of 2025/2026.

Flow Team provides consistency for patients

This year, LWDH restructured staffing to build a "Flow Team," which consists of the new position of Flow Coordinator in addition to the existing Discharge Coordinator. The Flow Coordinator focuses on bed utilization (where patients are admitted), and repatriations (coordinating the return of patients to LWDH that required care at another Hospital in Ontario or out of province facilities).

The Discharge Coordinator is instrumental in connecting patients and their families with community and partner organizations to facilitate continuity of care when leaving the hospital. The addition of the Flow Coordinator ensures consistency with planning and implementation of bed utilization, repatriations and discharge planning. The goal is to have cross coverage between roles to ensure seamless coordination.

2024/2025: Year in Review



Strategic Direction: Patient Safety and Clinical Excellence

Emergency Department upgrades enhance safety and privacy

If you've visited the Lake of the Woods District Hospital Emergency Department (ED) at any point in the past few years, you would have noticed a lot of construction activity and shuffling of work spaces and treatment areas. This multi-phased project has included updates throughout the entire department including a new Team Station, Physician Workspace and utility room and this year, new Triage Room, Patient Registration, and Switchboard spaces were completed (summer 2024) and the finishing touches added to the security space and new waiting area (February 2025), pictured above. This bright new space was carefully planned and is in direct line of sight from the Patient Registration, Triage, Switchboard and Security spaces, enhancing both overall safety of the department and patient privacy. Also completed this year was the creation of new workspaces for partners such as police, EMS, social services, and client navigation in the old waiting area space.

Wound Care Clinic expands service hours to meet the area needs

The LWDH Wound Care Clinic has provided care for patients suffering from acute, chronic and complex wounds for many years, one-day per week. The care needs in our area had long outgrown what could be managed within these oper-

ating hours, so when one of our own team, Janet Paulson, a Registered Nurse (who has provided exemplary guidance and care at LWDH in her role of Infection Prevention and Control) expressed an interest in shifting her focus to Wound Care, we were ecstatic. Janet completed her WOCC (C) Wound Ostomy Continence Certification in late 2024 which allowed for the LWDH Wound Care Clinic operating hours to expand to five-days per week, which more effectively meets our communities needs.

Working with Chiropodist foot specialist Andrea Clemmens, Janet collaborates with other health care providers to provide coordinated wound care treatment plans to meet patient's specific needs. This includes assessing and diagnosing wound types, determining a patient needs and considering other factors that could impact wound healing. Janet and Andrea also provide education to other patient care staff as well as outpatient, inpatient and virtual assessments to meet the needs of our region.

New DLX Ultrasound technology supports high-quality patient care

This year, the LWDH Clinical Team (Jennifer, Lesley, Joelle) successfully implemented the DLX ultrasound system which includes integrated ECG and tip navigation technology to enhance the placement of peripherally inserted central catheters (PICCs). This system directly supports the goal of improving clinical outcomes, optimizing resource utilization, and streamlining patient care workflows and was made possible through funding from the Lake of the Woods District Hospital Foundation - thanks to the generosity of our community.



850
WOUND
CLINIC
VISITS



The DLX system has already demonstrated measurable improvements in procedural efficiency, including increased first-attempt success rates and a reduction in average insertion time by over an hour. These enhancements contribute to reduced procedural delays and faster insertion times for patients. Importantly, the DLX enables real-time catheter tip confirmation, eliminating the need for post-insertion chest X-rays. This not only reduces imaging costs and resource demands but also expedites line availability for immediate use.

Highly portable and user-friendly, the DLX system supports bedside procedures across multiple care environments. Its troubleshooting capabilities further reduce insertion complications, helping to minimize delays and improve the patient experience.

Outpatient Psychiatry Triage ensures patients assessed according to urgency

The LWDH Mental Health team invested a great deal of time developing a structured and multi-step triage process to address adult outpatient psychiatry service needs. This process, launched in January 2025 ensures patients are assessed and scheduled according to the urgency of their need and the availability of services.

A new clinical social worker position was developed to support the new process, and to work in collaboration with a LWDH psychiatrist. Together they determine the most appropriate level of care for each patient and since triage implementation, patients who require immediate attention are prioritized, leading to quicker access to necessary care, reduced wait times and redirection of patients to the most appropriate resources and care possible.

Building a Diagnostic Imaging Centre of Excellence

Over the past three years, significant progress has been made in advancing Diagnostic Imaging at LWDH, thanks to the dedication of our exceptional team, the generosity of our communities, and support from the Ontario Ministry of Health. This progress has equipped LWDH with state-of-the-art Fluoroscopy and Mammography units and in 2024, funding approval was received to bring Kenora's first-ever MRI to life in our hospital.

Today, LWDH is on track to have MRI services fully operational by the summer of 2025, with renovations starting promptly following the operational and capital funding announcement. In February 2025, the Lake of the Woods District Hospital Foundation launched the Beyond the Scan Campaign to support the cost of the necessary medical imaging equipment, which is not covered by the province. Remarkably, the Foundation not only met but exceeded the ambitious \$8.5 million goal to support a fully operational Diagnostic Imaging Centre of Excellence for the region. Thanks to the support from our incredibly generous community, the Beyond the Scan Campaign funding will ensure that patients are kept close to home and will transform the way we practice in our hospital, ultimately helping to bring better patient care and health equity to the north.



15,553
CT EXAMS



7,613
ULTRASOUNDS



15,095
XRAYS

158
STRESS
TESTS

6,354
ECG TESTS

3,067
MAMMOGRAMS

852
BONE MINERAL
DENSITY
EXAMS

1,407
ECHOCARDIO-
GRAPHIC
EXAMS

2024/2025: Year in Review

Strategic Direction: **Effective Stewardship**

Innovative efficiencies in Surgical Services

Canadian hospitals have been seeking innovative solutions to address the shortage of family physicians, which is a challenge faced by our communities, emergency department, and primary care clinics. One significant recent innovation has been the introduction of Registered Nurse First Assistants (RNFAs) in operating room roles, which can help reduce wait times for patients needing elective surgery. RNFAs assist surgeons in tasks traditionally performed by family doctors, such as tissue exposure, suturing, and wound management. This role is acknowledged within the scope of expanded nursing practice across all provinces in Canada and LWDH is extremely grateful that two very experienced Registered Nurses from our hospital, Blair Winstanley and Kristen Richards, completed their Registered Nurse First Assist (RNFA) training this year.

With the shortage of family physicians, RNFAs can relieve family doctors of their additional roles in the OR, allowing them to focus on primary care and emergency services. The creation of these roles for nurses also supports nursing recruitment and retention strategies by offering new opportunities for career enhancement and development. Congratulations and thank you to Blair and Kristen for their dedication to creating efficiencies in the LWDH Surgical Services Program, enhancing a team-based model of care, patient safety and contributing to extraordinary patient care.

Reducing paper waste

In October 2024, our hospital implemented PaperCut, an innovative tool which helps us better manage and monitor our printing habits. In this short amount of time, paper usage at LWDH has reduced significantly! When tallied just how much it saved in only a few months (October 2024 - March 2025), it equated to saving 8.47 trees, 896.9 kg of CO₂ and enough electricity to run a supermarket for 7.3 hours!!

Thank you to the awesome Information Systems & Technology team for guiding the implementation of PaperCut and to our entire team for their efforts to reduce paper waste.

Reducing use of single-use containers

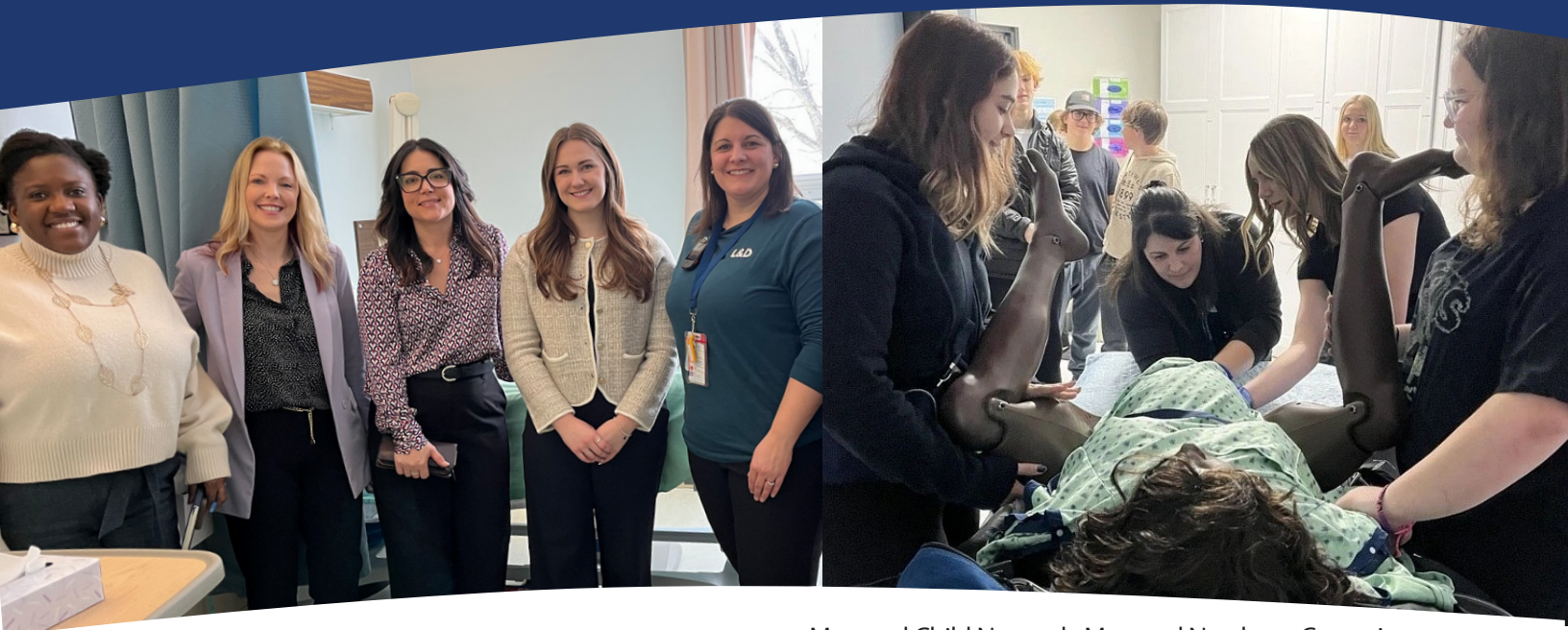
The Surgical Services department has researched reusable and sterilizable containers and instrumentation with the goal being to reduce waste, already beginning to use some reusable products this year. This shift in product usage is in its infancy, but we are proud of the already recognizable reduction in waste with the change. Thank you to the awesome Surgical Services team for embracing small changes that will have a BIG impact over time!

We are proud that both this initiative and the reduction in paper waste at LWDH demonstrate our commitment to Effective Stewardship, an important Strategic Direction identified in our 2024-2028 Strategic Plan.

Strategic Direction: **Engaged Workforce** **Team input enhances onboarding and general work experience**

This year, the LWDH Patient Relations team recognized the need to for improved communication pathways in the Emergency Department (with care teams, other departments and partner service providers) and undertook creating clear, streamlined training documents and ensure that any issues or questions about roles and responsibilities are promptly addressed. Since implementation, this has not only improved the onboarding process but also facilitated cross-training among staff. New hires are well-prepared to cover various roles, such as Switchboard, ER, and ER South, thereby enhancing team cohesion, unit functionality and employee pride. Additionally, the team has focused on developing measurable Key Performance Indicators (KPIs) to track progress and address ongoing issues, such as patient demographics verification.

Overall, these initiatives have not only engaged staff by providing them with the necessary tools and training to perform their roles effectively but have also sought their input to continuously improve work life and communication efforts. The collaborative approach and focus on continuous improvement have contributed to a more positive and productive employee experience at LWDH.



Strategic Direction: **Engaged Workforce**

New Obstetrics Team Lead / Educator supports LWDH team and inspires young learners

In the summer of 2024, a critical need was identified for unit-specific leadership and education on the Obstetrics ward in our hospital. With support from senior management, a full-time position for a Maternity Team Lead/Educator was created, and Shallyn Kocis was recruited back to LWDH to fill this important position in September 2024. The goal of the new position is to effectively prepare and support nurses, students, residents, and other healthcare professionals in acquiring the knowledge, clinical skills, and professional attitudes necessary to support safe and evidence-based care of pregnant individuals, fetuses, and newborns. Shallyn supports these initiatives by promoting competence in obstetrics care through teaching normal and high-risk situations in pregnancy, labor, delivery, and post-partum care. She trains learners to use critical thinking and evidence-based practices in complex real-world and SIM situations and keeps abreast of trends in healthcare to ensure we are offering our patients the best possible care and outcomes.

Shallyn provides direct access to support, education, and guidance to staff on the unit and assists new hires and student learners as they integrate into the department and supports nurse mentors with peer-to-peer orientation. Shallyn actively participates in the Northern

Maternal Child Network: Maternal Newborn Committee as well as their Regional Perinatal Community of Practice, which links obstetrical care providers from across Northern Ontario. In January 2025, due to Shallyn's role, LWDH hosted members from Better Outcomes Registry Network (BORN), Northern Maternal Child Network (NMCN), and Prenatal Screening Ontario (PSO) for a two-day event as they conducted a "Tour of the North" to better understand how care is delivered in the communities and the influence of economic, social, and cultural factors.

The educational component of the job has Shallyn providing local and regional obstetrical education, which includes Neonatal Resuscitation, Fetal Health Surveillance, the 20-hour Breastfeeding Course, and starting in the summer of 2025 - ACoRN: Acute Care of at-Risk Newborns. Shallyn has also fostered relationships to support the nursing program at Seven Generations Educational Institute as well as the parenting and Co-Op programs at St. Thomas Aquinas High School – inspiring local youth to consider a rewarding career in obstetrics.



2024/2025: Year in Review



Strategic Direction: **Campus of Care**

Working Together for Our New Hospital

This year, Lake of the Woods District Hospital (LWDH) and Ogimaawabiitong Kenora Chiefs Advisory (KCA) furthered plans for a new hospital and campus of care that is envisioned to serve the northwest region. Notable milestones in 2024/2025 included:

Ontario Health endorsement of the scope of clinical programs and services planned for the new hospital. This is a mandatory step in the Ministry of Health's capital planning process; to have this assurance from their agency overseeing the healthcare system in our region that the programs and services are projected to meet the future needs of the communities we serve.

Conclusion of the Ministry of Health's extensive review period for the Functional Pro-gram/Functional Plan: This comprehensive document includes the clinical service plans and space requirements by department to meet national standards for infection control, accessibility and functionality. In summary, this document includes the total hospital size and capital cost. All Ministry questions were addressed by Fall 2024.

Land Purchase: KCA purchased the preferred hospital site as part of a 108-acre purchase of the former mill site. This will ensure the land is available for both the new hospital and the Wiigwas Long-Term Care Home. At a future date, LWDH will purchase a 30-acre portion of the property, where the new hospital will be constructed, alongside several other health and social service partners.

In addition, LWDH has strengthened its relationship with the City of Kenora, securing confirmation of infrastructure funds for the new facility in the City's capital plan, as well as working in tandem to advocate and lobby for provincial-funding to move the project along.

UPDATE: June, 2025

In its 2025 budget, the provincial government allocated \$50 million to move forward with planning of the new hospital, allowing the project to move into the detailed design and procurement phase. We anticipate that we will be matched with a team at Infrastructure Ontario (IO) to jointly decide upon a project delivery model, and IO will set the schedule of project milestones. They will also support us to complete due diligence at the site and procure the necessary consultants to move into detailed design. Staff, patient and family representatives will be involved in user groups providing important input during the design phase. There will also be several opportunities for the public to provide input on the plans for the hospital and campus of care.

Strategic Direction: **Campus of Care**

Community OT supports patient needs, when and where they need it

Our hospital had been experiencing significant and costly barriers to transitioning patients who require home assessment and support through home and community care.

Community Occupational Therapy (OT) services had been reduced or eliminated, resulting in the absence of service for interventions such as wheelchair assessment and prescription for community-based patients. This need spurred LWDH to propose a creative solution to the Ministry of Health in 2023 with a hospital-based Community Occupational Therapist.

Occupational Therapy (OT) is a regulated health profession that enhances quality of life, promotes participation in productive and meaningful activities of daily living and empowers individuals, allowing them to live life to the fullest by creating solutions that help people do what they want, when and where they want. OT professionals work with individuals of all ages whose ability to engage in daily activities has been hampered as a result of illness, chronic conditions, mental health issues, aging, and other health conditions.

A hospital-based OT who can provide service to community-based patients in crisis or to patients who are in transition from hospital to home, will improve the patient's ability to succeed and reduce patient progression to LTC and ALC. In April 2024, the Ministry of Health approved LWDH's plan to staff a Community Occupational Therapist (COT) to provide community rehabilitation care, to patients with acute or chronic complex medical conditions, in either an out-patient setting, in the ER or to patients who are being discharged from in-patient to home. In 2024/2025, the Community OT saw 134 new patients - a total of 289 patient visits - with the result of 80 supported and successful Discharges home. The program has been such a success that Ontario Health (OH) has provided further funding in February 2025 for LWDH to hire a Rehabilitation Technician to support the COT with this initiative.

The COT program has been such a success that a similar Community Stroke Rehab (CSR) OT program was also funded by OH and initiated in May of 2024, with amazing outcomes to date. The COT and CSR OT programs are excellent examples of how LWDH is prioritizing clinical excellence and patient safety.

LWDH's new community OT team! L-R are Carrie Davis (Community Occupational Therapist), Jen Geary (Community Stroke OT Assistant), and Cassie Olinyk (Community Stroke OT).



289
PATIENT VISITS



Del-Art Recovery Home offers seamless, coordinated client experience

After much work and collaboration, Changes Recovery Homes 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. Changes has aided in transforming lives in our district for several decades. With the integration, this residential program now meshes seamlessly with the continuum of addiction and mental health care currently provided through LWDH's Mental Health & Addiction Services portfolio. Benefits seen since the integration have included a coordinated experience for clients and their families in accessing addictions and mental health services, linkages to traditional healing and cultural supports (through the LWDH Indigenous Patient Relations Department) and additional support for the Home's staff (including access to LWDH teams - Information Systems and Technology, Maintenance, Communications, Finance, Quality & Risk, Administration, etc).

The former separate female and male residents combined into one location as a co-ed home, reducing overhead costs and in November 2024 officially changed its name from Changes to Del-Art Recovery Home.

Other physical changes that have begun to take shape at the home include creating an accessible client room on the main floor, relocating the staff office, creating an accessible bathroom and renovating a space that will become a meeting office space for social workers/ other partners as needed. Additionally the Del-Art team is supported by a caring leadership team consisting of Manager and Supervisor.

Lake of the Woods District Hospital

By the numbers ...

The 2024/2025 fiscal year was an exceptionally busy period for Lake of the Woods District Hospital, as proven by the statistics noted here. The LWDH team is proud to be capable of providing a wide range of services to meet the healthcare needs of our communities and the sheer volume undertaken highlight a commitment to delivering comprehensive, efficient and quality care.



1,047,890
LAB PROCEDURES
1,012,540
LAB UNITS

31,530
OUTPATIENT
VISITS



350
INPATIENT
OPERATIONS
2,239
OUTPATIENT
OPERATIONS

2,014
AMBULATORY
CLINIC VISITS



25,064
REHAB
ATTENDANCE
DAYS



2,105
ADMISSIONS

166
NEWBORN
ADMISSIONS

19,628
INPATIENT DAYS
(ADULT & PEDS)

304
INPATIENT DAYS
(NEWBORN)



81
BEDS IN
SERVICE



472
CHEMOTHERAPY
TREATMENTS



905,706
PAID HOURS
OF WORK



680
EMPLOYEES



21,890
ER VISITS
112
INPATIENT DAYS
IN EMERGENCY



4,410
DIALYSIS
TREATMENTS



218,141
KGS of
LAUNDRY

FINANCIALS: For the year ended March 31, 2025

REVENUE

	2025	2024
Ministry of Health and Long-Term Care/LHIN	\$65,659,034	\$64,335,449
Patient Revenue from other payors	\$6,043,758	\$7,587,640
Preferred accommodation and co-payment revenue	\$262,178	\$130,237
Other revenue and recoveries	\$8,065,708	\$6,418,131
Amortization of grants & donations for equipment	\$1,419,174	\$1,336,926
Total Hospital Operating Revenue	\$81,449,852	\$79,808,383
Other programs administered by the Hospital	\$14,614,969	\$12,217,078
	\$96,064,821	\$92,025,461

EXPENSES

Salaries, wages and employee benefits	\$46,800,599	\$44,678,292
Medical staff remuneration	\$12,058,615	\$11,433,354
Supplies and other expenses	\$14,837,306	\$14,599,982
Medical and surgical supplies	\$3,084,805	\$2,749,398
Drugs	\$3,599,840	\$3,219,024
Amortization of Equipment	\$1,802,812	\$1,636,331
Bad Debts	\$141,970	\$45,323
Total Hospital Operating Expenses	\$82,325,947	\$78,361,704

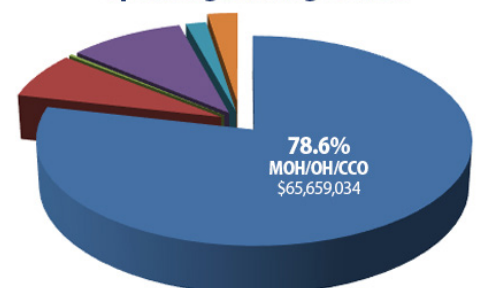
Other programs administered by the Hospital	\$15,137,012	\$12,226,155
	\$97,462,959	\$90,587,859

Surplus (deficit) before amortization related to buildings	(\$1,398,138)	\$1,437,602
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Amortization of buildings	(\$2,734,665)	(\$2,610,291)
Asset retirement obligation accretion related to buildings	(\$79,415)	(\$79,415)
Amortization of deferred contributions for buildings	\$2,111,976	\$2,023,137

Surplus (deficit) for the year	(\$2,100,242)	\$771,033
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2024/2025 Operating Funding Sources



2024/2025 Operating Expenses

